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The relationship between intensity of Facebook use, employee effort at work, and counterproductive behaviors

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Abstract: The study explores the interaction between the intensity of Facebook use, the effort exerted by employees in the professional activity and counterproductive behaviors in the workplace. The main aim is to identify if and how frequent use of Facebook during working hours influences employee performance and behaviour. By analyzing data collected through questionnaires and interviews, the research aims to determine correlations between the time spent on Facebook and the level of employee engagement in work tasks, as well as the occurrence of possible counterproductive behaviors such as procrastination or neglect of responsibilities. The results could provide important insights for managers and human resource specialists in order to develop effective strategies for managing time and human resources in the work environment, taking into account the impact of social networks. Also, the study could contribute to the academic literature by bringing new insights into the dynamics between online social environments and organizational behavior.

Keywords: relationship, Facebook, counterproductive, behaviors

Introduction

In an era characterized by the pervasive integration of social media into daily life, Facebook stands out as a prominent platform influencing various aspects of personal and professional spheres. The intersection of Facebook usage, work effort, and counterproductive behaviors presents a compelling area of study. This introduction provides a contextual background to the research, highlighting the growing significance of social media in contemporary workplaces and the potential implications on individual work dynamics.



This section outlines the specific objectives driving the research. It articulates the need to investigate the relationship between Facebook usage and work effort, understanding the psychological effects of such engagement, and discerning its connection to counterproductive behaviors within organizational settings. The research aims to bridge gaps in existing literature and contribute valuable insights to the understanding of these interrelated phenomena.

The significance of the study is articulated by emphasizing its potential impact on organizational dynamics and individual well-being. This section highlights the broader implications of understanding how Facebook usage may influence work effort and contribute to counterproductive behaviors. It underscores the relevance of the research in guiding organizational policies, fostering a positive workplace environment, and aiding individuals in managing their digital engagement effectively.

The scope and limitations of the research are elucidated to provide clarity on the boundaries of the study. This includes defining the specific aspects of Facebook usage, work effort, and counterproductive behaviors under investigation. Additionally, the potential constraints, such as sample size or external factors, are acknowledged to maintain transparency in the research process.

The introduction concludes by outlining the structure of the research paper. The subsequent chapters, encompassing the literature review, methodology, results, discussions, and conclusions, are introduced. This section serves as a roadmap for readers, guiding them through the logical progression of the research and the comprehensive exploration of the relationships between Facebook, work effort, and counterproductive behaviors.

1. Literature Review - Facebook Usage

1.1. Facebook Usage

1.1.1 Evolution of Facebook in the Workplace

Early Stages: Personal Social Network

Facebook, founded by Mark Zuckerberg in 2004, initially emerged as a personal social network primarily focused on connecting individuals within university communities. Its early iterations were centered around fostering social interactions among students, enabling them to share personal updates, photos, and connect with friends. During this period, Facebook served as a digital extension of users' personal lives, emphasizing social connectivity and casual communication.

Expansion to a Global Platform:

As Facebook expanded beyond university campuses and gained a global user base, its role evolved from a personal social network to a comprehensive platform encompassing diverse functionalities. The introduction of features like the News Feed, status updates, and multimedia sharing transformed Facebook into a central hub for online social interactions. Users increasingly turned to the platform for both personal and professional purposes, blurring the lines between the two realms.

The Rise of Professional Interactions:

The integration of professional interactions on Facebook gained momentum with the introduction of features like Pages, Groups, and professional profiles. Organizations began



utilizing Facebook as a marketing tool, creating Pages to engage with a broader audience. Simultaneously, individuals recognized the platform's potential for networking, knowledge-sharing, and personal branding. This marked a significant shift, positioning Facebook as a hybrid space for both personal and professional engagements. In December 2022, the number of monthly active users of the Facebook platform was about 2.96 billion.¹

Organizational Policies and Societal Norms:

The transformation of Facebook into a multifaceted platform prompted organizations to reassess their policies and adapt to the changing digital landscape. Employers grappled with the challenge of balancing the benefits of Facebook for professional purposes with potential drawbacks related to productivity and privacy concerns. Organizational policies evolved to address issues such as time management, information security, and appropriate online conduct.

Accommodating and Restricting Facebook Usage:

Organizations developed a spectrum of approaches to accommodate or restrict Facebook usage within work contexts. Some embraced the platform as a valuable tool for communication, marketing, and collaboration, implementing policies that encouraged responsible usage. Others, wary of potential distractions and security risks, imposed more restrictive measures, including access limitations or outright bans during working hours. "The extensive data collection practices used by social media companies have raised concerns about surveillance capitalism and the potential misuse or exploitation of personal information."²

Societal Shifts and Expectations:

Societal norms also adapted to the integration of Facebook into professional environments. The platform became a legitimate channel for networking, job searches, and industry updates. Individuals, recognizing the potential impact of their online presence on professional opportunities, adjusted their behaviors on Facebook accordingly. The evolving norms reflected the acknowledgment of Facebook as a dual-purpose tool, serving both personal and professional needs.

The historical evolution of Facebook from a personal social network to a multifaceted platform with implications for professional interactions has been a dynamic journey. This transformation has prompted organizations to navigate the delicate balance between leveraging the benefits of Facebook for work-related purposes and mitigating potential challenges. As Facebook continues to evolve, its impact on workplace environments will likely evolve in tandem, necessitating ongoing adaptation of organizational policies and societal expectations.

¹ *Meta Reports Fourth Quarter and Full Year 2022 Results.* investor.fb.com. 01.02.2023

² Thornton, Ned. *Exposed: The Intersection of Privacy and Social Media in Today's Digital Age.* www.privacyend.com, 2.11.2023.



1.1.2. Patterns and Trends in Facebook Usage

Frequency of Logins:

Varying Frequency Across Demographics:

Research indicates that the frequency of Facebook logins among employees exhibits variations based on demographic factors. Studies reveal that younger employees tend to log in more frequently, incorporating Facebook into their daily routines for both professional and personal purposes. Conversely, older demographics may exhibit less frequent logins, with usage patterns influenced by factors such as job roles and industry norms. „At the end of 2021, more than a quarter of all Facebook users in the United States belonged to the 25-34 age group, and 18.2% of users were in the 35-44 age group. Overall, Facebook users were more likely to be women”.³

Contextual Variations in Frequency:

The literature explores how the frequency of Facebook logins varies based on contextual factors. „On average, Facebook is accessed 8 times a day”⁴. Employees in roles that involve social media management, marketing, or client interaction may log in more frequently as part of their job responsibilities. Conversely, those in roles with minimal digital communication demands may exhibit lower login frequencies, using Facebook primarily during breaks or after work hours.

Duration of Engagement:

Prolonged Engagement for Professional Networking:

Studies suggest that employees engaged in professional networking on Facebook tend to have prolonged engagement periods. This includes participating in industry groups, discussions, and networking activities. Individuals leveraging Facebook for professional growth often allocate more time to engage with relevant content, establish connections, and stay updated on industry trends.

Shorter Engagement for Personal Interaction:

Contrarily, the literature reveals that employees using Facebook primarily for personal interactions tend to have shorter engagement durations. Quick check-ins for updates, sharing personal moments, and casual interactions are more common in this context. The brevity of engagement may be influenced by the nature of personal content and the desire for swift, informal communication.

Types of Activities:

Professional Networking Activities:

The literature identifies a range of professional networking activities on Facebook, such as joining industry-specific groups, participating in discussions, and sharing relevant content. Employees often prioritize these activities to expand their professional networks, stay informed about industry developments, and showcase their expertise.

Content Consumption for Information Gathering:

Employees frequently engage in content consumption activities on Facebook for information gathering. This includes following industry influencers, subscribing to relevant Pages,

³ Dixon, Stacy Jo. *Facebook: quarterly number of MAU (monthly active users) worldwide 2008-2023*. www.statista.com

⁴ Ahlgren, Matt. *55+ facebook statistics, facts and trends for 2023*. www.websiterating.com, 12.01.2024



and consuming articles or updates shared by colleagues. The literature highlights how Facebook serves as a dynamic source of industry-related information, influencing how employees stay informed in their respective fields.

Personal Interaction and Social Connectivity:

The social aspect of Facebook remains prominent among employees, with personal interactions and social connectivity playing a significant role. Employees prioritize activities like commenting on friends' updates, sharing personal experiences, and maintaining connections with colleagues. This reflects the platform's dual nature, serving as a space for both professional and personal interactions. "Facebook users generate 4 million likes every minute. [...] Every 30 days, the average Facebook user likes 11 posts, leaves five comments, reshares one post and clicks on twelve ads. [...] 71% of Facebook users go to the platform to keep up with their loved ones, while over 59% also stay up to date with current news and events."⁵

The literature synthesizes findings to provide a comprehensive understanding of how employees integrate Facebook into their daily work routines. The diversity in usage patterns is elucidated, showcasing the nuanced ways individuals navigate the platform based on their job roles, industry norms, and personal preferences. This synthesis establishes a foundation for understanding the multifaceted nature of Facebook usage among employees and underscores the platform's adaptability to diverse professional contexts.

1.1.3. Contextualizing Personal and Professional Facebook Usage

Navigating Social Connections:

Personal Sphere:

Research delves into the ways individuals navigate social connections within their personal networks on Facebook. Studies reveal that users prioritize interactions with friends, family, and acquaintances, sharing personal updates, photos, and life events. The platform serves as a virtual space for maintaining and strengthening personal relationships, with features like the News Feed and Timeline facilitating the exchange of personal content.

Professional Networking:

Simultaneously, the literature explores how Facebook has become a dynamic tool for professional networking. Employees leverage the platform to connect with colleagues, industry peers, and professionals within their field. The review identifies studies that emphasize the importance of maintaining a professional online presence, showcasing expertise, and establishing connections that extend beyond traditional workplace boundaries.

Leisure and Information-Sharing:

Leisure Activities:

Within the personal sphere, individuals engage in various leisure activities on Facebook, such as scrolling through updates, participating in online games, and exploring content for entertainment. The literature examines how these leisure activities contribute to the platform's role as a space for relaxation and enjoyment, emphasizing the integration of Facebook into individuals' downtime.

Information-Sharing in Personal Contexts:

⁵ Ahlgren, Matt. 55+ facebook statistics, facts and trends for 2023. www.websiterating.com, 12.01.2024



In the context of personal usage, the sharing of information revolves around personal experiences, opinions, and interests. Users share updates about their lives, express personal views, and engage in conversations with friends. The review investigates how information-sharing within personal networks is shaped by the desire for social connection and the fulfillment of personal communication needs.

Professional Networking and Knowledge-Sharing:

Building Professional Networks:

The literature underscores the significance of Facebook as a tool for building and expanding professional networks. Studies highlight how individuals strategically connect with industry professionals, join relevant groups, and participate in discussions to enhance their professional circles. The platform facilitates networking beyond traditional workplace boundaries, providing a space for cross-industry interactions.

Knowledge-Sharing and Industry Updates:

Professional usage of Facebook extends to knowledge-sharing and staying updated on industry trends. Employees share articles, insights, and professional accomplishments, contributing to a collective knowledge pool within their networks. The review explores how Facebook's features, such as Groups and Pages, enable the dissemination of industry-specific information and serve as platforms for continuous learning.

The literature review establishes a framework for comprehending the interplay between personal and professional contexts on Facebook. It highlights the platform's dual nature, where individuals seamlessly navigate between personal interactions for social connection and leisure and professional activities for networking and knowledge-sharing. The synthesis of research findings contributes to a nuanced understanding of how users negotiate these dual roles, shedding light on the complexities of Facebook's multifaceted functionality in individuals' lives.

1.2. Psychological Effects

1.2.1. Social and Psychological Motivations for Facebook Usage

Desire for Social Connection:

Maintaining Relationships:

Studies reveal that one of the primary motivations for Facebook usage is the desire to maintain social connections. Users engage with the platform to stay connected with friends, family, and colleagues, bridging geographical gaps and fostering a sense of closeness. The literature emphasizes how Facebook serves as a virtual space for interpersonal relationships, facilitating communication and shared experiences.

Social Validation:

Psychological motivations include the pursuit of social validation through likes, comments, and interactions. Research explores how users seek acknowledgment and validation from their social circles, with Facebook serving as a platform for showcasing achievements, milestones, and aspects of their lives. Understanding the role of social validation provides insights into the emotional satisfaction derived from positive interactions on the platform.



Information-Sharing:

Personal Expression:

Individuals are motivated to share personal experiences, opinions, and thoughts on Facebook as a means of self-expression. Studies delve into how users use the platform as a digital diary, sharing updates about their lives, hobbies, and interests. The literature explores the psychological need for self-expression and the role Facebook plays in fulfilling this need.

Information-Seeking:

Beyond personal expression, users are motivated by the desire for information. The literature investigates how Facebook serves as an information hub, with users actively seeking and sharing content related to news, events, and current affairs. Understanding the motivation for information-seeking provides insights into the role of Facebook as a source of knowledge and updates.

Professional Networking:

Building and Maintaining Professional Relationships:

Research explores the psychological motivations behind using Facebook for professional networking. Individuals engage with the platform to build and maintain professional relationships, connecting with colleagues, industry peers, and potential collaborators. The literature emphasizes the role of Facebook in enhancing professional networks and creating opportunities for career growth.

Showcasing Expertise:

The desire to showcase professional expertise is examined as a psychological motivation for Facebook usage. Studies highlight how individuals use the platform to share achievements, industry insights, and professional accomplishments. This motivation contributes to the construction of a personal brand and the establishment of credibility within professional networks.

Entertainment:

Leisure and Relaxation:

Psychological motivations for entertainment focus on using Facebook as a source of leisure and relaxation. Users engage with entertaining content, including videos, memes, and humorous posts, to unwind and escape daily stresses. The literature explores the role of Facebook in providing a digital space for entertainment and its impact on users' overall well-being.

Escapism and Digital Socialization:

Users are motivated by the opportunity for digital socialization and escapism on Facebook. Studies delve into how individuals use the platform to connect with online communities, participate in discussions, and escape from the pressures of offline life. Understanding these motivations provides insights into the role of Facebook in fulfilling social needs in a digital context.

The exploration of social and psychological motivations for Facebook usage provides a comprehensive understanding of why individuals engage with the platform. By examining the desire for social connection, information-sharing, professional networking, and entertainment, researchers gain insights into the intricate psychological underpinnings that drive Facebook



engagement. These motivations contribute to a nuanced comprehension of the platform's impact on users' social lives, emotional well-being, and professional interactions.

1.2.2. Impact on Self-Esteem and Well-Being

Role of Likes, Comments, and Social Interactions:

Positive Validation and Self-Esteem:

Research indicates that positive interactions on Facebook, such as receiving likes and comments on posts, can contribute to a boost in self-esteem. Studies explore how individuals perceive positive feedback as a form of social validation, influencing their self-worth and satisfaction. The literature delves into the psychological mechanisms behind the positive impact of social interactions on users' self-esteem.

Negative Feedback and Self-Esteem Challenges:

Conversely, the section examines studies that investigate the potential negative impact of receiving criticism or negative comments on Facebook. Users may experience self-esteem challenges when faced with disapproval or unfavorable feedback. The review explores the psychological implications of negative interactions and their role in shaping users' perceptions of themselves.

Social Comparison Dynamics:

Influences on Body Image:

The literature investigates the role of social comparison dynamics in shaping individuals' body image perceptions. Studies explore how exposure to idealized representations of others on Facebook, such as curated images and lifestyle posts, can contribute to body image concerns. The review examines the psychological processes involved in comparing one's appearance to others in the digital realm.

Impact on Mental Health and Emotional Well-Being:

Research delves into the broader implications of social comparison dynamics on users' mental health and emotional well-being. The constant exposure to curated representations of others' lives on Facebook may contribute to feelings of inadequacy, jealousy, or stress. The section explores studies that assess the correlation between heightened social comparison tendencies on Facebook and mental health challenges, such as anxiety and depression.

Coping Mechanisms and Resilience:

Coping Strategies:

Examining coping mechanisms, the literature review explores studies that investigate how individuals cope with the potential negative impact of Facebook interactions on self-esteem and well-being. Adaptive coping strategies, such as seeking social support, setting realistic expectations, and cultivating self-compassion, are explored. The section highlights the role of these strategies in mitigating the psychological effects of Facebook usage.

Resilience Factors:

Additionally, the literature considers resilience factors that may buffer individuals from the adverse psychological effects of Facebook. Studies explore factors such as self-esteem resilience, emotional intelligence, and social support networks that contribute to individuals' ability to navigate the digital social landscape without significant negative impacts. Understanding resilience factors provides insights into promoting healthier interactions on the platform.



Considerations for Positive Engagement:

Positive Online Communities:

The literature review explores studies highlighting the positive impact of engaging in supportive online communities on Facebook. Positive interactions within groups centered around shared interests or support networks contribute to a sense of belonging and positive well-being. Understanding the role of positive online communities sheds light on opportunities for fostering a healthier digital environment.

Digital Well-Being Initiatives:

The section considers research on digital well-being initiatives and interventions. Studies exploring the effectiveness of interventions, such as educational programs or platform features promoting mindful usage, are examined. The literature highlights the potential for proactive measures to enhance users' awareness and promote positive engagement on Facebook.

By exploring the impact of Facebook usage on self-esteem and well-being, the literature review provides a comprehensive understanding of the psychological effects of social interactions on the platform. Recognizing the nuanced dynamics of positive and negative feedback, social comparison tendencies, coping mechanisms, and resilience factors contributes to a more informed perspective on the role of Facebook in shaping individuals' mental and emotional well-being.

1.2.3. Emotional Responses and Stress Levels

Emotional Responses Triggered by Facebook Interactions:

Positive Emotional Responses:

Research explores positive emotional responses triggered by Facebook interactions. Positive feedback, supportive comments, and shared positive experiences contribute to feelings of joy, happiness, and social connection. The literature delves into studies examining the mechanisms through which positive interactions on Facebook enhance users' emotional well-being.

Negative Emotional Responses:

Conversely, the section examines studies that investigate negative emotional responses stemming from Facebook interactions. Online conflicts, criticism, or exposure to distressing content may elicit feelings of sadness, frustration, or anger. The review explores the psychological mechanisms involved in processing negative interactions and their impact on users' emotional states.

Impact on Stress Levels

Examining Stressors on Facebook:

The literature reviews studies that identify potential stressors on Facebook, including factors such as online conflicts, information overload, and exposure to distressing news. Understanding specific stressors provides insights into the contextual factors that may contribute to heightened stress levels among users. Studies explore how these stressors manifest in the digital environment.

Relationship Between Facebook Usage and Stress:

Research investigates the relationship between the frequency and nature of Facebook usage and individuals' reported stress levels. Studies explore whether excessive use, particularly in the context of stressful content or interactions, correlates with heightened stress. The section considers the



nuances of this relationship and the potential bidirectional influence between Facebook usage patterns and stress levels.

Moderating Factors and Coping Mechanisms:

Identifying Moderating Factors:

The literature delves into studies identifying moderating factors that influence the impact of Facebook interactions on emotional responses and stress levels. Individual characteristics, coping styles, and social support networks are explored as potential moderating factors. Understanding these variables provides a nuanced perspective on the variability in users' emotional experiences.

Coping Mechanisms and Emotional Regulation:

Studies exploring coping mechanisms and emotional regulation strategies are examined. Adaptive coping strategies, such as social support seeking, cognitive reappraisal, and digital detox practices, may mitigate the negative impact of stressful Facebook interactions. The section explores the effectiveness of different coping mechanisms in promoting emotional well-being.

Digital Well-Being Initiatives:

Platform Features and Stress Mitigation:

The literature review considers research on platform features designed to mitigate stress and enhance users' digital well-being. Studies explore the effectiveness of features such as content filters, well-being trackers, and notification management tools in promoting a positive online experience. Understanding the impact of these initiatives contributes to discussions on responsible platform design.

User Education and Digital Literacy:

Research on user education and digital literacy initiatives is examined. Studies exploring the effectiveness of educational programs that promote mindful Facebook usage, emotional resilience, and online etiquette are considered. The section highlights the potential role of user education in empowering individuals to navigate online spaces more effectively.

The synthesis of studies examining emotional responses and stress levels in the context of Facebook usage provides a comprehensive evaluation of the platform's implications for individual mental health. By understanding the interplay between positive and negative emotional responses, stressors, moderating factors, coping mechanisms, and digital well-being initiatives, researchers gain insights into the complex dynamics shaping users' emotional experiences in the digital realm.

1.3. Connection to Counterproductive Behaviors

1.3.1. Counterproductive Behaviors in the Workplace

Identifying and Defining Counterproductive Behaviors:

Absenteeism:

Research explores absenteeism as a counterproductive behavior, examining studies that define, measure, and analyze the impact of employee absence on workplace productivity. The literature delves into the factors contributing to absenteeism, including health-related issues, job dissatisfaction, and external stressors. Understanding absenteeism provides insights into its implications for organizational functioning.



Workplace Deviance:

The section reviews studies that define and categorize workplace deviance, encompassing behaviors such as theft, sabotage, and interpersonal aggression. Research explores the antecedents and consequences of workplace deviance, shedding light on factors that contribute to employees engaging in counterproductive actions. The literature emphasizes the impact of deviant behaviors on organizational culture and employee relations.

Task Avoidance:

Task avoidance is examined as a counterproductive behavior that manifests when employees intentionally avoid assigned tasks or responsibilities. Studies explore the psychological mechanisms behind task avoidance, including factors such as lack of motivation, job dissatisfaction, or perceived inequity. The review establishes a framework for understanding how task avoidance influences workplace efficiency and employee engagement.

Workplace Productivity and Employee Morale Implications:

Impact on Productivity:

The literature review investigates the broader implications of counterproductive behaviors on workplace productivity. Studies explore the correlation between absenteeism, workplace deviance, task avoidance, and decreased organizational efficiency. The section considers the ripple effects of these behaviors on team dynamics, project completion, and overall work outcomes.

Employee Morale and Organizational Culture:

Research explores the impact of counterproductive behaviors on employee morale and organizational culture. Studies investigate how absenteeism, workplace deviance, and task avoidance contribute to a negative work environment, erode trust among team members, and undermine the establishment of a positive organizational culture. Understanding these dynamics is crucial for fostering a healthy workplace climate.

Contextualizing Facebook Usage and Counterproductive Behaviors:

Social Media Distractions:

The literature reviews studies examining the role of social media distractions, including Facebook usage, in contributing to counterproductive behaviors. Research explores how excessive use of social media during work hours may lead to task avoidance, reduced productivity, and absenteeism. The section establishes connections between digital distractions and workplace counterproductivity.

Influence on Employee Morale:

Research investigates the impact of Facebook usage on employee morale and its potential connection to workplace deviance. Studies explore whether excessive social media engagement, particularly in a negative or distracting context, influences team dynamics and contributes to counterproductive behaviors. The literature establishes a foundation for understanding the nuanced relationship between digital interactions and organizational culture.



Moderating Factors and Mitigation Strategies:

Individual and Organizational Factors:

The literature delves into studies identifying individual and organizational factors that may moderate the relationship between Facebook usage and counterproductive behaviors. Factors such as job satisfaction, leadership styles, and organizational policies are explored as potential mitigating or exacerbating elements. Understanding these factors contributes to a nuanced perspective on the complex interplay between digital engagement and workplace behaviors.

Mitigation Strategies and Policies:

Research on mitigation strategies and organizational policies is examined. Studies exploring the effectiveness of interventions, such as social media guidelines, digital literacy programs, and technology usage policies, are considered. The section highlights the potential role of proactive measures in mitigating the impact of Facebook usage on counterproductive behaviors in the workplace.

The literature review establishes a comprehensive foundation for understanding counterproductive behaviors in the workplace, encompassing absenteeism, workplace deviance, and task avoidance. By contextualizing these behaviors within the broader organizational setting and exploring the potential influence of Facebook usage, researchers gain insights into the multifaceted dynamics that shape workplace productivity and employee morale.

1.3.2. Linking Facebook Usage to Counterproductive Behaviors

Correlations Between Facebook Engagement and Counterproductive Behaviors:

Absenteeism Patterns:

The literature review explores studies that examine the correlation between patterns of Facebook engagement and absenteeism in the workplace. Research investigates whether employees with higher levels of Facebook usage during work hours are more likely to engage in absenteeism. The section considers factors such as digital distractions and their impact on employees' attendance.

Reduced Task Completion:

Studies exploring the connection between Facebook usage and reduced task completion are reviewed. The literature examines whether individuals who frequently engage with Facebook during work hours exhibit lower task completion rates. Research investigates the potential influence of social media distractions on employees' ability to focus on and complete assigned tasks within the workplace.

Workplace Deviance Incidents:

The section delves into research on the correlation between Facebook usage and instances of workplace deviance. Studies explore whether employees who are actively engaged on Facebook are more likely to engage in deviant behaviors, such as theft, sabotage, or interpersonal aggression. The literature investigates the potential link between digital distractions and the manifestation of counterproductive actions.



Empirical Evidence Supporting or Challenging Hypotheses:

Supporting Evidence:

The literature identifies studies that provide empirical evidence supporting the hypothesis that Facebook usage contributes to counterproductive behaviors. Research explores instances where increased Facebook engagement correlates with higher rates of absenteeism, reduced task completion, or incidents of workplace deviance. The section highlights findings that validate the link between digital distractions and counterproductivity.

Challenging Evidence:

Conversely, the section reviews studies that challenge the hypothesis, exploring instances where Facebook usage does not show a significant correlation with counterproductive behaviors. Research investigates factors that may mitigate the impact of social media engagement on workplace performance and behavior. The literature provides a balanced perspective by considering findings that question the direct link between Facebook usage and counterproductivity.

Moderating Factors in the Relationship:

Individual Characteristics:

The literature explores studies identifying individual characteristics that may moderate the relationship between Facebook usage and counterproductive behaviors. Factors such as individual work habits, personality traits, and motivation levels are considered. Research investigates whether certain individuals are more susceptible to the impact of digital distractions on their work behavior.

Organizational Context:

Studies examining the organizational context as a moderating factor are reviewed. The literature explores whether organizational policies, workplace culture, and leadership styles influence the connection between Facebook usage and counterproductive behaviors. Research investigates the role of organizational factors in shaping employees' attitudes and behaviors related to social media engagement.

Implications for Workplace Policies and Interventions:

Policy Recommendations:

The literature review considers research that offers policy recommendations for mitigating the potential negative impact of Facebook usage on counterproductive behaviors. Studies explore the effectiveness of social media guidelines, technology usage policies, and digital literacy initiatives in promoting responsible and focused digital engagement within the workplace.

Intervention Strategies:

Research on intervention strategies is examined, focusing on studies that propose actionable measures to address the identified correlations between Facebook usage and counterproductive behaviors. The section explores how interventions such as training programs, awareness campaigns, and technology tools may contribute to a healthier balance between digital engagement and workplace productivity.

By synthesizing studies that investigate the link between Facebook usage and counterproductive behaviors, the literature review provides a nuanced understanding of the



empirical evidence supporting or challenging this connection. Understanding the role of individual and organizational factors, along with implications for workplace policies and interventions, contributes to informed discussions on the complex relationship between social media engagement and counterproductivity in the workplace.

1.3.3. Moderating Factors and Contextual Influences

Organizational Culture:

Supportive Culture:

The literature explores studies that examine how a supportive organizational culture may act as a moderating factor in the relationship between Facebook usage and counterproductive behaviors. Research investigates whether organizations fostering a positive digital environment, encouraging breaks for social media, and valuing work-life balance experience fewer instances of counterproductivity associated with Facebook engagement.

Restrictive Culture:

Conversely, the section reviews studies that explore the impact of a restrictive organizational culture. Research investigates whether organizations with strict social media policies or a culture that discourages digital distractions witness a different relationship between Facebook usage and counterproductive behaviors. The literature explores the potential trade-offs and consequences of restrictive cultures on employee behavior.

Individual Job Roles:

Task-Dependent Impact:

The literature examines studies that investigate how the impact of Facebook usage may vary based on individual job roles. Research explores whether employees in task-dependent roles, where focused attention is crucial, are more susceptible to counterproductive behaviors associated with social media distractions. The section considers how the nature of job responsibilities may moderate the observed relationship.

Creative Roles and Collaboration:

Conversely, studies focusing on job roles that involve creativity and collaboration are reviewed. Research explores whether employees in roles that benefit from occasional breaks and diverse sources of inspiration experience a different relationship between Facebook usage and counterproductive behaviors. The literature considers how job roles with varying demands influence the dynamics of social media engagement.

Presence of Clear Social Media Policies:

Impact of Policies:

The section reviews studies that assess the impact of clear social media policies on mitigating counterproductive behaviors. Research explores whether organizations with well-defined policies experience fewer instances of absenteeism, reduced task completion, or workplace deviance associated with Facebook usage. The literature investigates the role of policies in setting expectations and regulating digital behavior. "Workplace laziness has been a problem for employers for about as long as jobs have existed, but modern digital technology has opened up a whole new world of time-wasting opportunities. Social media is a common culprit, especially in



office environments where employees spend a lot of time at computers. [...] A good solution might be to develop a social media policy (with input from employees) that sets acceptable norms.”⁶

Ambiguity in Policies:

Conversely, studies examining the consequences of ambiguous or unclear social media policies are explored. Research investigates whether organizations with vague guidelines witness challenges in managing the relationship between Facebook usage and counterproductive behaviors. The section considers the potential impact of policy ambiguity on employees' understanding and adherence. “Different types of social media platforms can coexist in companies and both can be used by employees for work purposes or during working hours, which can sometimes be perceived by executives and companies as controversial.”⁷

Individual Characteristics:

Digital Literacy and Self-Regulation:

The literature reviews studies exploring the role of individual characteristics, specifically digital literacy and self-regulation, in moderating the relationship. Research investigates whether individuals with higher digital literacy and effective self-regulation strategies are less prone to counterproductive behaviors associated with Facebook usage. The section considers how individual traits shape the impact of social media engagement. “Openness and extraversion emerged as two significant positive predictors of social media use, while conscientiousness, agreeableness and neuroticism were also considered important, but to a lesser extent. Consequently, it was concluded that personality traits have a huge impact on social media usage and engagement.”⁸

Personality Traits:

Studies examining the influence of personality traits on the observed relationship are explored. Research investigates whether individuals with certain personality traits, such as conscientiousness or impulsivity, exhibit different patterns of counterproductive behaviors in response to Facebook usage. The literature considers the interplay between individual personality factors and digital engagement. „Psychologists from Brunel University London surveyed Facebook users to examine personality traits and reasons that influence topics they choose to write about in their status updates [...] The data was collected from 555 Facebook users who completed online surveys measuring „Big Five” personality traits — extroversion, neuroticism, openness, agreeableness and conscientiousness — as well as self-esteem and narcissism.”⁹

⁶ 5 TYPES OF COUNTERPRODUCTIVE WORK BEHAVIOR www.organizationalpsychologydegrees.com

⁷ Qi Song, Yi Wang, Yang Chen, Jose Benitez, Jiang Hu, *Impact of the usage of social media in the workplace on team and employee performance*, Information & Management, Volume 56, Issue 8, 2019

⁸ Lampropoulos, G., Anastasiadis, T., Siakas, K., & Siakas, E. (2022). *The impact of personality traits on social media use and engagement: An overview*. International Journal on Social and Education Sciences (IJonSES), 4(1), 34-51. <https://doi.org/10.46328/ijonSES.264>

⁹ Brunel University. *Facebook status updates reveal low self-esteem and narcissism*. www.sciencedaily.com, 21.05.2015



Contextual Influences:

Industry-Specific Dynamics:

The section reviews studies that consider industry-specific dynamics as contextual influences. Research explores whether the relationship between Facebook usage and counterproductive behaviors varies across industries. The literature investigates how factors unique to specific sectors may shape employees' interactions with social media and subsequent work-related behaviors.

Technological Work Environments:

Studies exploring the impact of technological work environments on the observed relationship are examined. Research investigates whether employees in technologically advanced workplaces, where digital engagement is integral to tasks, experience a different connection between Facebook usage and counterproductive behaviors. The section considers how technological contexts influence behavior dynamics. "According to the Pew Research Center, in 2014, 77% of employees reported using social media at work, despite a large number of companies prohibiting the use of social media during work hours."¹⁰

By examining moderating factors and contextual influences, the literature review provides a nuanced understanding of the relationship between Facebook usage and counterproductive behaviors. Insights into organizational culture, individual job roles, the presence of clear social media policies, individual characteristics, and contextual influences contribute to a comprehensive perspective on the conditions under which social media engagement may lead to counterproductivity in the workplace.

Methodology

Research objectives

The main objective of the conducted research is to demonstrate that there is indeed a relationship between the excessive use of the social network Facebook, the effort made at work and the counterproductive behaviors of employees. In this research, we aimed to show the negative effects of Facebook use on employee performance.

Our assumptions are as follows:

1. Participants who use Facebook exert less effort at work.
2. There is a significant difference in work effort between participants who use Facebook more than 1-2 hours per day and those who use this social network 1 hour per day or less.
3. There is a significant relationship between the intensity of Facebook use and counterproductive behaviors exhibited by participants at work.

Participants

The total number of study participants is 30. The mean age of both samples is 24 years, with a standard deviation of 1.70 years. As can be seen in Figure 1, the sample includes 20 female participants (66.67%) and 10 male participants (33.33%).

¹⁰ *Advantages and disadvantages of using social media in the workplace. www.vreaureclama.ro, 03.08.2023*

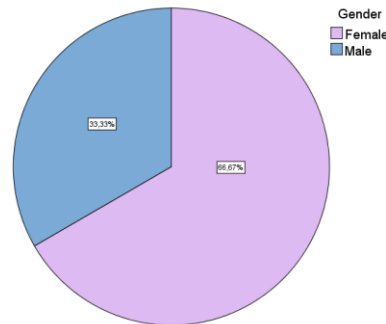


Figure 1. Pie chart of participants by gender

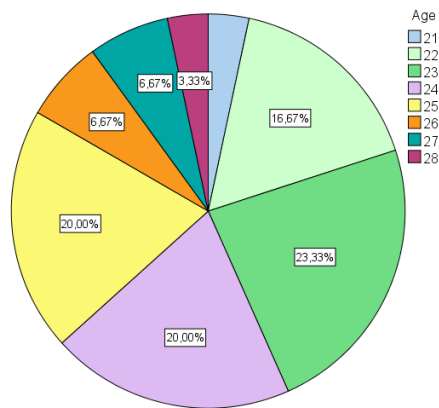


Figure 2. Pie chart of participants by age

The selection of participants was carried out quasi-randomly. All participants gave their written consent to participate in this study and were provided with all necessary information. They were assured of confidentiality in this study, and their data will be used exclusively in the research paper. They were also informed of the importance of honesty in the process of completing the 3 questionnaires offered during the study, of the fact that there are no right or wrong answers and of the fact that they can withdraw at any stage of the study.

The participants come from both rural areas (6 participants, 20%) and urban areas (24 participants, 80%), from cities such as Constanța (21 participants, 70%), Tulcea (6 participants, 20%), Bucharest (2 participants, 6.67%) and Cluj-Napoca (1 participant, 3.33%).

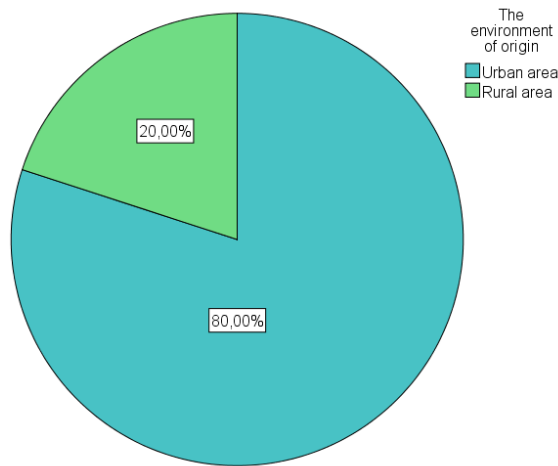


Figure 3. Pie chart of participants according to the environment of origin

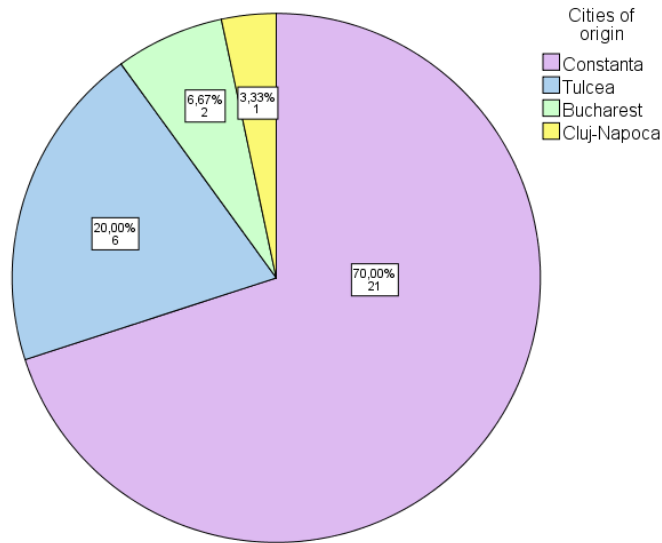


Figure 4. Pie chart of participants by city of origin

The participants work in different professional fields: IT (6 participants, 20%), human resources (13 participants, 43.33%), hospitality industry (5 participants, 16.67%), retail (3 participants, 10%) and maritime transport (3 participants, 10%).

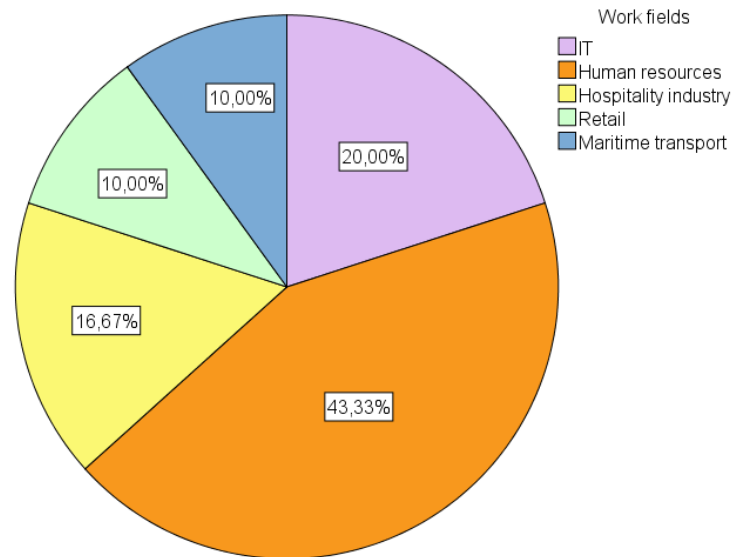


Figure 5. Pie chart of participants by professional field

Research instruments

In order to measure the intensity of Facebook use, we used The Facebook Intensity Scale, which contains 8 items. The scoring for items 3-8 of this scale varies between 1 ("totally disagree") and 5 ("totally agree") points on a Likert scale. In the case of the questionnaire measuring the intensity of the use of Facebook aggressiveness, the response possibilities of the subjects are:

- 1 = total disagreement;
- 2 = moderate disagreement;
- 3 = neither agree nor disagree;
- 4 = moderate agreement;
- 5 = total agreement;

We used the the Work Effort Scale to measure the level of effort exerted by each of the 30 participants at work. This scale contains 10 items, and responses range on a 7-point Likert scale, where 1 = Strongly Disagree and 7 = Strongly Agree. The 10 items refer to how participants perform their job duties.

The Counterproductive Work Behavior Checklist (CWB-C) 32-item version containing 32 items was also used. It comprises 5 subscales, as follows: Abuse: (items: 8, 9, 14, 15, 19, 20, 21, 23-32); Production-related deviance (items: 2, 10, 12); Sabotage (items 1, 5, 6); Theft: (items: 7, 16, 17, 18, 22) and withdrawal (items 3, 4, 11, 13). This scale is summative. It is recommended to use a 5-point Likert scale that varies between 1 ("Never") and 5 ("Daily") with the participant having to indicate how often he or she engaged in the behaviors indicated by the items during the past year. The instructional recommendation is: "How often have you engaged in each of the following behaviors at your current workplace?"

Possible answers are:

- 1 = Never;



- 2 = Once or twice a year;
- 3 = Once or twice a month;
- 4 = Once or twice a week;
- 5 = Daily.

The experimental design

The design chosen is correlational. In the study there will be 3 scales that will measure: intensity of Facebook use, effort at work and counterproductive behaviors.

Ethical requirements of research

In the study, the questionnaires were administered online in the form of Google Forms. We chose this method of data collection because within Google Forms there is an option to not allow the form to be closed and submitted before the participant has completed absolutely all of its items. Thus we ensured that the participants answered all the questions. Online questionnaires also proved to be the most suitable way to collect data in a timely manner.

Participants were provided with the necessary information about the objectives and nature of the study before consent for participation was sought. They were informed that they were free to leave the research process at any stage. We guaranteed data confidentiality and participant anonymity before starting the research process, with participant data being used only for research purposes within the paper.

For the validity of the study, the participants were informed that it is important to answer the questions honestly and that there are no right or wrong answers.

Research results

IBM SPSS (Statistical Product and Service Solutions) version 26 was used for the statistical processing of the study data, to determine if there is an association between spiritual intelligence and life satisfaction in institutionalized and non-institutionalized elderly people. The degree of correlation between the studied parameters was assessed by calculating the Pearson correlation coefficient.

A value of the coefficient of statistical significance $p < 0.05$ was considered significant. We can distinguish two types of correlation: positive and negative. The correlation is positive when the increase in the values of one variable causes the increase in the values of the other variable. The negative correlation occurs when the increase in the values of one variable causes the decrease in the values for the second variable.

Hypothesis testing

In order to analyze the collected data, I transferred the participants' answers to the two Google forms from the online format, into Microsoft Excel documents. Afterwards, we calculated the scores for each participant, and then entered them into the statistical analysis program SPSS (version 20).



Hypothesis 1

In order to verify the first hypothesis which claims that "Participants who use Facebook intensively exert less effort at work.", we applied the Pearson correlation coefficient between the two measured variables, namely the intensity of Facebook use and the effort at work, thus obtaining the results shown in Table 1.

Table 1. Pearson Correlation between intensity of Facebook use and work effort

Correlations			
		Intensity of Facebook use	Work effort
Intensity of Facebook use	Pearson Correlation	1	,069
	Sig. (2-tailed)		,718
	N	30	30
Work effort	Pearson Correlation	,069	1
	Sig. (2-tailed)	,718	
	N	30	30

Thus, according to the table, we obtained a correlation of 0.069 between the two measured variables, namely the intensity of Facebook use and the effort made at work among the participants. A correlation in the range of 0.00–0.10 is considered to be a negligible correlation, and the result obtained falls within this range (Schober, Boer and Schwarte, 2018). Unfortunately, the sample size does not allow reaching statistical significance. Thus, the correlation between the two measured variables, intensity of Facebook use and effort at work, was found to be statistically insignificant.

Hypothesis 2

For the second hypothesis, which states that "There is a significant difference in terms of effort at work between participants who use Facebook more than 1-2h per day and those who use this social network 1h per day or less.", we applied the independent-samples T-test after dividing participants from the entire sample by daily time spent on Facebook for the purpose of comparing effort at work.

From the point of view of effort at work, we did not identify significant differences between participants who spend more than 60 min daily on Facebook ($M=15.53$, $SD=11.65$) and those who spend less than 60 min per the social network ($M=15.90$, $SD=11.58$), $t(30)=2.04$, $p<.05$; which indicates that the two groups do not differ significantly from this point of view (Table 2).



Table 2. Means and standard deviations for variables measured under Hypothesis 2

Measured variable	Participants	Mean	Standard deviation
Effort at work of participants with more than 1h spent on Facebook daily	24	15.53	11.65
Workplace effort of participants with less than 1h spent on Facebook daily	6	15.90	11.58

Hypothesis 3

Finally, to test the last hypothesis that "There is a significant relationship between the intensity of Facebook use and counterproductive behaviors exhibited by participants at work." we again applied the Pearson correlation coefficient between the two measured variables, namely the intensity of Facebook use and counterproductive behaviors, thus obtaining the results presented in Table 3.

Table 3. Pearson correlation between intensity of Facebook use and counterproductive behaviors

		Intensity of Facebook use	Total counterproductive behaviors
Intensity of Facebook use	Pearson Correlation	1	,048
	Sig. (2-tailed)		,802
	N	30	30
Total counterproductive behaviors	Pearson Correlation	,048	1
	Sig. (2-tailed)	,802	
	N	30	30

According to the table, we obtained a correlation of 0.048 between the two measured variables, namely the intensity of Facebook use and counterproductive behaviors among the participants. A correlation in the range of 0.00–0.10 is considered to be a negligible correlation, and the result obtained falls within this range (Schober, Boer, & Schwarte, 2018). Unfortunately, the sample size does not allow reaching statistical significance. Thus, the correlation between the two measured variables proved to be statistically insignificant.

The main objective of the study was to demonstrate that there is indeed a relationship between excessive use of the social network Facebook, effort at work, and counterproductive employee behaviors. In this research, we aimed to show the negative effects of Facebook use on employee performance.

The results of our research are not significant on any measured dimension, due to the sample size that did not allow reaching statistical significance. Thus, in the case of the first hypothesis, the correlation between the two measured variables, the intensity of Facebook use and the effort made at work, proved to be negligible. The results obtained in the testing of Hypothesis 2 showed that there are no significant differences between the participants who spend more than 1h on Facebook



and those who spend less than 1h on Facebook daily in terms of effort at work. Finally, the results obtained from testing the third hypothesis were also found to be statistically insignificant.

Conclusions

Finally, further research could replicate the study to ensure the generality of the results. Many questions remain to be explored in future studies. How does the heavy use of other social networks, such as Instagram and TikTok, influence work effort and counterproductive behaviors? Which age group is more prone to excessive use of this online network and what are the implications for professional performance? Are people whose job strictly requires working in the online environment predisposed to use these networks more intensively? And if so, what are the effects on the effort at work in this particular case?

The research design presents a limitation related to the inclusion of a neutral category, namely the option to tick point 4 on the 7-point Likert scale used in the Workplace Effort Scale, representing the neutral response "Neither agree nor disagree". Neutral categories cause statistical problems, disrupting measurement, and are inherently illogical in that they do not conform to the scale's fundamental continuum (Nemoto & Beglar, 2014). Also, neutral categories produce construct-irrelevant variance (Wolfe & Smith, 2007).

Also, it is recommended that Likert scales be administered alongside other data collection methods to produce a better understanding of the construct under investigation and to overcome the inherent limitations of numerical Likert scale data. Numerical data cannot provide a complete picture of educational phenomena, that is why it is necessary to integrate open questions, participant observations, interviews and objective tests in questionnaires (Nemoto and Beglar, 2014).

Finally, conducting our study online constituted a control limit within the experiment, our participants had to complete the questionnaires under various conditions that could not be controlled and monitored remotely. In future studies, there is a need for better control of the conditions under which the experiment is conducted, especially the potential confounding variables that may arise within it and compromise it.

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