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# Exploring the Impact of Techno-Complexity and Techno-Uncertainty on Academic Staff's Job Performance in the Era of Social Networking Stressors

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**Abstract**

Academic staff members are experiencing a paradigm shift in Malaysia's modern academic environment. It is becoming more and more important to investigate the complex aspects that affect academic staff members' job performance as the academic environment has been altered by the ubiquitous influence of digitalization and social networking pressures. This study explores the intricate relationship between techno-complexity, techno-uncertainty as a SNS stressors, and job performance as experienced by academic personnel through a comprehensive approach that makes use of the Social Strain Outcome Theory. Based on a large dataset of 391 participants, rigid structural equation modeling, or Smart Partial Least Squares (PLS) is employed to investigate the intricate relationships between these factors. The study's findings provide vital information regarding the challenges experienced by Malaysian academic employees, especially in light of the country's rapidly changing digital landscape. It reveals the various manners in which job performance is influenced by techno-complexity and techno-uncertainty, which are fueled by social networking pressures. This information forms the basis for well-informed measures, and the creation of policies to improve the productivity of academic staff members in a digital environment. All things considered, this study provides a sophisticated investigation of the changing dynamics in higher education, illuminating the flexible approaches required to traverse the always-changing landscape of academic duties.

**Keywords:** techno-complexity, techno-uncertainty, academic staff, job performance, social media, social networking stressors

## 1. Introduction

Social networking sites SNSs, such as Facebook, Instagram, and WhatsApp, are technology-mediated platforms for interacting with others (Fuchs et al., 2010; Vespignani, 2009). The expanding dispersion of SNSs has garnered a large quantity of research, with an emphasis on their positive effects, such as remaining in touch with distant friends (Khan & Jarvenpaa, 2010; Koroleva et al., 2011). However, there are strong indications that there may be unexpected negative implications of SNS usage on personal levels (Koroleva et al., 2011; Turel & Serenko, 2012) where individuals also feel anxious and struggle to select which ways to use such online platforms later on (Sterzing et al., 2018). Due to the widespread use of ICTs in both the job and private life, SNS stress is a disorder that is gaining more attention. The stresses that come with utilizing technology, also referred to as "technostress" or "SNSs-stress," is one drawback (Brod & Hall, 1984; Lim et al., 2017; Ragu-Nathan et al., 2008; Tarafdar et al., 2007). It is noteworthy that SNSs should cause stress and exhaustion in users when attempting to comprehend such SNS stress phenomena via the lens of information communication technologies (ICTS) usage.

From a conceptual standpoint, SNSs-stress is a comprehensive process that encompasses psychological strain, workplace outcomes like organizational commitment and turnover intention, and technology-associated stressors (also identified as techno-stressors) (Ayyagari et al., 2011; Ragu-Nathan et al., 2008; Stich et al., 2017). There are several ways in which users may encounter SNS stress before, during, or following their adoption of technology (Salo et al., 2019). Tarafdar et al. (2007), stated that users may experience a variety of stressors on social networking sites, such as feeling overloaded with the vast volumes of information generated by technology and being inexperienced with new technologies and updates. Consequently, individuals can encounter adverse stress and unfavorable consequences (Ragu-Nathan et al., 2008; Tarafdar et al., 2015).

Even though ICT has made many duties at work easier, various clinical problems associated with their use, such as technostress in other words we can say SNS stress, have also surfaced. SNS stress is a psychophysiological state which characterized by elevated levels of stress hormones that are susceptible to stress as well as cognitive symptoms like irritation, lack of focus, and memory problems (Arnetz & Wiholm, 1997). SNS stress appears to be characterized, like other forms of stress and leads to negative consequences. 'SNSs-stressors' are the elements, occurrences, and conditions that cause SNSs-stress, whereas antecedents are elements that can affect and exacerbate the impact of stressors on people.

While it's crucial to pinpoint and look into the unfavorable causes and consequences of SNS stress, it's also necessary to understand ways to reduce the bad impacts (Moughal et al., 2023a; Moughal et al., 2023b; Stich et al., 2017). Problematic usage of social networking sites (SNSs)—also referred to as SNS addiction or excessive usage of SNSs—is a kind of

psychological or behavioral dependency on social networking platforms. Based on the environment in which SNS stress evolves, the condition can be classified as non-job-related or job-related (Kuss & Griffiths, 2017). Research has identified several stressors that cause SNS stress for employees (Abbasi, Shaari, Moughal, et al., 2021; Gupta et al., 2018; Ragu-Nathan et al., 2008).

Technology and stress have always been different, and relatively little study was conducted on the stress caused by or related to technological devices that are being used. The "dark side" of technology is connected to more recent studies on stress brought on by social media, or SNSs-stress (Salanova et al., 2013; Tams et al., 2018; Tarafdar et al., 2020). Examining how SNS stressors affect strain and occupational outcomes is a frequent way to study SNS stress (Galluch, 2015; Ragu-Nathan et al., 2008; Stich et al., 2017). According to Tarafdar et al. (2007), technological complexity and techno-uncertainty are examples of stressors on SNSs that impair employee job performance by causing SNSs tiredness. Techno-complexity refers to circumstances in which users' feelings of inadequacy about their technical abilities are linked to the complexity of technology, leading them to invest more time and energy in comprehending it (Tarafdar et al., 2007). The rate of change in computer networks, hardware, and software is known as techno-uncertainty.

Due to its influence on workers' job performance, SNSs-stress has been investigated more deeply. Research suggests that while cell phone usage' reduces the perceived value impact, information overload from using their phones can heighten negative feelings like anxiety and rage (Abbasi, Johl, et al., 2021; Lee, 2016). A notable knowledge gap exists on the elements that contribute to stress caused by social networking sites (SNSs) among university employees, even though a great deal of study has been done on the biological effects of SNS stress (as noted by (Riedl, 2012), in terms of technostress in this particular group, the purpose of this study is to look into the relationship between socio-demographic variables and risk factors.

In summary, this study builds and experimentally validates a model of the research that investigates the relationship between SNS stressors and SNS exhaustion, as well as the influence of SNS exhaustion on university academic staff job performance. It does this by drawing on studies on stress, SNS stress, and university staff stress (Abbasi et al., 2022; Abbasi, Shaari, & Moughal, 2021; Bolarinwa et al., 2014). Academic personnel and administrators can benefit greatly from the knowledge gained from this study in identifying and understanding how different social networking site stresses can set off psychological states associated with fatigue and problems with job performance. The whole article is organized as follows: we begin by outlining the theoretical foundations of our research before introducing our research model and assumptions. Following that, we will explain our research design and findings. Finally, we thoroughly analyze our findings, emphasizing their many contributions to theory and practice while taking into account their limitations and suggesting future research options.

## 2. Research Objectives

1. To examine the relationship between Techno-complexity and SNS exhaustion.
2. To examine the relationship between Techno-uncertainty and SNS exhaustion.
3. To examine the effect of SNS exhaustion on job performance.

## 3. Literature Review

Revolutionary changes in communication patterns have been brought about by technical advancement and an increase in the usage of the Internet for e-learning by academic staff and students in higher education institutions. There has been a lot of debate about how organizations' members use social networking platforms. Some claim that employee productivity improves because of social networking sites use among company employees since it has a positive impact on secondary factors like morale (Bennett & Maton, 2010; Leidner et al., 2018; Zhang et al., 2015). Some contend that the time lost at work as a result of organizational members using social networking sites lowers employee productivity. (d'Abate & Eddy, 2007), which is probably a reflection of employers' concerns about the negative impacts of presenteeism (presenteeism is the term used to describe the decreased productivity that happens when workers are unable to perform their duties at work due to an illness, accident, or other circumstance) unrelated to work (Khamisa et al., 2017; Nucleus, 2009; O'Murchu et al., 2004; Riaz & Ali, 2019). According to a study, the use of SNSs in educational institutions affects the performance of the academic staff practically (Jackson et al., 2007). Previous research has categorized technostress creators into, techno-complexity, and techno-uncertainty, the individual effects of each dimension on job outcomes have not yet received sufficient attention in ICT research.

### Research Background and Hypotheses

The use of SNSs can have unintended consequences, like the addiction of users (Turel & Serenko, 2012), complexity and uncertainty, or confidentiality problems (Krasnova et al., 2015; Turel & Serenko, 2012), which have been identified and studied in a recent study to further our understanding of this topic. Then, we add to this knowledge by stating that using SNSs results in stress, which has another unexpected consequence. Thus, we add to Brown and Lent's (2019) argument that the use of omnipresent technologies in everyday life may have negative effects on people. ICT research has not yet paid enough attention to SNSs-complexity and SNSs-uncertainty, which is the individual influence of each dimension of technostress producers on job outcomes (Ragu-Nathan et al., 2008).

### Stress-Strain-Outcome Model

This study's used stressors-strain-outcome model serves as its theoretical basis (Koeske et al., 1993). The model illustrates how stressors manifest themselves in a person's life. The model

makes use of three variables—stressor, strain, and outcome—to explain this impact. It implies that stressors have a direct impact on strain, even if only strain truly contributes to certain outcome variables. According to the stress-strain-outcome paradigm, stressors are environmental cues that a person finds bothersome, upsetting, or disturbing. Similar to Berg et al. (2010), who define stress as "adverse feelings, such as anxiety, fear, irritation, pressure, and sadness that are caused by an imbalance between the individual's motivations and abilities and the environment's requirements and supports". An imbalanced combination of high demands, perceived overload, and low control leads to the psychophysiological reaction known as strain (Spreitzer & Porath, 2012; Weiss, 1983). As a result, it shows a psychological response to tense situations (De Croon et al., 2004) and is susceptible to being caught by emotional exhaustion (Koeske & Koeske, 1993). This theory suggests that stress results in strain outcomes and stress coping strategies might help one avoid negative consequences related to their jobs. This mental response acts as a mediator between perceived stressors and outcome aspects. Here, the results show the behavioral and psychological effects of stress as perspectives or behavioral intentions (Koeske & Koeske, 1993). Using this stress-strain-outcome paradigm, Tetrick et al. (2000) propose that, in work-related circumstances, exhaustion serves as a strain variable that mediates the impact of stressors like overload or workload on the outcome variable pleasure. Stress-induced SNSs-exhaustion is studied using the stressors-strain-outcome model within the context of this study.

**Stressors**

**The influence of techno-complexity on SNS exhaustion**

"Techno-complexity refers to situations where people must invest time and effort into learning how to utilize new applications and updating their abilities due to the complexity of the computer systems they use at work". People feel worried because they find the diversity of programs, functionalities, and lingo intimidating. Employees may be prevented from learning new skills often as a result, and their use of outdated ICT solutions may result in problems and mistakes, which would reduce job performance.

The complexity of technology will discourage employees from using and learning Instead of encouraging them to seek training, enhance their control over technology by altering its features, or exercise more self-discipline, this will force them to return to work (Lazarus & Folkman, 1984), leading to decreased employee job performance up to a reasonable level of SNSs-stressors.

The SNSs-stress, and technological complexity, intimidates personnel because it takes time and effort to acquire new ICT. Additionally, they must deal with system failures, lost data, and constant technical support issues that put employees' control over technology and work at risk. Because of this complexity, training on the new features and handling unexpected challenges will take a significant amount of time for the team. As such, workers might be less inclined to study new ICT applications that might be developed and utilized in the future and

have less free time (Nelson & Kletke, 1990; Tarafdar et al., 2010). In addition, technology like SNSs may become more sophisticated and challenging to utilize (Luo et al., 2018). The technological complexity of SNSs is evident in several areas, but it may be most apparent in the context of data privacy when people are hesitant to use SNSs because they are unfamiliar with their privacy implications and technical details. Increased complexity is specifically mentioned in the ICT research as a factor impeding the use of technologies in the context of private settings (Hsieh et al., 2008). Technological characteristics of SNSs, SNSs-complexity induce feelings of SNSs-exhaustion. Furthermore, the techno-complexity that they have encountered may demotivate individuals, causing them to contribute less effort to the task and lead to SNSs' exhaustion. Hence, we hypothesize that:

**H1**: Techno-complexity is negatively associated with SNS exhaustion.

**The Influence of techno-uncertainty on SNSs Exhaustion**

The term "techno-uncertainty" refers to the quick replacement of computer systems. People are unable to get experience with a particular system due to ongoing updates and improvements. People find this disconcerting since they must frequently and quickly relearn material that quickly becomes outdated.

The employees are stressed out by techno-uncertainty, the final dimension of the SNSs stressor, because of the constant upgrades and the obligation to stay up to date and use new apps. This poses a new challenge to the workers, reducing their ability to manage their time, selves, and technology and decreasing their job performance (Tarafdar et al., 2020; Tarafdar et al., 2007). Techno-uncertainty arises from SNSs-stress, which affects employees and leaves them feeling ineffective over technology, themselves, and their tasks even in low-tech environments. This lack of control makes employees feel frightened and anxious. It is doubtful that there will be a curved relationship between techno-uncertainty and employee job performance because this loss of control at all levels of techno-uncertainty will disturb the employees (Le Fevre et al., 2003). Users frequently feel as though they are being hit with sudden upgrades, add-ons, or new applications. SNSs-exhaustion can be caused by the uncertainty in technology brought on by unexpected changes, especially when these changes and uncertainties multiply (Tarafdar et al., 2007). Employees may be forced by this uncertainty to consider the most crucial current uses of ICT rather than to use it for novel initiatives and feel exhausted. Therefore, in light of the previous debate, we speculate,

**H2**: Techno-uncertainty is negatively associated with SNS exhaustion.

**Strain and outcome**

**Exploring the Impact of SNS Exhaustion on Employees' Job Performance**

Within the field of ICT, scholars have endeavored to examine and offer suggestions regarding the impact of social media stress on workers' job performance (Whelan et al., 2020). Studies (Hung et al., 2015; Srivastava et al., 2015) have demonstrated that technological stress has a

detrimental impact on employee performance, work engagement, attrition rates, and organizational commitment. According to Palmer (2014), stress negatively affects an employee's job performance to a vital extent. Prior research has focused on the impact of psychological stress on worker performance. According to (Alkhayyal et al., 2019), employees delivering front-line services may become emotionally disturbed as a result of the social stress brought on by the clients, which affects their performance negatively. Employee performance is important because employers must protect the resources they provide to their staff (Ali-Hassan et al., 2015). Stress and coping strategies can be utilized to explain this phenomenon (Lazarus & Folkman, 1984). According to this view, stress results from interactions between a person's surroundings and them (Lee, 2016).

This study broadens its scope to encompass technological complexity and uncertainty. Realizing the changing environment of technology in job settings, the study intends to investigate how the complexity and unpredictability associated with technological advances, especially in the field of social networking, can lead to or increase SNS exhaustion and reduce job performance. The study aims to give insight into the delicate interaction of techno-complexity and techno-uncertainty in the realm of SNS usage, giving light on the complicated dynamics between technological elements and employee satisfaction and performance. By integrating these aspects, the research aims to provide an improved comprehension of the multifaceted interaction between technology, employee fatigue, and overall job performance, providing useful insights for both academic discussions and practical applications in modern work environments. Therefore, the purpose of this study is to look at how stress affects the performance of employees who are exhausted by SNSs.

**H3:** SNSs-Exhaustion has a significant negative impact on employees' job Performance.

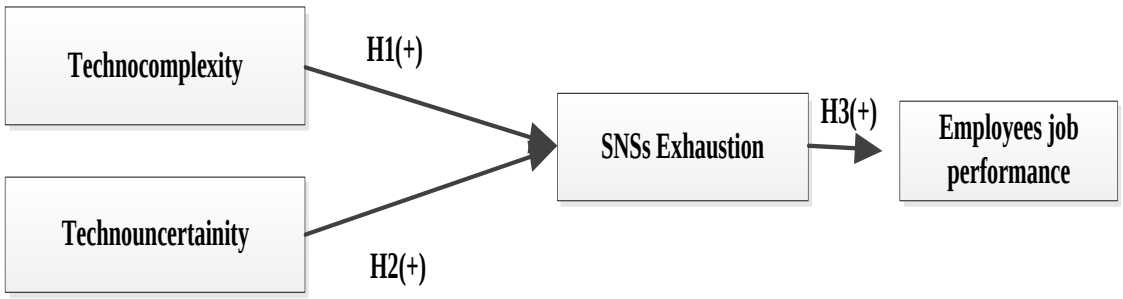


*Figure 1 Conceptual Model of Study*

Figure 1. Conceptual Model of Study

## 4. Methodology

This study aims to measure the impact of SNS stressors on employees' job performance in universities. Subsequently, the measurement items were sent out by email using a web-based portal. To handle sensitive information about participants' job performance and Social

Networking Site (SNS) fatigue, certain protocols have been put in place to protect respondents' privacy and anonymity during the entire study procedure. First off, no personal information like names or email addresses will be collected throughout the data-collecting process, which uses Google Forms to collect responses in an anonymized format. This method makes sure that a response cannot be connected to a particular participant. To protect information during an exchange, the questionnaire platform itself uses secure data transmission mechanisms, such as encryption. At the beginning of the survey, a thorough confidentiality statement is provided, outlining the goal of the research and assuring participants that their responses will remain private. To enhance integrity, potentially sensitive information is shared in an aggregated manner that makes it impossible to identify specific replies. Participants are thoroughly informed about the usage of their data and are reassured of the confidentiality protections in place through protocols for informed permission that are rigorously adhered to. By working together, these measures highlight the dedication to moral research methods and give participants' protection and privacy the utmost importance.

The study's tested scales were modified from earlier works of literature. The questionnaire's phrasing was modified to make it more appropriate for the study. The four SNSs-exhaustion items were modified based on the measurements of certain constructs, as stated by (Caplan & High, 2006). The complexity and uncertainty scales of SNSs are comprised of five components and four items, respectively, and were derived from the work of (Karr-Wisniewski & Lu, 2010). The four work performance items were from (Janssen & Van Yperen, 2004). A five-point Likert scale was used to rate each item.

In addition to the components included in the recommended model, a few demographic characteristics were included as control variables, such as gender, age, education level, industry type, and frequency of usage. The study employed an online survey to collect data, with a focus on academic staff members who possessed relevant experience utilizing social networking sites during work hours. staff members who had relevant experience using social networking sites during working hours. There were 391 participants in the sample, which was selected from Malaysia's top five institutions. This study's main goal was to investigate any potential detrimental effects that SNS exhaustion may have on workers' ability to do their jobs well. Since the researcher does not possess the whole list of employees who may serve as respondents, the purposive sampling approach was employed in this study to ensure that every Malaysian university employee had an equal opportunity to be chosen. Target respondents received the questionnaire via email once it was developed using Google Forms (Sekaran & Bougie, 2003). The data-collecting justification suggested that, given the limited opportunities resulting from the pandemic, it is imperative to gather data online. In addition to ensuring respondent safety, internet platforms for data collecting also enable quick data gathering.

Since participants in purposeful sampling are specifically selected based on predetermined

criteria, selection bias may be introduced, which could restrict the generalizability of results to a larger population. Furthermore, researcher bias may be introduced by the personal assessments used in participant selection. It is imperative to acknowledge that although purposive sampling facilitates the achievement of the study's particular goals, consideration must be used when extrapolating the findings to a population beyond the sample. Through the consideration of these possible limits, the study upholds transparency and recognizes the drawbacks associated with the selected sampling approach, presenting readers with a more all-encompassing comprehension of the research design.

### Demographic characteristics

The demographic characteristics of the respondents identified in this study are mentioned below: valid responses received 391, where 53.2% (209) were males and 46.8% (184) were females. All the identified respondents of the study were adults, with most of the respondents within the age groups of 41-50 126 participants (32.1%), 25–30 was 122 participants (31%), 31–40 were 113 participants (28.8%), respectively, followed by age groups 51 years and above were 32 participants (8.1%). Next, the majority are predominantly Malay which consists of 240 participants (61.4%), Chinese 138 participants (35.3%), and Indian five participants (1.3%). Based on the education level, 295 participants of the respondents are Ph.D. candidates (75.4%), 47 have master’s degrees (12%), and 48 have bachelor’s degrees (12.3%). Based on the job experience 128 respondents have less than five years (32.7%), 107 participants (27.4%) have less than 10 years, 86 participants (22%) have less than 15 years, and more than 15 years of experience are. Consequently, the respondents' demographic profile suggests that they are experienced, knowledgeable, mature, and have a greater knowledge about the topic.

## 5. Data Analysis

*Assessment of the Measurement Model*

To investigate confirmatory factor analysis, this study used partial least squares-based structural equation modeling (PLS-SEM).

According to Leung et al. (2020), they utilized the SmartPLS approach due to its nature of testing a theoretical framework from a prediction aspect. To investigate construct reliability and validity three methods are identified (Hair Jr et al., 2017). Initially, all construct factor loadings were measured, which was followed by Cronbach Alpha and AVE (average variance extracted) (Henseler et al., 2009). The average value of Cronbach's alpha for techno-uncertainty is 0.833 to examine validity and reliability. Techno-complexity’s Cronbach alpha value is 0.813. Cronbach Alpha reliability for constructing social influence is 0.770. Social media exhaustions’ Cronbach Alpha reliability value is 0.873. Furthermore, the work performance Cronbach Alpha value is 0.850. Since all of the constructs' Cronbach Alpha values are over the suggested cutoff point of 0.7 so, there are no problems with validity or reliability (see Table 2).

*Construct Reliability and Validity*

All construct factor loading is allowed to move forward because the measurement model was measured, and constructs with factor loading of 0.60 or below were eliminated (Hair et al., 2011). The constructs' AVE values were higher than the 0.50 criterion that was determined (Hair Jr et al., 2017). Since construct reliability and validity would allow AVE values to be more than 0.50 (Fornell & Larcker, 1981), all constructions have AVE values that are acceptable and greater than 0.50. (see Tab 2).

Table 2 Construct Reliability and Validity

| | Cronbach's Alpha | rho_A | Composite Reliability | Average Variance Extracted (AVE) |
|---|---|---|---|---|
| **JP** | 0.850 | 0.851 | 0.899 | 0.689 |
| **SME** | 0.873 | 0.874 | 0.914 | 0.726 |
| **TCOM** | 0.813 | 0.814 | 0.870 | 0.572 |
| **TUN.** | 0.833 | 0.852 | 0.888 | 0.666 |

The established threshold values of 0.7 should be exceeded by the values of Composite Reliability (CR) and Rho A. Where, the values of the Cronbach Alpha, rho A, and Composite Reliability values are greater than 0.7, which indicates that the reliability of the constructs is acceptable. And for AVE results are higher than 0.5, which indicates validity criteria of the constructs are also acceptable. As a result, these results fulfill the standard values for validity and reliability.

**Heterotrait-Monotrait Ratio (HTMT)**

The assessment of discriminant validity was conducted through the utilization of the Heterotrait-Monotrait Ratio (HTMT) methodology, which is recognized as the most contemporary way of analyzing discriminant validity (Henseler et al., 2015). Henseler, Ringle, and Sarstedt found that discriminant validity was required because the ideal HTMT ratio was below the designated threshold of 0.85 (Henseler et al., 2015).

The discriminant validity HTMT can be evaluated in two ways: (1) as a statistical test, or (2) as a criteria. According to Kline (2011), whether the average HTMT number seems to be higher than 0.85 or 0.90, then the discriminant validity concern is identified in the criterion technique. The second concept is to determine whether discriminant validity is compromised when the range of confidence is larger than one by evaluating the other hypothesis (H1: HTMT 1) with the null hypothesis (H0: HTMT 1) (Henseler et al., 2015). There are no

numbers higher than 1, indicating that discriminant validity is not an issue. Any value less than 1 is acceptable and should be examined further.

Table 3 Heterotrait-Monotrait Ratio (HTMT)

| | JP | SME | TCOM | TUN. |
|---|---|---|---|---|
| **JP** | | | | |
| **SME** | 0.890 | | | |
| **TCOM** | 0.860 | 0.876 | | |
| **TUN.** | 0.870 | 0.899 | 0.839 | |

The aforementioned values indicate the validity and dependability of the data. In addition, the Heterotrait-Monotrait Ratio (HTMT) was calculated to evaluate the discriminant validity that is indicated in Table 3.

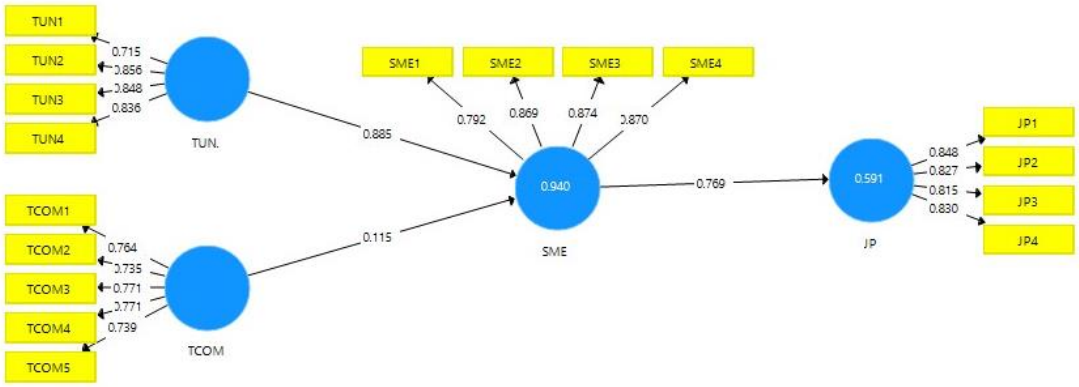


Figure 2. Measurement Model

***Assessment of Structural Model***

A total R2 value of 0.591 is obtained, and the Q2 value of 0.402 illustrates the 40.2% predictive relevance observed in Figure 2, meaning that 59.1% of the examples properly predict the dependent variable. In light of the measurement model's outstanding performance, the present research used the structural model assessment shown in Figure 3 to examine the hypothesis. Bootstrapping 5000 samples allowed us to analyze the statistical significance, T-value, and effect size of path coefficients (Jeon et al., 2019).

The impact of the independent variables' techno-complexity, techno-uncertainty, and social media anxiety on employee job performance was evaluated using multiple regression. The

findings demonstrate that every independent element significantly affects how well an employee does their work.

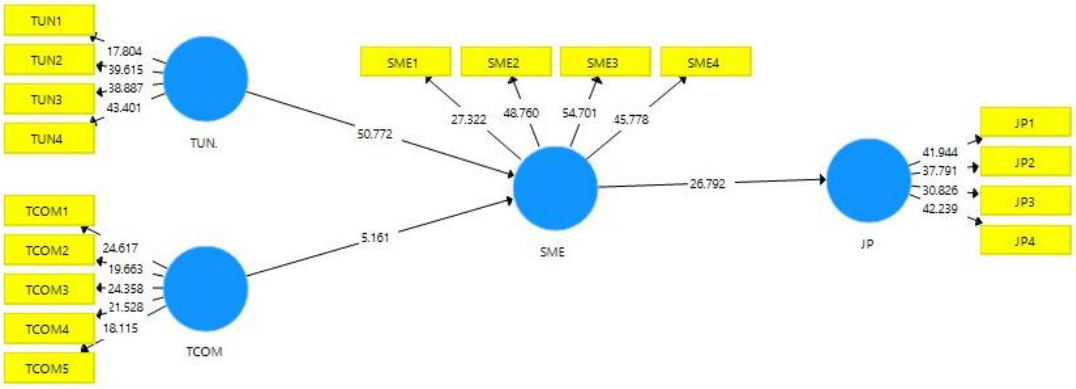


Figure 3. Structural Model

The results show that the model has a 59.1% explanatory capacity for job performance and an R2 value of 0.591. It also discovered that, in addition to techno-complexity and techno-uncertainty, there was a high and positive correlation between social media fatigue and job performance. A thorough review of the variables' findings and theories is given in Table 4. The p-values show whether or not the hypothesis is supported.

**Mean, STDEV, T-Values, P-Values**

| | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (\|O/STDEV\|) | P Values |
|---|---|---|---|---|---|
| **SME -> JP** | 0.769 | 0.768 | 0.029 | 26.792 | **0.000** |
| **TCOM -> SME** | 0.115 | 0.114 | 0.022 | 5.161 | **0.000** |
| **TUN. -> SME** | 0.885 | 0.886 | 0.017 | 50.772 | **0.000** |

The outcomes indicate that this research validates the use of techno-uncertainty and tech-complexity variables to distract employees and get exhausted by using social media which leads to reduced employee performance. Social strain outcome was also significant in affecting employees' behavior by using excessive social media at the workplace and reducing employee performance (Moughal et al., 2023a; Moughal et al., 2023b; Shi et al., 2020; Tetrick et al., 2000; Wolinetz & Axsen, 2017). Since due to excessive usage of social networking sites at the workplace affects employees' performance. This research also proposed these elements in an attractive framework. It has been observed that limited

usage of social networking sites can improve employee's job performance.

## 6. Discussion

This study sought to examine the consequences of SNSs-stressors (SNSs-complexity and SNSs-uncertainty) on job performance from the perspective of SNS stress. These two were intended to increase the tension, tiredness, and exhaustion that can be brought on by using SNSs at work. This study backs up the claim that employees who face SNSs-complexity at work perform worse because it increases stress, which psychologically disturbs people's unfavorable perceptions. This finding was in direct opposition to the claims made by Ou and Davison in 2011 and Van Zoonen et al. in 2017 that SNS use improves performance. The outcomes revealed various conclusions. First, it demonstrates how people's emotions and psyches are severely impacted by their SNS's complexity. This is because SNSs expose people to a lot of social connections, which contributes to exhaustion. This result is consistent with earlier research on excessive ICT usage, which contends that ICT complexity results from high consumption (Karr-Wisniewski and Lu, 2010; Weinert et al., 2015; Maier et al., 2015). Second, while the effect of SNS uncertainty on exhaustion is supported, the SNS uncertainty considerably increases the stress caused by working with SNSs. This could be due to different glitches faced by the employees, including loss of internet connection, and errors in the software that can be handled during tasks that will be completed on time. When someone believes that handling excessive usage of SNSs at work is difficult or when fulfilling tasks is getting challenging, they typically struggle to handle them during and after work hours and waste their time and energy. Additionally, earlier research by Sun and Shang (2014) and Ali-Hassan et al. (2015) demonstrated how socially relevant use can aid in building negative job performance. Thirdly, this study examines the effects of SNS exhaustion on job performance. The data's findings show that the aforementioned variables have a substantial negative correlation with one another. It implies that there is a negative association between the two, with SNS exhaustion and performance decreasing. Employees who face complexity and uncertainty become exhausted because it consumes their emotional resources, time, and energy. The exhausted individual cannot use their resources efficiently which results in low performance. The third finding of the study is also in line with the findings of Brooks and Clairff (2017) who suggested the negative impact of SNS stress created due to SNS stressors on the job performance of employees.

## 7. Implications

Practically, institutions could apply several measures to lessen the detrimental effects that Social Networking Site (SNS) pressures have on the efficiency and well-being of their workforce. This could entail creating and implementing focused training initiatives that provide workers with the time management and coping skills they need to handle the intricacies of social media use. Appropriate organizational guidelines for the use of social media during working hours can also aid in managing distractions and improving concentration on essential tasks. Providing mental health support services to employees, such

as counseling and recurring digital detox programs, can greatly increase their resilience.

It is imperative to investigate potential mitigation techniques that institutes might implement to manage employee stress associated with Social Networking Sites (SNS) while examining the practical ramifications. First and foremost, companies ought to give top priority to developing unambiguous and widely disseminated regulations about the usage of social media during working hours. This promotes an appropriate integration of technology into working life by providing guidelines on permissible usage, limits, and objectives. Organizations can also put in place training programs that emphasize time management and digital literacy, giving staff members the tools they need to manage social media usage responsibly without sacrificing their health or output. Promoting sporadic digital detoxes or vacations from social media can provide workers with the much-needed break they require and promote a better work-life balance. It's also critical to establish a culture of open communication and mental health within the company. Supervisors must receive training on identifying symptoms of social media stress in their staff and offering suitable assistance, such as enabling conversations about managing workload and stress. Adaptable working conditions, such as the ability to work remotely or modify schedules, can give employees the freedom to control how they engage with social media platforms according to their requirements and preferences.

From a managerial point of view, it is critical to promote transparent channels of communication, assess performance metrics holistically, take well-being into account, and educate people in empathy and intervention techniques. Additionally, frequent technology evaluations can guarantee that the company's usage of SNS platforms is in line with a sensible strategy that boosts output without endangering workers' mental wellness. Organizations may foster a more positive and healthy work environment that supports long-term high performance and employee satisfaction by incorporating these managerial and practical ramifications.

## 8. Limitations and Future Research

This study suggested and expanded the model by using technostress—the stress caused by excessive social media use while adopting a habit of using various social media tools and applications—as a stressor and performance as an outcome. The knowledge of the concepts and relationships between the variables will be improved by this research in comparison to earlier work. The first way it differs from other studies is that most of them sought to determine and support the positive effects of social media on the workplace, such as Ou and Davison's (2011) and Ali-Hassan et al.'s (2015) studies. The goal of the current study is to present the other viewpoint. Social media usage has grown significantly, which could lead to too many issues. Thus, it's critical to take into account the drawbacks of excessive social media use. Using social media in excess might have detrimental effects on employees. This study's target population is the top five universities of Malaysia because academic employees use the internet and they are always online to connect with students and colleagues. Thus,

other businesses where internet usage is rarely a component of the work environment can be used to validate the suggested framework. A longitudinal study design would make it easier to examine the impact of social media usage on performance over a certain period; a cross-sectional study strategy could be another drawback.

## 9. Conclusion

In summary, our research has illuminated the complex relationships among techno-uncertainty, techno-complexity, and social media fatigue, highlighting their important effects on worker performance and well-being. The results highlight that the instability of advancements in technology (techno-uncertainty) is a contributing factor to increased levels of social media fatigue, resembling the difficulties associated with adjusting to constantly changing devices and environments. Furthermore, the study emphasizes the negative effects of techno-complexity on worker performance, implying that the intricacies of technology can serve as stresses, reducing total job effectiveness. Organizations looking to maximize worker efficiency and well-being must understand these interrelated elements. A more resilient and fit employee can result from resolving techno-uncertainty and techno-complexity via focused interventions and encouraging workplace practices. Realizing and proactively controlling these technology influences is essential to ensure continued employee efficiency and well-being as the digital field changes and to promote a favorable work environment. The negative effects of social media use at work, which eventually lower performance, should be fully understood by organizations. To stop their employees from utilizing social media as a stress release, businesses should come up with a variety of techniques. Further studies might examine underlying mechanisms that contribute to the negative effects of excessive social media use on long-term worker performance among academic as well as administrative employees.

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