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**“Prediction of the effects of social capital on job performance through social media in Balochistan, Pakistan”**

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**ABSTRACT**

*At present, job performance (JP) has become a significant issue of organizational success. The present paper examines the effects of social capital [bridging social capital (BGSC) and bonding social capital (BDSC)] on job satisfaction (JS) and job performance through social media in Balochistan, Pakistan. The study used a quantitative approach by collecting cross-sectional data through a questionnaire. The researcher adopted convenience. The respondents of the study are individuals using social media in their workplaces. Finally, the study utilizes study 406 valid samples. By employing equation modeling (SEM), the path analysis, the results demonstrate a positive and significant effect of BGSC and BDSC on JS and JP. Finally, JS and JP are positively and significantly associated. The present study's findings further guide individuals to understand the role of social media in the workplace, specifically in performance enhancement. In light of the results, the policymakers would further concentrate on the benefits of social media in organizations by improving several activities, such as meetings must be organized, appointments must be scheduled, documents must be sent, and coworkers must communicate about work events.*

## 1. Introduction

Individuals can use social media to express themselves and maintain connections. Users of social media can create, edit, rate, and link to the content of others with ease. Most studies contend that online interactions can substitute face-to-face interactions and produce new online social capital, in contrast to certain academics who claim that social media diminishes social connections, especially face-to-face encounters (Park *et al.*, 2013; Curado & Santos, 2022). Social capital is the whole of the resources individuals have access to due to their social networks. Examples of resources include helpful knowledge, emotional support, and financial assistance, among others. Particularly social media develops new online situations for social capital (Gölgeci & Kuivalainen, 2020). Social capital affects *JS* and *JP* for workers interacting with coworkers (Alwali & Alwali, 2022).

In light of the above estimations, the researchers have faith in that social capital (*BGSC* and *BDSC*) is a more potent factor which enhances the *JS* and *JP* among the employees in a significant way. This study raised the research questions of how social capital affects *JS* and *JP* in Balochistan. What is the connection between *JS* and *JP* in Balochistan? Are employees interacting with coworkers via social media? The study's contribution may help broaden the understanding of social capital in organizations in the context of social media in Balochistan, Pakistan.

## 2. Literature review and hypotheses derivation

Comprehending the applications and consequences of new media necessitates understanding social capital. Ellison *et al.* (2007) discovered that social capital significantly impacts social media use (e.g. Facebook). According to Yen *et al.* (2020), *BDSC* has a greater impact on *JP* than *BGSC* for Interactions between coworkers in organizations via social media. Social

relationships and structure are inextricably linked to social capital (Putnam & Alone, 2000). According to Sum *et al.* (2008), using the Internet can generate social capital by establishing more significant online connections than offline ones.

*BGSC* resources derive from weak social network ties (Trieu *et al.*, 2019). People with weak links to others may be able to discover new perspectives, information, assets, and skills. Workers might communicate routine organizational reports, business news, or details on worker training with their coworkers. This is a poor point because it might need to be more relevant to particular jobs. Sheer and Rice (2017) assert that *BDSC* can open up new options and expose a person to various knowledge sources. Huang and Liu (2017) found that Facebook interaction among employees' benefits *BGSC* and *JP*. Training and development have a good impact on *JP* among Pakistani nurses, according to Bhatti *et al.* (2022).

*BDSC* refers to resources derived from close social network connections (Sheer & Rice, 2017). Individuals in close relationships, such as family and close friends, feel a sense of relational commitment and aim to provide each other with emotional and financial assistance in return (Adler & Kwon, 2002). Social networking is a common way for business employees to communicate with close coworkers and managers.

The literature clearly demonstrates the positive and significant association between social capital (*BGSC* and *BDSC*), *JS* and *JP* (Nwachukwu *et al.*, 2022; Adamchik *et al.*, 2022; Soomro *et al.*, 2022). However, the investigation of these association among the individuals of Balochistan, Pakistan is neglected properly (Soomro *et al.*, 2021; Chan *et al.*, 2022). Thus, based on these gaps, the researchers proposed the following model Figure 1 for exploring in Balochistan.

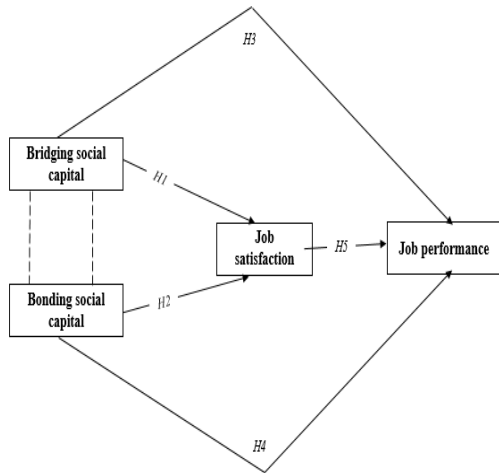


Figure 1. Conceptual model developed by the researchers

### 2.1 Social capital, job satisfaction (JS) and job performance (JP)

In the perception of Gölgeci and Kuivalainen (2020), there is an interaction between social capital and supply chain resilience mediated by absorption capacity. Social capital affects corporate strategy and organizational effectiveness. At marketplaces, social capital favors how well women entrepreneurs perform in the market (Setini et al., 2020). An empirical assessment by Birasnav et al. (2019) demonstrates the predictive power of social capital on JP, organizational learning, and collaborative communication. Employment satisfaction and organizational commitment are impacted by job fairness, wage equity, and perceived organizational support (To & Huang, 2022). JS served as a partial mediating factor between psychological empowerment and employee engagement (Nwachukwu et al., 2022). With organizational hierarchy rank, JS rises. JS is inversely correlated with perceived pay injustice (Adamchik et al., 2022). The above literature demonstrates the association of BGSC and BDSC with JS and JP. Based on relationships, the researchers proposed:

H1. BGSC positively and significantly predicts JS.

H2. BDSC positively and significantly predicts JS.

H3. BGSC positively and significantly predicts JP.

H4. BDSC positively and significantly predicts JP.

### 2.2 Job satisfaction (JS) and job performance (JP)

JS is related to job behaviors, the most important of which is performed on the job (Abdelwahed et al., 2022). According to Alwali and Alwali (2022), JS and performance are positively associated. JS is a beneficial mediating factor when evaluating the relationship between emotional intelligence and JP. The study of Matagi et al. (2022) recommends that age and job participation, job involvement, JS, and performance are significantly positively correlated. JS mediates the relationship between transformative leadership and adaptive performance. Adaptive performance is unaffected by transformational leadership (Curado & Santos, 2022). Jiang et al. (2021) exert that WeChat is a moderator in the mediation process linking interpersonal conflict with JP, the satisfaction of relatedness needs, and emotional and social support. In the perception of Loan (2020), job happiness and performance benefited from organizational commitment. Organizational commitment is affected by JS. The links between participation, training, compensation and JP are mediated by JS (Nasurdin et al., 2020). Based on relationships:

H5. JS positively and significantly predicts JP.

### 3. Aim and objectives of the study

Based on above conceptualization, the aim of study is to predict the impacts of social capital on JP through social media in Balochistan, Pakistan. On the basis of aim, specific objectives are developed:

Objective 1: To examine the effect of BGSC on JS.

Objective 2: To explore the effect of BDSC on JS.

Objective 3: To investigate the effect of BGSC on JP.

Objective 4: To study the effect of BDSC on JP.

Objective 5: To inspect the effect of JS on JP.

## 4. Methods

### 4.1 Approach

The present research examines the impacts of social capital on JS and JP through social media in Balochistan, Pakistan. As a result, the researcher used a survey approach to evaluate it. This is considered the best cross-sectional approach because it determines the most common and correct identifications of associations (Sekaran, 2000; Hair et al., 2020). This approach can use evidence from a cross-sectional to generate new theories and in-depth investigations. There are several reasons for choosing a survey strategy.

Furthermore, several scholars in the literature, including Park et al. (2013), Bowling et al. (2015), Kwahk and Park (2016), and Zhang et al. (2022) have used a quantitative approach to investigate social capital and job satisfaction in various areas and regions. Finally, this approach provides extensive economic exposure to numerous situations, saving money and time. Following the advice of domain scholars, the researcher decided to base the current study on quantitative methods, which is the best practice among social science approaches. Economically, the technique would be appropriate for judging the phenomenon of investigating social capital and JS in the Balochistan, and Pakistan context, saving money and time.

### 4.2 Population and targeted respondents and sample size

The study's target population is individuals using social media in their workplace in Balochistan because social media has massively transformed individual lives and business manoeuvres. In Pakistan in January 2020, 76.38 million (35%) were internet users, with 37.00 million (17%) active social media users (Hootsuite, 2020). According to the Islamabad Policy Research Institute (IPRI), 65 million people use WhatsApp, 56 million use YouTube, 37 million use Facebook, 20 million use TikTok, 7 million use Instagram, 6 million use LinkedIn, and 5 million use Twitter (IPRI, 2020) (Figure 3).

## Social Media Users in Pakistan

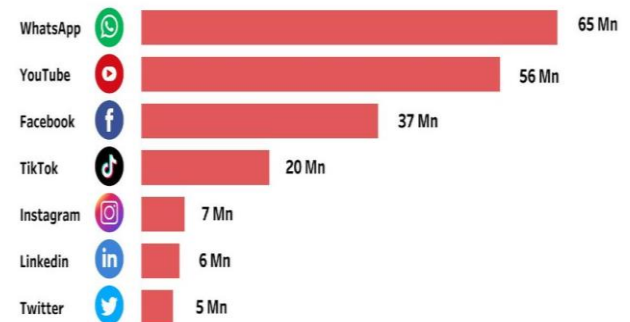


Figure 3. Social media users in Pakistan  
Source: IPRI (Islamabad Policy Research Institute)

### 4.3 Data collection procedure

Previous research focused on social capital as a critical paradigm for accepting the uses and inferences of new media (Ali-Hassan et al., 2015). According to Sum et al. (2008), by establishing more extensive online connections than offline, the internet can help generate social capital. As a result, various scholars established such relationships, primarily in the Balochistan province (Lambert, 2016; Cao et al., 2016; Yen et al., 2020). For

coworker interfaces with the help of social media, *BDSC* has a greater influence on *JP* than *BGSC* (Yen *et al.*, 2020). To address such an urgent need for research, the current study attempts to investigate the influence of social capital, *JS* on *JP* among workers in Balochistan, Pakistan. This study focuses on personal social media usage during working hours. The researcher used various data collection methods to reach respondents, including personal visits, online surveys, postal surveys, and emails. The researcher visited various organizations, shopping malls, and markets in Balochistan's cities. The researcher used a questionnaire to collect data. Initially, the instrument is adapted from literature and administered in English before being translated into Urdu based on the findings of a pilot study.

Considering Balochistan's current cultural, environmental, and law and order situations, the sampling is collected using convenience sampling (non-probability sampling methods).

## 5. Data analysis and findings

### 5.1 Demographic information

The study collected 406 in total, where more males (n=296 or 72%) took part than females (27% or n=110). Regarding age, 45% (n=185) of respondents were 31-40. 21% (n=86) were 41-50 years. 18(n=76) were 21-30 years. 7% (n=30) were 18-20 years. 4% (n=19) were 51-60 years. Finally, only 2% (n=10) of respondents were 60 or above. Concerning applications, 34% (n=140) use Whatsapp, and 23% (n=96) use Youtube.16 % (n=66) using Facebook, 8% (n=34), 7% (n=30) Twitter, Tiktok, 5 % (n=22), Instagram and 4% (n=18), Linkedin (Table 1).

Table 1. Demographic profile of the respondents

Indicator	Category	Frequency	Percentage
Gender	Male	296	72.9
	Female	110	27.1
	Total	406	100.0
Age	18-20 years	30	7.4
	21-30 years	76	18.7
	31-40 years	185	45.6
	41-50 years	86	21.2
	51-60 years	19	4.7
	60 and above years	10	2.5
	Total	406	100.0
Use of Apps	Whatsapp	140	34.5
	Youtube	96	23.6
	Facebook	66	16.3
	Tiktok	34	8.4
	Instagram	22	5.4
	Linkedin	18	4.4
	Twitter	30	7.4
	Total	406	100.0

### 5.2 Reliability calculation

The examination of reliability is necessary due to a test's scientific acceptance and practicality. Therefore, the researchers applied Cronbach's alpha ( $\alpha$ ) reliability to confirm the internal consistency among the items (Hayes & Coutts, 2020). The overall reliability of the scale is 0.839, which is considered to be excellent reliability (Hair *et al.*, 2020), and individual factors' reliability also appeared within acceptable ranges (Table 2).

Table 2. Cronbach's alpha

S.No.	Code	No. of items	Cronbach's alpha ( $\alpha$ )
1	BGSC	15	0.809
2	BDSC	15	0.833
3	JS	8	0.846
4	JP	11	0.790

### 5.3 Factor loadings

The researchers estimated the measurement model where scores of factor loadings appeared  $> 0.70$  for the majority of items (Table 3), while some items such as *bgsc4*, *bgsc6*, *bgsc10*, *bgsc11* and *bgsc14*, *bdsc2*, *bdsc5*, *bdsc6*, *bdsc10*, *bdsc13* and *bdsc15*, *js4* and *js6*, *jp3*, *jp6*, *jp9* and *jp10*) did not able to qualify the required loading values; thus, these excluded (Hair *et al.*, 2019).

Table 3. Factor loading

Construct	Item code	Factor loadings
Bridging social capital [BGSC]	bgsc1	0.882
	bgsc5	0.878
	bgsc3	0.870
	bgsc2	0.868
	bgsc9	0.856
	bgsc8	0.842
	bgsc7	0.822
	bgsc12	0.819
	bgsc13	0.809
	bgsc15	0.786
Bonding social capital [BDSC]	bdsc1	0.844
	bdsc3	0.832
	bdsc4	0.826
	bdsc9	0.818
	bdsc7	0.801
	bdsc8	0.795
	bdsc11	0.776
	bdsc12	0.745
Job satisfaction [JS]	js3	0.879
	js2	0.862
	js1	0.839
	js5	0.829
	js7	0.798
Job performance [JP]	js8	0.760
	jp1	0.850
	jp2	0.829
	jp5	0.800
	jp4	0.798
	jp8	0.775
	jp7	0.762
	jp11	0.726

Notes: CR = square of the summation of the factor loadings  
AVE = summation of the square of the factor loadings

### 5.4 Hypotheses confirmation

At the initial stage, the researchers estimate model fit indices to observe the fitness of the data with the proposed model. As a result, all the fitness indicators are found as acceptable ranges (see caption figure 2). The researchers applied path analysis through Analysis of Moment Structures (AMOS) to record the beta ( $\beta$ ) values and t-values. The findings show a significant positive influence of *BGSC* on *JS* (H1=  $\beta=0.356$ ;  $t=6.087^{**}$ ), which accepted the H1. *BDSC* is also positively associated with *JS* (H2=  $\beta=0.327$ ;  $t=5.238^{**}$ ). Thus, H2 is accepted. The relationship between *BGSC* and *JP* is positive and significant (H3=  $\beta=0.402$ ;  $t=6.662^{**}$ ), which accepted H3. The scores for H4 confirm the significant effect of *BDSC* on *JS* (H4= $\beta=0.387$ ;  $t=5.001^{**}$ ). Thus, H4 is also supported. Finally, there is a significant positive effect of *JS* on *JP*

(H5=  $\beta=0.502$ ;  $t=4.702^{**}$ ) (Table 4 and Figure 2). As a result, H5 is also accepted.

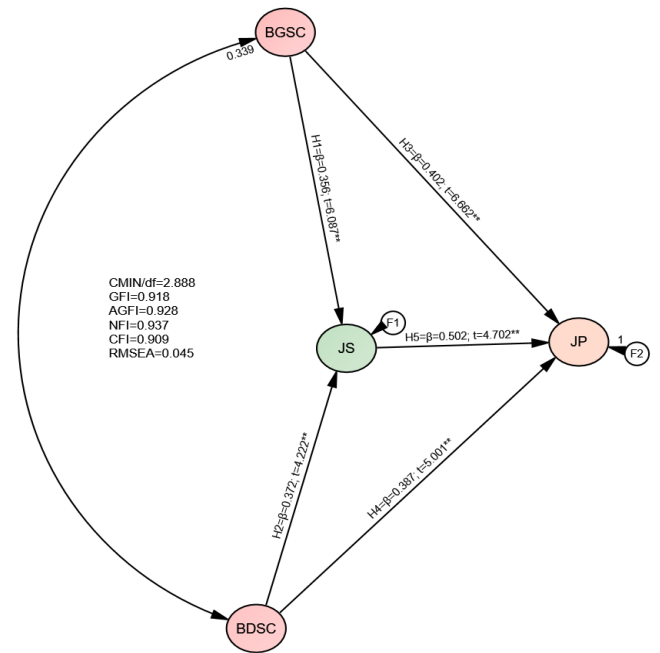


Figure 2. Path analysis

Note:  $***p$ =significance level at  $<0.01$ .

Note(s): BGSC=bridging social capital; BDSC=bonding social capital; JP=job performance; JS=job satisfaction

Table 4. Path coefficients

Hypotheses	Independent variables	Path	Dependent variable	Std. beta	Std. error	t-value	Decision
H1	BGSC	→	JS	0.356	0.044	6.087**	Supported
H2	BDSC	→	JS	0.372	0.056	4.222**	Supported
H3	BGSC	→	JP	0.402	0.398	6.662**	Supported
H4	BDSC	→	JP	0.387	0.036	5.001**	Supported
H5	JS	→	JP	0.502	0.049	4.702**	Supported

Note:  $***p$ =significance level at  $<0.01$ .

Note(s): BGSC=bridging social capital; BDSC=bonding social capital; JS=job satisfaction; JP=job performance

### 6. Discussion and conclusion

The study proposed to consider the impacts of social capital on *JP* through social media in Balochistan, Pakistan. The *SEM* analysis found a positive and significant impact of *BGSC* and *GDSC* on *JS* and *JP* when employees use social media to communicate with coworkers. The findings are consistent with several scholars who claimed the same results (Sum et al., 2008; Cao et al., 2016; Lee and Lee, 2022; Yen et al., 2020; Zhang et al., 2022; Sou et al., 2022). The results suggest that the internet helps generate

collaborations. Social capital also assists in interrelating with their co-workers through social media, which supports the development of cordial relations at their workplace. They believe that their interaction through social media with the employees helps them nurture interest outside their workplace. The organization also makes them stay associated with the bigger picture while interacting with co-workers through social media. They believe their social media interaction with co-workers has heightened their job-related knowledge.

Moreover, the respondents are more aware of the term and notion of *BDSC*. The ability to upgrade general knowledge and understanding so they could improve themselves. The co-workers are valuable sources and good references to whom they are connected through social media. They frequently guide and suggest to their co-workers to help those associated with them through social media. They are also guided to share their skills, expertise and significant advice, which are better for the organizations. They improve and polish their skills and knowledge utilizing social media apps, which ultimately enhance the *JP* at the workplace.

Similarly, they also firmed *JS*'s positive and significant effect on *JP*. These findings are also reinforced by literature like Vrinda and Jacob (2015), Siengthai and Pila-Ngarm (2016), Hajjali et al. (2022), and Paliga et al. (2022), who provided the same outcomes. These results mention the highest contribution of social media, which creates *JS* and ultimately enhances *JP*. They have great satisfaction among respondents and develop good connections with their supervisors. Their notions of the creating idea and thinking further encourage them to be satisfied and enhance performance. They create faith and belief in their co-workers and managers through social media.

To sum it up, the findings suggest a positive and significant effect of *BGSC*

and *BDSC* on *JS* and *JP* among the individuals who use social media at their workplace. In addition, *JP* can be enhanced through *JS* or satisfying the employees at the workplace.

## **7. Limitations, implications and future research paths**

The basis of the study is only on quantitative assessment, where cross-sectional data is utilized. The study is limited to contextual wise to the respondents of Balochistan province only. With regard to sampling technique, it is restricted to convenience sampling. The study did not use any concerned theory to support the conceptual framework. Finally, the conclusions of the study are based on 406 samples.

Social media can be an effective means of increasing work connectivity (Baumer, 2013). Workers must also understand how social media generates social capital to execute this media more effectively (Robertson & Kee, 2017). As a result, the current study's findings help us better understand the role of social media in the workplace, particularly in performance enhancement. Following the study findings, policymakers may focus even more on the benefits of social media in organizations by improving activities such as meeting organizations, administrative duties include scheduling meetings, distributing documentation, and discussing projects with coworkers. Based on the findings of this study, company managers may hire workers and provide them with guidelines on how to use social media to take advantage of its opportunities. Researchers in the domain needed to focus more on investigating social capital toward *JS* and *JP*, particularly in Balochistan. As a result, the study would open up new avenues for identifying contextual gaps and understanding social media status in Balochistan. In practice, this research would aid in developing policies and plans

to provide internet access to employees to foster social connections.

The researcher may use qualitative or mixed methods in future studies to validate this model. Future research should focus on mediating paths to determine the indirect effect of these constructs in the study. Future studies must include relevant theories to support the theoretical framework. Future research may include other related variables such as commitment, social change, psychological well-being, connectivity, social environment, social engagement, and gender discrimination. Future studies should focus on different sectors, such as education, SMEs, and the health sector, to confirm the findings. The sample size could be increased, and the study's context could be expanded to include Pakistanis. Longitudinal data may be gathered to verify it furthermore authentically.

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