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**Examining the Influence of Social Media Usage on Job Performance: A Study of University Librarians in Punjab**

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**Abstract**

Social media now plays an essential part in everyday life, impacting communication, social interactions, and information exchange. It affects social, professional, and personal aspects, among other domains. Social media empowers people to communicate with one another globally by removing geographical constraints. This research examined the effects of social media use on university librarians' productivity in Punjab, Pakistan. The study attempts to evaluate how social media affects workplace productivity through a thorough survey given to librarians from public and private organizations. The study's goals include defining the kinds of professional services offered via social media, determining which social media platforms librarians use most frequently, assessing work performance self-efficacy, investigating obstacles to the efficient use of social media for professional services, and examining gender differences in perceptions of work performance. Methodologically, 83 respondents were given a structured survey using the census technique. Data analysis was conducted with SPSS-24. The researcher aimed to provide insight into gender dynamics in work performance perceptions and contribute to the conversation about social media in professional settings, particularly in the field of librarianship. To meet the research objectives, analytical tools such as descriptive and inferential statistics were utilized. According to the report, most librarians promote library services on social media. The survey found that WhatsApp is the most popular social media platform for promoting information and library services. The study indicated that participants were able to complete work-related tasks quickly and effectively by prioritizing their assignments using social media and managing their time effectively. The results showed that social media platforms are widely used for reference services, with a focus on task and contextual performance in particular. The research also revealed that most librarians encounter obstacles and issues when delivering library services, such as poor internet connections, load shedding, a lack of funding, and a shortage of opportunities for professional development related to social media use. This research provides insights into the opportunities and challenges faced by librarians in effectively utilizing social media, and it emphasizes the importance of understanding the complex dynamics of social media's impact on work performance.

**Keywords:** Social media, Work performance, University librarians, Punjab, Pakistan, Library Resources, Library Services, Internet of Things.

## Introduction

As technology continues to fill every part of our lives, studies and concerns about the consequences of social media usage on work performance are expanding. Social media platforms are a great source of knowledge and connectivity, but they can also be very distracting at work. A primary consequence is a decrease in productivity. Workers may find that they are spending a lot of time on social media, participating in online chats, or even getting into disagreements or discussions, all of which take away from their ability to concentrate on their jobs. Doshi and Nigam (2024) conducted a similar study importance that future research can examine the moderating effect of definite characteristics, such as age, gender, and experience, on the link between social media use and different aspects of work performance. Furthermore, the authors pointed out that media is only one component of communication, which takes place within the context of people's relationships with one another and their larger social groups. Consequently, we must consider not only the characteristics of the media but also the connections between its audience members.

Social media is one of the variables that has a significant impact on the rising demands for individual performance within an organization. With reference to the literature, Labban and Bizzi (2022) discovered that employers who allow workers to use social networking sites for business purposes grasp different opinions, with some complete dark access and others allowing unrestricted use. Likewise, Liu et al. (2021) drew attention to the dual aspect of social media interaction: how it may both disrupt work performance and improve communication. Social media applications have been used in universities for a decade now, and they have significantly improved monitoring and decision-making for effective and efficient management. University libraries, as significant service-oriented departments, provide new opportunities to engage with library users through the provision of information and knowledge services. This could be achieved if library staff put considerable effort into bringing innovation to library services (Khan et al., 2024).

Numerous studies have shown that using social media for organizational communication not only facilitates communication but also lowers work performance. Siddiqui and Singh (2016), after researching social media, concluded that there are both positive and negative consequences associated with the medium. Furthermore, workers who use social media excessively may experience higher levels of stress and exhaustion. They may feel as though they are always "on" due to the continual updates, notifications, and pressure to stay connected, which makes it challenging for them to free and rest. Long-lasting stress and distraction can damage mental processes like creativity, problem-solving, and decision-making, which are essential for productive work performance. As a consequence, the quality of the work may suffer. Even with all its potential negatives, social networking can improve productivity at work. For example, it makes it easier for workers to collaborate and communicate with coworkers, clients, and industry experts across geographical boundaries. Social media platforms facilitate the exchange of knowledge, ideas, and best practices, thus promoting an innovative and learning culture within organizations. These platforms can also be very helpful for conducting research, analyzing markets, and keeping up with industry developments. This helps staff members make better judgments and adapt swiftly to changes in their field. Social media can enhance productivity, creativity, and job satisfaction when used responsibly and moderately, as it facilitates interaction and provides access to resources that promote professional development.

Similarly, Daluba and Maxwell (2013) highlighted the importance of social media in the academic context. Delavar and Badizadeh (2018) also discussed the significance of social media usage and how it has transformed lives around the world. In a similar vein, professionals and researchers alike have developed an interest in social media use, especially when findings have implications for the workplace. Benefits of using social media platforms and applications include gaining new clients and staff, as well as promoting communication, sharing, knowledge expression, idea generation, and relationship building (Bodhi et al., 2023). The current study aimed to investigate

the usage of social media in libraries, including the provision of various services such as user orientation, information literacy programs, current awareness services (CAS), selective dissemination of information (SDI), online chat (frequently asked questions), electronic document delivery, keeping track of users with current trends in the library, interacting with students, engaging with colleagues, reference services, book recommendations, book reservations, overdue reminders, and book/serial ordering. Moreover, the study investigated the effects of social media on work performance in libraries at public and private sector universities.

### **Research Questions:**

1. How many professional services being performed by the librarians through social media applications?
2. Which social media platforms are most frequently utilized by librarians employed by Punjab province's HEC-accredited public and private universities?
3. How different social media tools impact library services e.g. internal consistency, self-efficacy and work performance in HEC recognized public and private sector universities of the Punjab province?
4. What kind of problems/barriers being faced by library professionals in applying social media in providing professional services?

### **Literature Review**

#### **Social Media**

Social media now plays a crucial role in everyday life, impacting communication, social interactions, and information exchange. Its significance is multifaceted, affecting societal, professional, and personal aspects (Doshi & Nigam, 2024). The following are some relevant points emphasizing the importance of social media. Social media breaks down barriers to allow individuals to communicate with each other anywhere in the world. Global connectivity facilitates cross-border collaboration, fosters multicultural understanding, and creates a sense of one global community. Social media platforms are also useful for disseminating information rapidly. The quick dissemination of updates, news, and trends increases public awareness of various subjects, including social issues and current affairs. People are empowered by this standardized information, which also promotes knowledge-based discourse. Social media provides a digital forum for like-minded individuals to interact, share experiences, and create communities based on common interests. People who may be geographically separated can feel supported, connected, and united through these online communities (Liu et al., 2021). Similarly, Chen et al. (2021) notes that publicly visible social media platforms, such as Facebook and WhatsApp, are increasingly being incorporated into business processes and operations. Over the last few years, there has been a growing interest among academics in how employees use public social media. The authors provide an overview of current concepts and models and propose a causal-chain framework for further investigation into how workers utilize public social media platforms. Researchers have explored social media use habits as causal factors rather than societal variables over the past few decades. Many of these studies have focused on performance and work satisfaction as end variables, paying little attention to the impact that social media use has on the physical and mental health of employees. In terms of moderators, the variables that garner the most attention include usage behavior, user attributes, and job qualities. When it comes to mediators, social capital, job satisfaction, and work conflict are the most crucial elements. Likewise, social media offers businesses unparalleled opportunities for marketing, customer engagement, and branding. By focusing on specific demographics, obtaining real-time feedback, and reaching a large audience, businesses can enhance their products and services. Social media networks provide a wealth of information, tutorials, and educational resources, making them valuable educational tools. The

accessibility and inclusivity of education are increased by the ease of knowledge access, which promotes lifelong learning and skill development. Nowadays, social media is effective for these kinds of campaigns. It can be used by individuals to voice their opinions, rally support for causes, and raise awareness of social issues. News stories that go viral on social media can give rise to protests and movements. People can express who they are, what they can do, and how creative they are using social media. Users can share their ideas, opinions, and creative works through text, photos, and videos, fostering a vibrant, diverse online culture. The literature addresses different definitions of social media. A definition by Kashyap and Jonjua (2020) is relatively comprehensive: “Social media is the set of resources and online communities that enable people and organizations to quickly meet their information and communication needs.” A definition by Haastrup et al. (2023) is also comprehensive. According to their definition, social media describes a collection of websites and applications that prioritize community-based input, communication, engagement, content sharing, and teamwork.

### **Work Performance**

Doshi and Nigam (2024) conducted research and highlighted that future studies can investigate the moderating influence of categorical attributes, including age, gender, and experience, on the association between social media use and other factors. Furthermore, the authors noted that media is only one component of communication, which occurs within the context of people's connections with one another and with their larger social groups. Consequently, we must consider not only the characteristics of the media but also the connections between its audience members.

How well a librarian performs their tasks is a critical aspect of their work behavior that contributes to the library's success. The authors provide an overview of the findings from a study that asked librarians to rate their own performance on the job. Nwokike and Unegbu (2019) investigated the impact of job performance and defined it as a set of employee behaviors that can be measured, monitored, and evaluated in relation to organizational goals. The authors concluded that university librarians were performing at a high level. Social networking site use has no direct impact on an individual's performance, it does have a considerable impact on two other important work-related outcomes: job satisfaction and organizational dedication. It is recommended that future research conceptually and methodically replicate the original study by evaluating job engagement and the balance between life and work as mediators. Additionally, methodological replication of the research should be conducted in multiple countries to see if the findings hold up (Bodhi et al., 2023). Pekkala and Zoonen (2022) conducted research on the relationship between job performance and social networking site use by organizational members. The benefits of social networking for employees are a topic of strong discussion among academics and corporate leaders. Some argue that social media use by employees is a waste of time due to low productivity, while others believe it enhances job performance because people are better at balancing work and personal obligations. Moreover, this mediating effect is further supported by organizational commitment. According to the research, using social networking sites can help individuals balance their personal and professional lives in a way that benefits their companies, rather than encouraging presenteeism. To the best of their knowledge, the authors' initial research thoroughly examined the connections between these theoretical constructs.

### **Effect of social media use on work performance**

The influence of generative artificial intelligence on improving institutional performance and job productivity is insightfully summarized by Naqbi et al. (2024), which focuses on the academic, research, technology, communications, agriculture, government, and commercial sectors. It highlights the value of applying analytical reasoning in various domains, the moral problems involved, and the crucial role that generative AI plays in resolving challenges related to artificial

intelligence. According to the findings, there is a significant and swift trend in the field of generative artificial intelligence research that is expected to continue until 2024 and beyond. The authors also recommend potential for long-term strategic planning and further research, particularly when assessing its impact on user experience across a range of professional fields (Naqbi et al., 2024). Similarly, Labban and Bizzi (2022) revealed that companies are now adopting differing positions on allowing employees to use social media at work; some complete ban access, while others allow unrestricted use. Research on the effects of social media on employee behavior has produced inconsistent results, and its effects remain unclear. However, it has been noted that employees who use social media before work report feeling more content and focused, which may encourage productive work habits such as networking with coworkers. These different opinions may help explain this phenomenon. The authors examined the impact that using social networking sites at work had on each employee's ability to perform their job responsibilities. They also explored whether, depending on the specifics of the task at hand, social media use affects individual job performance differently. Lee and Lee (2020) investigated social media use in the workplace, noting that instant messaging and social networking sites are increasingly used in daily life. The results demonstrated that social media had a statistically significant positive impact on each person's capacity to complete their tasks. Task complexity was also found to positively influence the relationship between social media use and job performance. These findings may have significant implications for firms updating their social media usage policies. Because social media improves work performance, employers should consider encouraging employees to utilize it at work. They might promote the use of instant messaging networks, especially among employees managing complex tasks.

Highly accomplished people used social media to communicate with their peers. Those who performed well at work were often the same individuals who used social networking sites as a temporary diversion from demanding and unfulfilling jobs. Celebi and Terkan (2020) established that regular social media use at work has been shown to improve productivity. Using the theory of uses and gratifications, the researchers examined how people use the internet at work and their satisfaction with it. The most recent studies on uses and gratifications have focused on new media and its effects on individuals. This study is just one of many that have explored how people utilize social media at work. Facebook and WhatsApp are the two messaging apps most frequently used at work, according to the study. The participants noted that the use of social networking sites in the workplace "makes a significant contribution to positive two-way communication." They agreed that utilizing social networking sites at work enhances cross-communication and that "using social media at work increases productivity." Additionally, the authors found that people performed better at work when they used social media to cope with demanding and unpleasant jobs. According to social capital theories, social media facilitates better information transfer. Prior studies have shown the significance of social capital and knowledge transfer in enhancing work productivity. Shared values, community ties, and trust are the relational, and structural components of social capital. Using primary data from IT professionals, structural equation modeling was employed to examine the study model. Through experimental investigation, the researchers explored how social media affects work performance and related it to concepts of capital transfer and social knowledge. This provides managers with insights into the advantages of using social media in organizations. Employers, companies, and consumers all utilize social media to exchange ideas and information that affect behavior. However, if it is mainly used for socializing, it does not boost productivity at work. To maintain or improve staff productivity, businesses should restrict employee usage of social networking sites, especially for personal use during work hours (Babu et al., 2020). Social networking sites have become essential tools for communication. Thanks to the advent of internal social media platforms and applications, workers now have tremendous digital opportunities to collaborate, network, share professional expertise, and communicate

information about their professions. The specific objective of the current study is to determine how internet use affects social investment and knowledge sharing, two factors linked to employees' job performance. Louati and Hadoussa (2021) conducted a study on the effects of social media on employee performance and social capital. A web-based study of working individuals who use social media at a telecom company was used to develop a research model and empirically assess it. The findings show that using online platforms at work has a positive impact on social influence, which raises productivity and facilitates knowledge sharing among staff members. There are suggested implications and future research directions. In a similar vein, despite numerous studies attempting to understand the reasons for and effects of social media use, the overall structure, parameters, and mechanisms of how social media use affects performance remain unclear. The authors investigate the connection between employee performance and social media use using a grounded theory approach to meet the research criterion. They gathered information from interviews and analyzed it using sample instances. The results covered four main areas and the subcategories that accompanied them: work performance, emotional stability, job effectiveness, and social media use. Additionally, the researchers examined how employees' use of social networking sites impacts their capacity to perform tasks. The findings also demonstrated that social media use affects employees' emotional stability and productivity at work, and that frequency and individual characteristics may influence this process. By describing the combined model, boundary conditions, and mechanisms of the influence of social media use on performance, the researchers' findings contribute to the body of knowledge on social media. By defining four fundamental areas and subcategories social media usage, work efficiency, emotional maintenance, and job performance the authors further enhanced the study of social media. The paper's conclusion offers tools and advice for the administration of internal social networking sites (Ma et al., 2022).

### **Effect of Social Media on the Performance of the Librarians**

Khan et al. (2024) investigated the perceived risks of social media in the university libraries of Pakistan. Numerous perceived risks were noted, including sharing unethical content, uncontrolled conversations, identity theft, posting irrelevant content, the absence of social media policies, security issues (such as account hacking), and posting unethical content that could negatively impact the library. Conversely, social media use is expanding globally over time. As a result, social media is crucial for providing cutting-edge library services and motivating patrons to offer prompt assistance whenever needed. Currently, over 50% of university libraries in Pakistan provide services via social media platforms. Libraries have come to understand that there are risks associated with using social media to deliver library services. Furthermore, private university libraries were particularly concerned about two issues due to the abundance of content: identity theft and anxiety. Finally, it was found that none of the responding libraries had a clear policy regarding the use of social media. According to Okoroma (2018), it is difficult to ignore how crucial social media is to the education and learning process. However, excessive use of social media may lead to inefficiency and poor academic results. The study examines how social media (SM) affects students studying library and information studies. A descriptive survey was used as the research design, and a questionnaire was utilized to collect the data. The Library, Preservation, and Information Studies Department at the university distributed copies of the questionnaire to the librarians. Descriptive statistics were applied to analyze the generated data. The results showed that the social media app WhatsApp was the one that LIS (Library and Information Science) undergraduates used most frequently. The majority of students reported using social media more for non-academic purposes than for academic ones; they spent an average of 7 hours per day on social media engaging in general activities, compared to 5 hours per day completing coursework, which surely impacts their performance.

Yu et al. (2018) conducted a survey to determine whether excessive use of technology and dependence on social media's exponential growth have serious ramifications for businesses. The authors aimed to investigate how various forms of excessive social media use affect workers' productivity at work. An empirical study of internet users in businesses found that while excessive use of social media for socializing and entertainment can lead to conflicts between job demands and technology use, excessive use for knowledge sharing can decrease psychological stress among workers. Technology-related workplace conflicts and stress may negatively impact an employee's productivity. The investigation's theoretical and practical implications are also discussed. Liang et al. (2021) examined how social networking platforms impact workers' job satisfaction and productivity. Despite past studies providing valuable insights into the effects of social media use in businesses, this research aimed to better understand how different applications of both public and private social media platforms affect employee performance and work satisfaction. Opinion surveys were conducted in China, and structural equation modeling was used to validate the study model and hypotheses. The findings demonstrate that public social media use for both work-related and social motivations positively influence employee job satisfaction, in contrast to private social media usage, which is primarily for social reasons. Using both public and private social media for business-related purposes can boost employee productivity, although the importance of social media use for motivation has decreased. There were notable differences in how the social media use of employees of different genders affected their job satisfaction and productivity. By analyzing the combined effect of various incentives for using both private and public social media on employee satisfaction and job productivity, the authors advance the field of social media research. They also enhance the uses and satisfaction theory by describing the connection between various organizational social media use requirements and motivations.

### **Methodology**

The primary data for the study was gathered using a structured questionnaire and the survey method, which employed a quantitative research strategy. University librarians who are currently engaged at government and commercial institutions in Punjab, Pakistan, that have received HEC recognition made up the frame of reference for demographics in this study. There are almost 86 public and private HEC-recognized universities in Punjab (HEC, 2024). Because the population was too small to take a sample from, the census sampling approach was applied. The questionnaire was made easy and understandable with minor changes for the librarians.

The questionnaire consisted of four parts:

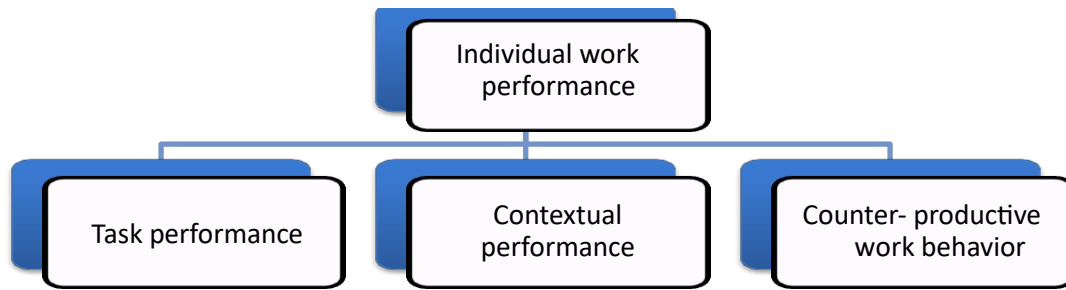
Part I: Demographic information

Part II: Social Media

Part III: Work performance

Part IV: Problems while providing professional services

The initial portion of the questionnaire contained the respondents' personal data. The demographic data comprised seven variables: institution, type of institution, gender, age, qualification, designation, and professional librarian experience. Eighteen statements comprised the second section, which discussed how librarians use social networking sites to offer a range of professional services. The third part consisted of 24 statements of work performance, known as the individual work performance scale by Koopmans (2014).



**Figure 1**

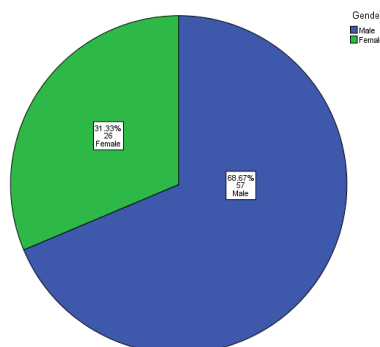
The author's scale was divided into the three categories mentioned above (Figure 1).

Task performance, which displays a worker's abilities, productivity level, and degree of job knowledge, was the initial component. The second component, contextual performance, indicated the teamwork, cooperation, and communication performance that support the social and organizational environment in which the organization's goals can be fulfilled. The third component is unproductive work behavior, which refers to any behavior that impedes an organization's success, such as theft, absenteeism, or off-task behavior. Six questions focused on task performance, thirteen on contextual performance, and five on counterproductive work behavior made up the questionnaire's itemized list. The province of Punjab's public and private university librarians was asked to rate the impact of their use of social media on their ability to do their jobs using a five-point Likert scale. The five points range from 1 to 5, with the following sequence: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, and 5 = Strongly Agree. The fourth part consisted of 12 statements based on librarians' use of social media for promoting library and information resources and services in university libraries (Babu et al., 2020). This section discusses the challenges librarians face when trying to promote library and information services and resources on social media. Initially, the response rate was very low. The researcher shared the link and reminded the respondents several times to improve the responses. Finally, there were (n=83) responses, representing a 96.5% reply rate from the total population of (N=86) library professionals. Of the total responses, 34 replies were from private universities, while the remaining responses were from public universities. Thus, the response rate was 96.5%, which seems sufficient considering that a census was taken for data collection. To ensure the accuracy of the responses, the questionnaires were checked twice during data entry into SPSS-24. For the purpose of analysis, some descriptive and some inferential tests were applied to achieve the objectives of the study. To identify the difference in opinion based on the age group of respondents and the designation of university librarians, one-way ANOVA was applied. Initially, frequencies were calculated and presented using tables along with the mean and standard deviation.

## Results and Discussion

### *Background of the respondents*

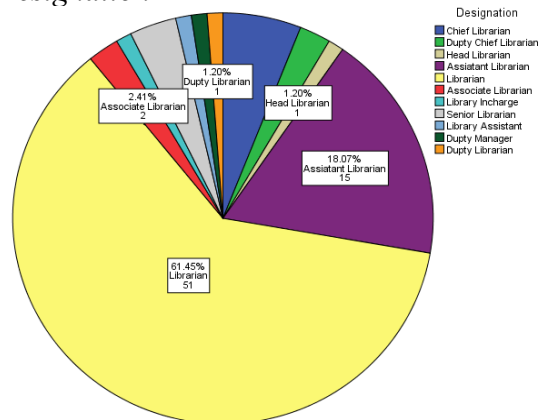
**Figure 2:** *Distribution by Gender*



Note: A Pie chart of gender wise distribution

Distribution of respondents by category (Figure 2) shows that the majority of the respondents 57 (69%) were males and least number of responses 26 (31%) was received from the female respondents.

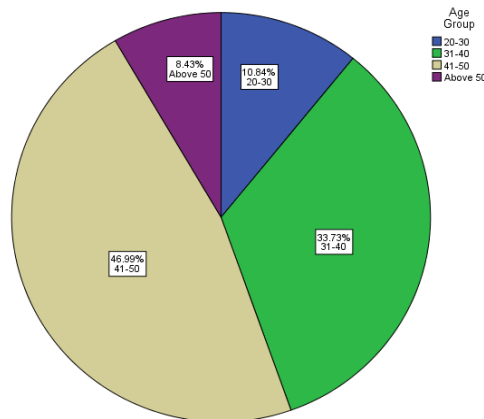
**Figure 3: Distribution by Designation**



Note: A Pie chart of designation wise distribution

The frequency in figure 3 showed that a large majority of the participants were from the designations of librarian (61.4%), assistant librarian (18.1%), chief librarian (6%), senior librarian (3.6%), deputy chief librarian (2.4), associate librarian (2.4%), head librarian (1.2%), library in charge (1.2%), deputy manager (1.2%), deputy librarian (1.2%), and also library assistant (1.2%).

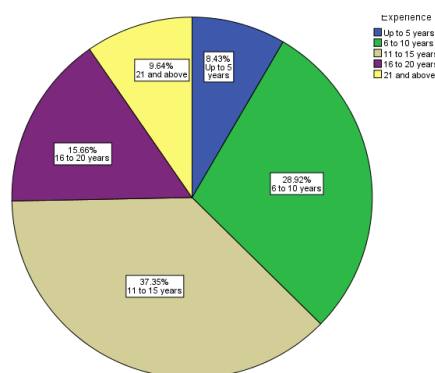
**Figure 4: Difference by Age Group**



Note: A Pie chart of age wise distribution

The chart in figure 4 shows that the majority (47.0%) the ages of the responders range from 41-50 years. Followed by (33.7%) 31-40 years and (10.8%) 20-30 years. The fewest number of answers (8.4%) originated from the group above 50 years.

**Figure 5: Distribution by Experience**



Note: A Pie chart of experience wise distribution

The experience of the professional shows in figure 5 the frequency that maximum number of responses (37.3%) came from the professionals having the experience of 11 to 15 years followed by 6 to 10 years (28.9%), 16 to 20 year (15.7%) and professionals having the experience of 21 and above years (9.6%). A very small number (8.4%) is in the category of the youngest professionals (Up to 5 years).

### Types of professional services

“Use of social media” was the first section/main research construct of this study’s questionnaire (Perform the following professional services through social media). The assigned task for the librarians was to use a five-point Likert scale, with the options ranging from never to always, to rate their level of agreement. Fourteen library services were included in the questionnaire to gauge this. Descriptive statistics were used to sort each statement that the respondents were asked about based on its mean. A survey-based methodology was employed for the study, and the tool utilized to collect data was a questionnaire. The study's target group consisted of librarians who use social media to provide library services in public and private libraries in Punjab province.

**Table 1 Types of Professional Services**

Statements	M	SD
Interacting with colleagues	3.94	.967
Electronic document delivery	3.64	1.066
Reference services	3.61	.986
Book recommendation	3.61	.998
Interacting with students	3.58	1.049
Current awareness services (CAS)	3.53	1.052
Overdue reminders	3.43	1.139
Keeping track users with current trends in library	3.42	1.072
Information literacy programs	3.39	1.022
Selective dissemination of information (SDI)	3.36	1.132
Online chat (frequently asked questions)	3.33	1.094
User orientation	3.31	.974
Book/serial ordering	3.29	1.030
Book reservation	3.25	1.167

Scale: 1 = Never, 2 = Rarely, 3 = Sometimes, 4 = Often, 5 = Always

The extent to which librarians use social media platforms to provide services is displayed in the Table 1. The data shows that nearly all reference services have been providing by librarians, who use them extensively above the three-average score. (Interacting with colleagues,  $M = 3.94$ ,  $SD = .967$ , electronic document delivery,  $M = 3.64$ ,  $SD = 1.066$ , both of these have same results, reference services  $M = 3.61$ ,  $SD .986$  and book recommendation  $M = 3.61$ ,  $SD = .986$ , interacting with student's  $M = 3.58$ ,  $SD = 1.049$ , current awareness services (CAS)  $M = 3.53$ ,  $SD 1.052$ , overdue reminders:  $M = 3.43$ ,  $SD 1.139$ , keeping track of users with current trends in library  $M = 3.42$ ,  $SD 1.072$ , information literacy programs  $M = 3.39$ ,  $SD 1.022$ , selective dissemination of information (SDI)  $M = 3.36$ ,  $SD 1.132$ , online chat (frequently asked questions)  $M = 3.33$ ,  $SD 1.094$ , user orientation  $M = 3.31$ ,  $SD .974$ , book/serial ordering  $M = 3.29$ ,  $SD 1.030$  and book reservation  $M = 3.25$ ,  $SD 1.167$ .) All results are above the average score, which leads to the conclusion that social media platforms are being used to offer most professional services.

**Table 2 Usage of Social Media: Difference by Qualification**

Variables	BS/Master		M. Phil.		PhD		F	Sig
	M	SD	M	SD	M	SD		
I have been using social media	3.48	.722	3.66	.482	3.50	.707	.806	.450
Purpose of social media usage	2.87	.499	2.83	.568	3.00	.000	.137	.872
SM platforms have been using for offering library services	7.72	5.054	6.43	4.046	5.00	4.243	.977	.381

**Usage of Social Media: Difference by Qualification**

Three variables needed to be analyzed in order to compare the means regarding social media usage and categorization, so SPSS was utilized to perform a one-way ANOVA. Three categories were created to represent the responders' qualifications: BS/Master, M.Phil., and PhD. The given Table 2 shows that there was no significant relationship between the use of social media and the qualifications of participants, as the significance value was greater than the standard value (0.05).

**Table 3 Task performance (first facet of work performance)**

Statements	M	SD
I am able to carry out my work efficiently.	4.12	.527
I am able to set priorities.	4.12	.572
I am able to plan my work in order to finish it on time.	4.10	.555
I keep in mind the work result I need to achieve.	4.06	.502
I manage my time well.	4.01	.595
I am able to separate major issues from minor issues at work.	3.95	.582

*Scale:* 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

Independent sample *t*-test was used to examine the significant difference between respondents' task performance (first facet of work performance). Two statements got higher mean ( $M = 4.12$ ) in ranking (I am able to carry out my work efficiently)  $SD = .527$  & I am able to set priorities,  $SD = .572$ . And "I am able to plan my work in order to finish it on time ( $SD = .555$ )" got the second ranked mean (4.10). The statement got third ( $M = 4.06$ ) in ranking (I keep in mind the work result I need to achieve),  $SD = .502$ . The statement got fourth ( $M = 4.01$ ) in ranking (I manage my time well),  $SD = .595$ . The statement "I am able to separate major issues from minor issues at work" ranked least in the Table ( $M = 3.95$ ,  $SD = .582$ ). The results show that in the Table 3 the respondents are agreed on having all the characteristics of task performance. They manage the things at work effectively and efficiently.

**Table 4: Contextual Performance (second facet of work performance)**

	<b>M</b>	<b>SD</b>
I work on keeping my work skills up-to- date.	4.05	.603
I take the initiative when something has to be organized.	4.04	.573
I work on keeping my job-related knowledge up-to-date.	4.02	.624
I come up with creative solutions for new problems.	4.02	.563
I can initiate new tasks when my old tasks are completed.	3.99	.615
I take on challenging tasks when they're available.	3.98	.584
I actively participate in meetings and/or consultations.	3.98	.604
I ask for help when needed.	3.96	.652
Communications with others direct me to the desired result.	3.95	.561
I continuously seek new challenges in my work.	3.94	.687
I take on extra responsibilities.	3.94	.705
I try to learn from the feedback I get from others on my work.	3.90	.709
Others understand me well, when I tell them something.	3.73	.687

*Scale:* 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

The descriptive statistic technique was used to sort the means of each statement asked by the respondents. The results for 13 statements are indicated in Table 4, which shows that the professionals agreed on having the contextual performance characteristics. The mean and standard deviation for the statement “I work on keeping my work skills up-to-date” were 4.05 and 0.603, respectively. The second highest mean and standard deviation for the statement “I take the initiative when something has to be organized” were recorded as 4.04 and 0.573, respectively. The third mean and standard deviation for the statement “I work on keeping my job-related knowledge up-to-date” and “I come up with creative solutions for new problems” were recorded as 4.02 and 0.624, respectively. The lowest mean and standard deviation for the statement “Others understand me well when I tell them something” were recorded as 3.73 and 0.687, respectively.

The findings revealed that the respondents agreed with the statements they were asked. It was found that the respondents exhibited positive behavior while working in their library. They stay current with emerging practices and trends by keeping themselves updated. They coordinate to work well as a team by sharing their expertise, duties, and issues.

**Table 5: Counter-Productive Work Behavior (third facet of work performance)**

<b>Statements</b>	<b>M</b>	<b>SD</b>
I complain about minor work-related issues at work.	2.67	1.037
I talk to my colleagues about the negative aspects of my work.	2.53	1.040
I talk to people outside the organization about the negative aspects of my work.	2.43	1.050
I make problems at work bigger than they are.	2.36	.891
I focus on the negative instead of the positive aspects of a certain situation at work.	2.33	.899

*Scale:* 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

The third element is counterproductive work behavior, as shown in Table 5. The statements asked of the respondents were negative in nature; these questions were included to ensure the validity and reliability of the responses. Out of five statements, all responses from the respondents fell into the category of  $M < 3.33$ , indicating that the respondents were neutral about their counterproductive work behavior. The highest mean and standard deviation for the statement “I

complain about minor work-related issues at work” were recorded as 2.67 and 1.037, respectively. The lowest mean and standard deviation for the statement “I focus on the negative instead of the positive aspects of a certain situation at work” were recorded as 2.33 and 0.899, respectively. It was found that the respondents were neutral regarding the negativity of their counterproductive work behaviors. They are loyal to their institution; however, psychological factors such as negativity, temperament, and mindset could harm their institution's performance. It is difficult for them to definitively acknowledge their shortcomings and negative behaviors toward their work environment.

**Table 6 Challenges Librarians Encounter in Their Use of Social Media for Promoting Library and Information Resources and Services**

Statements	M	SD
Lack of funds (i.e., for technology)	3.30	1.112
Lack of funds (i.e., for human resources)	3.25	1.057
Privacy concerns (cyber security)	3.18	1.191
Lack of professional training opportunities regarding social media usage	3.18	1.095
Internet problems (i.e., access, connectivity)	3.14	.885
Load shedding / power supply issues	3.14	.977
Low interest of librarians in learning and utilizing social media	3.12	1.162
Lack of management support	3.10	1.111
Lack of awareness of social media tools	3.04	1.173
Unable to easily create content to share on social media	2.96	.993
Language barriers	2.90	1.122
Lack of cooperation among staff	2.89	1.148

*Scale: 1 = Never, 2 = Rarely, 3 = Sometimes, 4 = Often, 5 = Always*

The Table 6 above shows the challenges involved librarians have when using social media to promote library and information services and resources, the table revealed that the librarians face the challenges and hurdles while providing library services because most of the above 3.00 average score. (Lack of funds (i.e., for technology) M =3.30, SD = 1.112, Lack of funds (i.e., for human resources) M =3.25, SD = 1.057, Privacy concerns (cyber security) M = 3.18, SD = 1.191, Lack of professional training opportunities regarding social media usage M = 3.18, SD = 1.095, Internet problems (i.e., access, connectivity) M = 3.14, SD = .885, Load shedding / power supply issues M = 3.14, SD = .977, Low interest of librarians in learning and utilizing social media M = 3.12, SD = 1.162, Lack of management support M = 3.10, SD = 1.111, Lack of awareness of social media tools M = 3.04, SD = 1.173, Unable to easily create content to share on social media M = 2.96, SD = .993, Language barriers M = 2.90, SD = 1.122, Lack of cooperation among staff M = 2.89, SD = 1.148. Most of results are above 3.00 average score; therefore, we can conclude that majority of the librarians faces the barriers and problems hurdles while providing library services.

### Conclusions

In conclusion, it is important to seriously consider how university librarians' usage of social media affects their ability to perform their jobs. Social media plays a significant role in supporting academic research, although it can also serve as a useful tool and a potential source of distraction for librarians. A well-rounded strategy is necessary, as the recommendations suggest. Librarians should be equipped with the skills and knowledge required to effectively use social media in their work and promote collaboration and knowledge sharing among academics. By utilizing integrated training programs and professional development opportunities, librarians can become more adept at managing the ways in which social media intersects with their tasks. The ultimate goal is to

create an environment where librarians at university libraries can leverage the benefits of social media to better support research, teaching, and learning while upholding the high standards of professionalism and service expected in academic libraries. According to the study "Effect of Social Media Use on Work Performance: A Survey of University Librarians in Punjab," the emergence of social media and the internet has disrupted traditional methods of delivering library services. University librarians reported positive experiences with using social media for resources and services. It is a valuable tool for libraries to promote their users, services, resources, events, and communication. Librarians can use it to advertise conferences, seminars, and workshops. The report highlights the need for libraries to adapt to meet the challenging demands of their customers. Internet access, social media presence, and a website are essential requirements for libraries. Librarians should receive training on how to effectively utilize the resources and services provided by libraries in Pakistan to enhance social media usage in these settings. Any obstacles to the use of social media in libraries should also be addressed. Since library professionals believe they can use social media to complete their routine tasks efficiently, their performance at work has improved. Ultimately, the way social media is used and managed impacts workplace productivity. When used appropriately and moderately, social media can enhance collaboration, communication, and information sharing among employees. It can also be beneficial for outreach, promotion, and customer service. On the other hand, excessive use of social media at work can lead to distractions and decreased productivity. Individuals and organizations must establish clear guidelines and strike a balance to ensure that social media use enhances work performance.

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