# Determining the Impact of Social Media Usage upon Work-Life Balance: A **Comprehensive Analysis**

## <sup>1</sup>Shreejeeta Kargupta, <sup>2</sup>Dr. Samapika Das Biswas,

- <sup>1</sup>Junior Research Fellow, <sup>2</sup>Associate Professor,
- <sup>1</sup>Department of Basic Science and Humanities
- <sup>1&2</sup> Institute of Engineering & Management, Kolkata, India
- <sup>1&2</sup> University of Engineering & Management, Kolkata, India

#### **Abstract**

Problem: This research aims to examine the effect of Social Media Usage on Work-Life Balance. The primary objective of the study is to analyze the effect of social media usage on work life balance of the employees. Approach: A qualitative research design was made concentrating on analyzing existing literature to determine the effect of social media usage on work-life balance. Many literature reviews and research articles were taken to interpret the major findings related to the research topic. Findings: Examining a diverse range of studies, this investigation sheds light on both the positive and negative facets of social media's influence on individuals' ability to manage their professional commitments and personal well-being. The study identifies various dimensions through which social media intersects with work-life balance. By synthesizing empirical evidence and theoretical insights, this research contributes to a deeper understanding of the complex interplay between social media engagement and work-life balance. Conclusion: The results provide valuable insights for individuals striving towards navigating the challenges of the digital age while maintaining a healthy work-life equilibrium. The implications of the study suggest employers and organizations create supportive environments that enable them to utilize the benefits of social media while combating its potential drawbacks.

Keywords: Social media usage, work-life balance, digital technology, boundary management, technological impact, remote work, personal well-being, digital interconnectedness, social media-related stressors, gender dynamics, professional commitments, personal life, qualitative research, thematic analysis, literature review

## Introduction

The given study investigated the effect of social media usage upon work-life balance.

Work- life balance is a state of equilibrium in which a person prioritizes career demands and particular life demands inversely. One example can be, a stay-at-home working parent who tackles office work while their infant is napping. Our desire to excel in our careers is highly commendable but sometimes this can negatively impact our well-being. Employers who are committed to creating a healthy work environment that supports work- life balance can save excess costs, experience reduced absenteeism, and enjoy a more dedicated and hardworking team. With a satisfactory work- life balance, employers can also get a lot of benefits. Advanced productivity, lower absenteeism and physical and mental health improves while ensuring full commitment to job responsibilities is likely to happen with a healthy working life schedule.

#### Significance of Work- Life Balance

A healthy work- life balance allows everyone to excel at work and take care of their particular well-being outside of the office. Working from home has become very common. Organizational enterprise can make the task of maintaining a reasonable balance much easier when employers take family and community scores into account. Organizations should permit workers to relax and be free from work pressure after their office hours.

## Importance of Social Media

Social media were electronic tools enabling users to communicate and information exchange and facilitating interactions among different people (Zerfass et al., 2011; Criado et al., 2013; Song and Lee, 2016. Social media can help one's business to attract guests, get client feedback and make client fidelity. Increase in market reach, including international markets.

Social media can improve employee engagement, strengthen workplace relationships, and boost employer brand. It can also be used to create a positive buzz about a business, such as by allowing employees to take short breaks for social networking and recognizing their efforts. It can also be used to create a positive buzz about a company's culture and attract talents. Social media can be used to improve employee recognition and retention, reduce employee turnover, and enhance employee learning. Additionally, it can be a vital forum for information exchange for staff at all levels, boosting quality and workflow for the job.

Evidence of misconduct can be gleaned from social media, and any potential damage to the employer's reputation can also take place. Employees managing content on their company's social media pages may cause potential damage to their company's reputation. But it is also true that allowing staff to use social media at work can boost morale and thus ensure betterment of both the employees and company. WhatsApp messages often form part of evidence in industrial tribunal proceedings.

#### Relationship between social media usage and Work Life balance

But along with this, using social media for discussing studies and other work-related issues at any time, i.e. even after office hours, causes work overload and affects work-life balance. The growing number of social media usage, especially among workers has led to the phenomenon of social media load. A large volume of information, communication, and social commerce may be generated from particular or work purposes, or both, which requires workers to reuse this information laterally and exorbitantly. Facing the same problems as other arising technologies, social media use in the work- the place has come contentious.

#### Literature review

Rigby and Smith (2010) in their research, Trade union interventions in work-life balance explored how trade unions engaged with work-life balance in the retailing and media sectors, they found differences due to structural factors. Despite witnessing union involvement between both the sectors, work-life balance wasn't a shared interest with employers in either field.

Abendroth & Dulk (2011) in their research, Support for the work-life balance in Europe: the impact of state, workplace and family support on work-life balance satisfaction found that support for employee work-life balance satisfaction had a direct and moderating effect. The findings further stated that emotional family support has a positive impact on work-life balance satisfaction.

Waller and Ragsdell (2012) in their research, the impact of e-mail on work-life balance found that email had a negative impact on employees' lives beyond their scheduled working hours. Despite the negative impact, employees at higher management levels expressed a compelling need for checking emails and working extra hours. This exposed company employees' feelings of missing out on various activities during their out-of-office hours. The study identified some suggestions for how a particular company could reduce the negative impact of emails on its employees' lives outside their contracted working hours.

Chandra (2012) in his research, Work-life balance: eastern and western perspectives found that gender socialization played a significant role in one's perspective towards WLB. Also the American and European companies rank higher than the Indian companies as they pay attention to a greater extent to WLB initiatives. The study also pointed out government policies on working hours and parental leave and concluded that western countries enjoy fewer working hours and extra parental leave, as compared to their Asian counterparts.

Ruppel, and Tworoger (2013) in their research, Using Communication Choices as a Boundary-Management Strategy: How Choices of Communication Media Affect the Work-Life Balance of Teleworkers in a Global Virtual Team found that managers chose media that aligns with their necessary requirements and maintained the boundaries between their work and personal lives rather than media that would provide the most personally satisfying communication experience.

Munn, S. L. (2013). Unveiling the Work-Life System: The Influence of Work-Life Balance on Meaningful Work found Work-life balance was increasingly relevant to HRD researchers and practitioners. This discussion demonstrated several key factors of the work-life dialogue and their impact on meaningful work encouraging further integration of the work–life system within HRD research and practice within the United States.

Nam (2014) in his research on the impact of Internet and mobile technology use on work-life balance found that using Internet and mobile technologies plays an important role on dimensions like autonomy, interference, job satisfaction, job stress and overwork.

Kim (2014) in his research Work-Life Balance and Employees' Performance: The Mediating Role of Affective Commitment found no direct impact of work-life balance on in-role performance. However, it was found that employees' experience of work-life balance enhanced affective commitment which in turn leads to having a positive influence on in-role performance.

Li and Sakamoto (2014) in their research, Social impacts in social media found that people tend to be influenced by the collective opinion of users when evaluating the truthfulness of health-related statements.

Fleck, Cox and Robinson (2015) in their research about Balancing Boundaries through Multiple Devices to Manage Work-Life Balance found that people use multiple devices as a way of creating boundaries between home and work.

Bharathi and Mala (2016) in their research on the determinants of work-life balance of women employees in information technology companies in India found that the personal enhancers of Work life balance, such as regular exercises and fitness schedule, yoga and meditation, balanced diet as well as good sleep and involvement in the hobbies, loaded the heaviest as the most impacting factors; working from home heavily impacts as a professional enhancer in the Work life balance of women.

Pradhan, Jena and Kumari (2016) in their research, Effect of Work-Life Balance on Organizational Citizenship Behaviour found significant effects of work-life balance on organizational citizenship behaviour. It also showed the mediating effect of organizational commitment on work-life balance and organizational citizenship behaviour.

Boateng & Amankwaa (2016) in their research, The Impact of Social Media on Student Academic Life in Higher Education found that social media was seemed to be widely used by students of higher institution and that participant were in support of the idea that social media contribute a significant quota to the development of their academic life.

Mwangi Boinett, Tumwet, E & Bowen, (2017) in their research, Effects of Work life Balance on Employees Performance in Institutions of Higher Learning: A Case Study of Kabarak University found that work family priorities conflict affected the performance of employees.

Wong, Bandar and Saili (2017) in their research, Workplace Factors and work-life balance among employees in selected services sectors found that there was a positive relationship between work-life balance with supervisor support, co-worker support and flexible working arrangement. To be precise, workplaces factors contributed towards work-life balance under Malaysia context.

Kumar and Priyadarshini in their research (2018) on to measure the impact of social media usage on work-life balance found that social media usage in professional life had more impact on work-life balance which was caused due to preoccupation with social media in the workplace.

Sharma and Sudhesh (2018) in their research on the relationship between Social media and work-life balance among corporate employees found a negative significant correlation between internet addiction and two dimensions of work life balance-Intrusion of Personal Life into Work and Work Enhancement by Personal Life while there existed a difference in gender in the other two dimension of work life balance-Intrusion of Work into Personal Life and Personal Life Enhancement by Work.

Byrne (2018) in his research on whether social media used by employees negatively impacts their work performance and work-life balance, found that social media used indeed has a negative impact on work performance but no such impact on work-life balance.

Igbafe and Anyanwu (2018) in their research on how WhatsApp disrupts or enhances students' academic performance found that institutions, lecturers and literate friends and family members can enhance students' academic performance through WhatsApp functions by expanding the community of learning to enable them to acquire and share knowledge.

Sowon, Sikhwari and Chigona (2018) in their research on Smartphone paradoxes in working mothers' pursuit of work-life balance indicated that though smart phones provide capabilities that potentially support Work-life balance, their very use results in paradoxical experiences for mothers that affect their Work-life balance.

Gilkerson, Anderson and Swenson (2018) in their research, Work-Life Balance 2.0? An Examination of Social Media Management Practice and Agency Employee Coping Strategies in a 24/7 Social World stated the findings might not be fully representative of the broader industry. The research explored how public relations agencies and professionals deal with digital and social media strategies. It highlighted workaholic tendencies among participants due to work-life imbalance. The importance of sharing workload among team members emerged, aligning with a "work-life fit" approach.

Suhendro (2018), in his research, Investigating the Relationships between Work-life Balance, Public Service Motivation, and Job Satisfaction in the Context of the Public Sector in Indonesia found a positive relationship between work-life balance and motivation of employees specifically in the public-sector.

Sowon, Sikhwari, Mphatso Mudenda and Chigona (2019) in their research on Smartphone paradoxes in working mothers' pursuit of work-life balance found that though smart phones provide capabilities that potentially support WLB, their very use results in paradoxical experiences for mothers challenge their very quest of WLB.

Liyanage and Janadari (2018) in their research, The Impact of Social Media Usage in Work Life on Work-Life Balance of Employees found a moderate positive relationship between social media use in professional life and work life balance. Also the results indicated an impact of social media use in professional life on work life balance.

Orel (2019) in his research, Supporting work-life balance with the use of coworking spaces found that flexible workers who found themselves juggling work tasks and family obligations tend to seek better conditions that assist them in tackling conflictual situations and enhance their social lives to create better career opportunities. Coworking spaces were thus considered as optimal workplaces by working parents in that they can find stability.

Song, Wang and Chen (2019) in their research, Impact of the usage of social media in the workplace on team and employee performance found that work-oriented social media (DingTalk) and socialization-oriented social media (WeChat) are proven to be complementary resources that generate synergies to improve team and employee

Synder and Johnson (2019) in their research, Work-life balance in media newsrooms found that males had more difficulty separating work and life than females. However, females had reported to be more positive work-to-family spillover than males. Those working in both print and television newsrooms stated that digital technology further impeded their ability to adequately balance work and family life.

Cheeseman, Fisher, Hassan and Hitchen (2020) in their research on how social media are used by parties, candidates and voters found that WhatsApp is a disruptive technology that challenges existing hierarchies in ways that are simultaneously emancipator and destructive, strengthening and undermining democratic consolidation at the same time.

Rahman, Marzouqi, Variyath, Rahman, Rabbani and Ahamed (2020) in their research on the Effects of social media use on health and academic performance among students at the University of Sharjah concluded that social media use does affect academic performance and health among the students of the University of Sharjah.

Oludayo and Omonijo (2020) in their research, on Work Life balance with reference to the relevancy of social support reviewed studies on work life balance and social support and argued that balancing work with life could be a great step to living a successful life in modern societies full of challenges. So, both the employers of labor and employees should play their parts in guaranteeing its successful performance.

Tamunomiebi and Oyibo (2020) in their research, Work-Life Balance and Employee Performance: A Literature Review found that employees who had balanced work and non-work roles used to perform better, so employers were required to promote policies and structures that progressed work life balance of employees in

their organizations. Systemic barriers that hinder the implementation of work life balance policies in Nigeria, such as leadership failure which had also caused political, economic and social challenges which were the primary sources of work life conflict.

Gragano, Simbula and Mignioretti (2020) in their research, about Weighing the Importance of Work-Family and Work-Health Balance, found that workers considered health as important as family in the WLB. Age, gender and parental status mediated the effect of the WFB on job satisfaction, and work ability mediated the effect of the WHB on job satisfaction. This study highlighted the importance of the health realm in the WLB.

Jabbar, Malik, AlFarsi and Tawafak (2021) in their research on the impact of WhatsApp on employees in higher education revealed that respondents preferred WhatsApp for informal communication and email for formal communication. Email was chosen for communication with students and academic work. The results also indicated that WhatsApp enables quicker and easy communication, sharing ideas, chatting and implied WhatsApp has a positive impact on them. The results also shed light on some of the effects of WhatsApp usage like privacy intervention, concentration reduction in work which may lead to delayed work completion. Majority of respondents didn't propose WhatsApp in the learning and teaching process. The results affirmed the influence of WhatsApp in quick and effective communication.

Lonska (2021) in his research, Work-Life Balance of the Employed Population during the Emergency Situation of COVID-19 in Latvia indicated that work-life balance difficulties were experienced, particularly by women aged 18-44 and respondents with minor children. Remote work led to both positive aspects (closer family proximity) and negative outcomes (increased stress due to constant accessibility to employers).

Puspitasari and Darwin (2021) on their research, Effect of Work-Life Balance and Welfare Level on Millennial Employee Performance through Work Engagement found five out of six direct influence hypotheses, highlighting the significant connections between these variables. However, the direct impact of work-life balance on performance was not confirmed. This research contributes to our understanding of the modern work landscape and its implications for employees.

Mujeri (2021) in his research, Social Media Activeness and Work-Life Balance in the Bangladesh Context found that majority of the people in Bangladesh used social media through mobile internet in which 25% of them were prone to be heavy-users, people aged between 25-35 years were prone to use more SM per day than other respondents.

Snyder, Johnson and Kozimor-King (2021) in their research, Work-life balance in media newsrooms found that males had more hardship separating work and life than females. Those working in both print and television newsrooms stated that digital technology further hindered their ability to sufficiently balance work and family life.

Fauzi and Yusuf (2022), in their research on the effect of WhatsApp Usage on Employee Innovative Performance at the Workplace of Malaysian employees found that social media, especially WhatsApp, used at work has a mild but statistically significant effect on knowledge overload, communication overload, and social overload.

Mattarelli, Cochis, Bertolotti, and Ungureanu (2022), in their research about how work environment and work interactions impact on creativity and work-life balance found that flexible work arrangements were positively related to increased work-life balance but not creativity, whereas having access to a social-organizational work environment designed to promote creativity was found to be associated to an increased level of idea generation, but to a decrease in work-life balance.

Srimulyani and Hermanto (2022) in their research on Work-Life Balance Before and During Work from Home in a Covid-19 revealed that there were several advantages and disadvantages to working from home. Advantages that were generally felt by educators included flexible working time, family bonding, increased technological proficiency and maintained health. Disadvantages that were generally felt were unstable rhythms of work, which cause unclear work and non-work boundaries, and an increase in functional costs such as the internet and electricity. The results revealed that: 1) there was a significant difference in the work-life balance of educators before and during work from home; 2) from the teacher group, there was an increase in work-life balance during work from home.

Varan, Dashtbali, Bennett and Barner (2023) in their research on the mediating role of work-family life conflict in the effect of employees' social media addiction on decisional procrastination found that the increase in social media addiction has a positive effect on work-to-family conflict and family-to-work conflict and decisional procrastination. Also, those living with families have a moderation role in the impact of work family conflict on decisional procrastination.

Duan, Deng and Wibowo (2023) in their research, Exploring the impact of digital work on work-life balance and job performance showed that digital technologies use significantly improved coordination of knowledge sharing between individuals, ushering a positive work-life balance and improved job performance.

## Methodology

## Research Design:

A qualitative research design was made concentrating on analyzing existing literature to determine the effect of social media usage on work-life balance. Many literature reviews and research articles were conducted to interpret the major findings related to the research topic.

#### Research Objective:

The primary objective of the study is to analyze the effect of social media usage on work life balance of the employees.

The other objectives are:

To understand the relationship between work life balance and social networking among corporate employees

To identify the difference between work life balance and social networking based on other factors like gender, cultural norms, personalities etc.

## Literature Search Strategy

A thorough literature survey was conducted in electronic databases such as Google Scholar, and PsycINFO. Using keywords such as "social media," "work-life balance," "effect of social media," and related terms were used to identify appropriate literature based on the topic.

#### Inclusion and Exclusion Criteria:

Inclusion criteria were literature reviews and research articles published within the last twenty years, written in English, and focused on the impact of social media usage on work-life balance. Exclusion criteria involved studies that primarily examined other aspects of social media or did not address the work-life balance dimension.

#### Data Collection:

The data for this study consists of literature reviews and research articles about social media and work life balance selected from google scholar.

## Quality Assessment:

The credibility and quality of the literature included in the research were evaluated by assessing the research methodologies, sample sizes, and their findings.

#### **Ethical Considerations:**

All of these sources are properly cited to ensure the integrity of the study and plagiarism was avoided as well.

#### Discussion

The collection of various literature reviews provides a thorough viewpoint on the effect of social media usage on work-life balance. These studies collectively demonstrate both the subtle and detailed impact of social media on individuals' ability to balance their professional commitments with their personal lives. It's evident that there is a growing interest in understanding how the use of social media, particularly platforms like WhatsApp, Facebook, and others, influences the balance between work-related activities and personal life. Both positive and negative aspects of social media use in the context of work-life balance are explained here as per the information obtained from the researchers.

Relationship between Work-Life Balance and Social Media Usage

The studies by Fauzi and Yusuf (2022), Sharma (2018), Sowon et al. (2019), Igbafe and Anyanwu (2018), and Kumar and Priyadarshini (2018) stated the relation between social media usage and various dimensions of work-life balance. Social media, particularly platforms like WhatsApp both has positive and negative effects on individuals managing their work and personal lives.

Positive Impact on Connectivity and Flexibility:

Studies such as that by Fauzi and Yusuf (2022) highlight how social media, specifically WhatsApp, can provide enhanced communication tools that enable quick and easy interactions among employees. This suggests that social media can positively contribute to efficient information sharing, thereby potentially enhancing work-life balance by promoting seamless communication.

Negative Impact on Boundaries: However, a number of studies including Sharma (2018), Kumar and Priyadarshini (2018), and Jabbar et al. (2021) emphasize potential challenges stemming from social media usage. Internet addiction, as noted by Sharma (2018) and Kumar and Priyadarshini (2018), is negatively correlated with work-life balance. The increased time spent online seems to lead to more interference in both work and personal life, thus affecting equilibrium individuals strive for. It's often reported that employees may feel compelled to respond to work-related messages during their non-work hours, leading to reduced separation between work and leisure.

Gender Dynamics and Personal vs. Work Domains:

The gender dimension comes into play as evidenced by Sharma (2018) and Kumar and Priyadarshini (2018). While no significant gender differences are observed in certain aspects of work-life balance related to online usage, variations do exist in others. The study by Sharma (2018) indicates that women might experience different challenges compared to men in managing work-life balance in the context of social media usage.

Work-Life Balance in Unusual Circumstances:

The study by Srimulyani and Hermanto (2022) brings a unique perspective by considering the impact of social media upon work-life balance during the Covid-19 pandemic. Work from home arrangements have introduced advantages such as flexibility and closeness with family members, but have also introduced challenges like boundaries and increased functional costs.

From these studies, it's evident that social media usage has both positive and negative effects on work-life balance. While digital technologies improve communication and knowledge sharing, they can also lead to increased work-life conflict and stress due to excess work-related tasks. Factors like age and generational experiences may influence how individuals perceive the use of social media for work. Studies also highlight how social media can support flexible work arrangements and work-life balance. It allows employees to work remotely, stay connected, and manage their work from outside the office.

The impact of social media on work-life balance appears to be influenced by factors such as age, gender, family responsibilities, and individual characteristics. Overall, achieving a healthy work-life balance in the context of social media and digital technologies remains complicated and it varies from individual to individual.

#### Conclusion

This study gives a thorough understanding of the impact of social media use on work life balance among employees in both private and public sectors.

This study indeed clarified the problems faced by people as many times, there is no fixed timing. It hampers work life regarding social life, personal life, causing stress.

Maintaining a proper time schedule at work should be encouraged. No extra work after scheduled working hours (except necessary work) should be done.

Finally, it can be concluded that research studies on the effects of social media use on work-life balance offer a complex understanding. While social media platforms like WhatsApp provide better communication and connectedness, they also present difficulties like problems in separating personal and professional lives, privacy

issues, and different impacts. These elements must be carefully taken into account for getting a healthy worklife balance in the digital age and make sure that the advantages of social media use do not outweigh their disadvantages.

#### Limitations

Despite the useful findings from the research on how social media use affects work-life balance, there are several limitations that need to be noted.

- 1. Contextual Differences: It is difficult to draw generalisations that apply to all industries, cultures, and demographics from the studies because of their wide range. Depending on the individual and organisational situations, the effect of social media on work-life balance might change.
- 2. Self-Report Bias: Numerous studies use self-reported data, which might be impacted by participants' perceptions and memory recall.
- 3. Differences in how different generations use and interpret social media's impact on work-life balance are not always explicitly addressed in research, but they may be a crucial issue to take into account.
- 4. The Work-Life Balance Subjectivity: Work-life balance is a highly individualized term, and various people may have different ideas of what balance looks like. This subjectivity may result in variations in how the results are interpreted and analysed.
- 5. Underrepresentation: Some demographic groups, such as those who use social media less frequently or are less tech-savvy, may not be adequately represented in the studies.
- 6. Comparing causation and correlation: While much research finds links between social media use and work-life balance, proving causation can be challenging. The results of work-life balance may also be influenced by additional variables, such as personalities and organisational rules.

## Further scope

The collective findings presented the relationship between social media usage and work-life balance. The above limitation, suggests the need for further research to explore strategies for mitigating the negative impact of social media on work-life balance.

Longitudinal Studies can be conducted in future so that researchers can track changes in individuals' social media use and work-life balance over time.

Experimental designs could be used to control social media exposure and determine how it directly affects work-life balance, even though causation can be difficult to establish.

A more complete picture of participants' experiences might be provided by combining quantitative data from surveys with qualitative data from interviews or focus groups.

Personality traits and moderators: More research into personality traits and individual differences as moderators may help us better understand different perspectives and reactions.

#### Reference

- 1. Aravinda Kumar, K. P., & Priyadarshini, R. G. (2018). Study to measure the impact of social media usage on work-life balance. IOP Conference Series: Materials Science and Engineering, 390, 012045
- 2. Azizur Rahman, S., Al Marzougi, A., Variyath, S., Rahman, S., Rabbani, M., & Iqbal Ahamed, S. (2020). Effects of social media use on health and academic performance among students at the University of Sharjah. 2020 IEEE 44th Annual Computers, Software, and Applications Conference (COMPSAC), 711-716.
- 3. Bailyn, L. (1993). Breaking the mold: Women, men, and time in the corporate world. New York: The Free Press. Journal of Human Resource and Sustainability Studies, 9 (2).
- 4. Byrne, M (2018). Work Performance and Work-Life Balance: To investigate if social media use by Generation Y employees negatively impacts their work performance and work-life balance. Master's thesis, Dublin, National College of Ireland.
- 5. Cheeseman, N., Fisher, J., Hitchen, J & Hassan, I. (2020). "Social Media Disruption: Nigeria's WhatsApp Politics". Journal of Democracy, 31(3), 145-59
- 6. Eze, S. (2014). Gender influences in work life balance: Findings from nigeria.
- 7. Fuhl, J. (2023). 12 ways to support a better work-life balance for your employees. Sage Advice United Kingdom.
- 8. Guest, D.E. (2002). Perspectives on the study of work-life balance. Social Science Information. 41(2), 255-279
- 9. Hill, J.E., Miller, B.C., Weiner, S.P., & Coleman, J. (1998). Influences of the virtual office on aspects of work and work/life balance. Personnel Psychology, 51(3) 667-68
- 10. The dichotomy of academic disruption or academic performance enhancer? The Journal of Pan-African
- 11. Ishak, N., Khairuddin, F. N., & Aziz, N. S. (2020). Social media use intensity at workplace among human resources executives of a government agency headquarters in kuala lumpur, malaysia. E-Academia Journal, 9(1).
- 12. Jabbar, J., Malik, S., AlFarsi, G & Tawafak, R.(2020). The Impact of WhatsApp on Employees in Higher Education. Recent Advances in Intelligent Systems and Smart Applications, 639-651.
- 13. Jong, D., Chen, S. C., Ruangkanjanases, A., & Chang, Y. H. (2021). The Impact of Social Media Usage on Work Efficiency: The Perspectives of Media Synchronicity and Gratifications. Frontiers in psychology, 12, 693183.
- 14. Kasim, N. M., Fauzi, M. A., Yusuf, M. F., & Wider, W. (2022). The effect of WhatsApp usage on employee innovative performance at the workplace: Perspective from the Stressor-strain-outcome model. MDPI. 17, 2023
- 15. Kocak, O., Varan, H. H., Dashtbali, M., Bennett, R., & Barner, Y. (2023). How does social media addiction affect decisional procrastination? Mediation role of work-family life balance. European Journal of Environment and Public Health, 7(1
- 16. Nam, T (2014). Technology Use and Work-Life Balance. Applied Research Quality Life, 9(4), 1017-1040.

- 17. Rao, T. S. S., & India, V. (2010). Work, family or personal life: Why not all three? *Indian Journal of* Psychiatry, 52 (4), 295-297
- 18. Sharma, I & Sudhesh, N.T. (2018). Social Media and Work-Life Balance among Corporate Employees. *International Journal of Education and Management*, 8 (1), 65-70.
- 19. Social Networks and Microblogging; The Emerging Marketing Trends&Tools of the Twenty-first Century. (2011)
- 20. Sowon, K., Sikhwari, O & Chigona, W (2018). Smartphone Paradoxes in Working Mothers' Pursuit of Work-Life Balance.
- 21. Srimulyani, V & Hermanto, Y (2022). Work-Life Balance Before and During Work from Home in a Covid-19 Pandemic Situation. Jurnal Manajemen Indonesia. 22(1), 31-46
- 22. Tawafak, R. (2020). The Impact of WhatsApp on Employees in Higher Education. Recent Advances in Intelligent Systems and Smart Applications, 639-651
- 23. Use of social media in the workplace- advantages and disadvantages. (2020, August 14). Nurture an Engaged and Satisfied Workforce | Vantage Circle HR Blog.
- 24. Vijayakumar, B & Mala, P (2016). A Study on the Determinants of Work-Life Balance of Women Employees in Information Technology Companies in India. SAGE Publications India, 17(3).
- 25. Yu, L., Shi, C& Cao, X. (2020). Understanding the Effect of Social Media Overload on Academic Performance: A Stressor-Strain-Outcome Perspective. Asian J. Commun, 30, 179–197.
- 26. Waller, A. D., & Ragsdell, G. (2012). The impact of e-mail on work-life balance. Aslib Proceedings, 64(2), 154-177.
- 27. Suhendro, O. (2018). Investigating the relationship between work-life-balance and motivation of the employees: Evidences from the local government of Jakarta. International Journal of Academic Research in Business and Social Sciences, 8(2), 205-221.
- 28. Snyder, I., Johnson, K., & Kozimor-King, M. L. (2021). Work-life balance in media newsrooms. Journalism, 22(8), 2001-2018.
- 29. Abendroth, A.-K., & den Dulk, L. (2011). Support for the work-life balance in Europe: the impact of state, workplace and family support on work-life balance satisfaction. Work, Employment and Society, 25(2), 234-256.
- 30. Taşdelen-Karçkay, A., & Bakalım, O. (2017). The mediating effect of work-life balance on the relationship between work-family conflict and life satisfaction. Australian Journal of Career Development, *26*(1), 3–13.
- 31. Pradhan, R. K., Jena, L. K., & Kumari, I. G. (2016). Effect of Work-Life Balance on Organizational Citizenship Behaviour: Role of Organizational Commitment. Global Business Review, 17(3\_suppl), 15S-29S.
- 32. Ruppel, C. P., Gong, B., & Tworoger, L. C. (2013). Using Communication Choices as a Boundary-Management Strategy: How Choices of Communication Media Affect the Work-Life Balance of Teleworkers in a Global Virtual Team. Journal of Business and Technical Communication, 27(4), 436-471
- 33. Munn, S. L. (2013). Unveiling the Work-Life System: The Influence of Work-Life Balance on Meaningful Work. Advances in Developing Human Resources, 15(4), 401–417
- 34. CHI '15: Proceedings of the 33rd Annual ACM Conference on Human Factors in Computing SystemsApril 2015 Pages 3985-3988
- 35. Snyder, I., Johnson, K., & Kozimor-King, M. L. (2021). Work-life balance in media newsrooms. Journalism, 22(8), 2001–2018.
- 36. Mattarelli, E., Cochis, C., Bertolotti, F. and Ungureanu, P. (2022), "How designed work environment and enacted work interactions impact creativity and work-life balance", European Journal of Innovation Management, Vol. ahead-of-print No. ahead-of-print.

- 37. Orel, M. (2019), "Supporting work–life balance with the use of coworking spaces", *Equality, Diversity and Inclusion*, 39(5), 549-565.
- 38. Duan, S.X., Deng, H. and Wibowo, S. (2023), "Exploring the impact of digital work on work–life balance and job performance: a technology affordance perspective", *Information Technology & People*, Vol. 36 No. 5, pp. 2009-2029.
- 39. Mujeri N (2021) Social Media Activeness and Work-Life Balance in the Bangladesh Context: A Descriptive Study. Arch Palliat Care 4(1), 1017
- 40. Song,Q; Wang, Y and Chen, Y (2019) The Impact of the usage of social media in the workplace on team and employee performance, *Information & Management*, Volume 56(8)
- 41. Kim, H.K. (2014). Work-Life Balance and Employees' Performance: The Mediating Role of Affective Commitment. Global Business and Management Research: *An International Journal*, *6*(1), 37-51.
- 42. Tamunomiebi, M. D., & Oyibo, C. (2020). Work-Life Balance and Employee Performance: A Literature Review. European Journal of Business and Management Research, 5(2).
- 43. Mwangi, L; Boinett, C; Tumwet, E & Bowen, D. (2017). Effects of Work life Balance on Employees Performance in Institutions of Higher Learning: A Case Study of Kabarak University. Kabarak *Journal of Research & Innovation*, 4(2), 60–69. journals.kabarak.ac.ke
- 44. Parkes, L., & Langford, P. (2008). Work-life balance or work-life alignment? A test of the importance of work-life balance for employee engagement and intention to stay in organisations. *Journal of Management & Organization*, 14(3), 267-284.
- 45. Liyanage, R. L. J. S. and Janadari, M. P. N. (2018). The Impact of Social Media Usage in Work Life on Work-Life Balance of Employees: A Study at Camso Loadstar (Pvt) Limited. 5th HRM Student Research Symposium 2018, Department of Human Resource Management, Faculty of Commerce and Management Studies, University of Kelaniya, Sri Lanka.P.25
- 46. Rigby, M., & O'Brien-Smith, F. (2010). Trade union interventions in work-life balance. Work, *Employment and Society*, 24(2), 203–220.