



HOW SOCIAL MEDIA INTERFERES WITH THE WORKLIFE BALANCE OF MIDDLE CLASS EMPLOYEES IN SRI LANKA

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ABSTRACT

This research study focuses on how social media interferes with the work-life balance of middle-class employees in Sri Lanka. Today, in the neoteric society, people are busy with ample comprehensive work, leading to complexity in their daily lives. People are driving towards more abrupt things with the volition of succeeding at any expense. With technological advancements, people are on the trend of getting used to upcoming technologies. For instance, social media connects people despite their geographical location. Social media interferes with various aspects of life at different levels for diverse categories of people. Hence, this study intends to explore how social media interferes with the work-life balance of middle-class employees. This research had a qualitative approach, and data were collected utilizing a face-to-face series of semi-structured interviews with eight middle-class participants from different sectors (fields), including teaching, engineering, medicine, management, and banking. The data were analyzed using thematic analysis, and the results identified four major themes. The research findings emphasize that social media positively impacts the work-life balance of middle-class employees, except for the professions of doctors and engineers. People waste their time unconsciously due to high addiction to social networking sites. Consequently, it affects personal and work-life imbalances, causing delays in their regular activities and leading to work overtime at workplaces with high stress, also affecting organizational performance and employee motivation. Hence, this study provides insights into where the management should pay their utmost attention and concentration to utilize the workforce efficiently and effectively for organizational success.

Key Words: Social media, work life balance, middle class, Sri Lanka

1. Introduction

Social media are websites and applications that can be used to share contents like information, videos, pictures, opinions, events etc with each other very quickly, efficiently and in a timely manner. Here the term “social” represents interacting with each other by receiving and sending the contents and “media” refers to the medium that is used to transfer the content like the internet. Therefore, in a broader sense social media are web-based communications platforms that allow people to interact with each other online. Currently using more popular social media are Facebook, Twitter, Instagram, YouTube, blogs, Snapchat, Viber etc.

Work life balance is a concept which is used to describe how the employees are going to split their time and energy for work and other important aspects of their lives. Today, work life balance has become an important aspect of a healthy working environment and this has come to discussion in work organisations especially due to the higher presence of millennials (1981 – 2000) in the workforce. Work life balance helps to reduce employee stress, unhappiness as well as the burnouts in organisations. Chronic stress is one of the most common health issues in workplaces which will result in hypertension, digestive problems, pains, heart problems as well as it will affect negatively on mental health. Hence, ultimately absence of this balance will lead to workplace burnouts due to poor work performance by employees. So, by creating work life balance, it will help employers to maintain healthier and more productive workforce which will in turn result in high effectiveness if the organisation.

According to Merriam-Webster dictionary (1828) states that middle class as a class occupying a position between the upper class and the lower class, especially: a fluid heterogeneous socio-economic grouping composed principally of business and professional people, bureaucrats, and some farmers and skilled workers sharing common social characteristics and values. Today the contemporary middle class in Sri Lanka is diverse and complex in relation to occupation, level of education, consumption and possession. According to the Household Income and Expenditure Survey conducted by the Department of Census and Statistics. The size of the middle class in Sri Lanka in 2009/10 was estimated by Arunatillake (2013) as 18.5 million.

Today, the use of social media influences largely on the individual’s daily work activities as well as routine family activities. But the usage of these media has been elevated when compared to the past five six years with the advancements in technology, low cost in accessing to the internet and availability of Wi-Fi facilities. So, this will create a tremendous impact on individual’s behaviour. The trend of using social media is now not confined only to the relaxation time or leisure time but it has interfered with the working time of individuals in work organisations and time spent with family members and household chores too. Due to this, the way of managerial decision making has changed over the time in workplaces. For instance, some of the organisations have restricted the use of mobile phones during work time while some have restricted even the carrying of mobile phones to the workplace. Hence, for most of the time this has led to dissatisfaction of employees as well as angry, cruel behaviour during working time. Further this has paved a new way of knowledge sharing between parties in

organisations. Here through research, researcher is going to find the impact of these social media on the work life balance of the middle class in Sri Lanka.

Nowadays, people are keen on investigating new things which are related to technology as they help people to ease their activities. Hence, the use of social media in current context is also increased rapidly due to the advancements in technology as well as due to increase of population who are going more towards the technological aspects and innovations. Now this trend is articulated not only to the young generation but also to the elderly generation who are in the age range 40 – 60. In most of the time the young generation together with elderly generation are included in the labour force of a country. Therefore, there is a crucial requirement to break through the impact of social media on organizational working practices. Not only that it is paramount important to understand how the management decision making should be changed according to the new trends associated with employees' behaviour of the organisation. Some executives may restrict use of mobile phones and social media sites in working and some may allow the use of those as to promote interactive working environments. Hence understanding these practices are important for organisation's success. From the past up to today, a lot of researches have been done based on social media and their impact on different aspects of an individual's life. Some of them have been cited above. But most of them describes other aspects like family relations, infertility and etc. But no research has been done on the question "how social media affects the work life balance of the middle class" where researcher addresses a very broader topic narrowly, basically targeting the middle class within which it includes professionals who are between the age of 32 to 37. Further, this research is significant because the researcher is going to fill a gap in researches in relation to the area of social media within which where there is no previously done researches on the above-mentioned topic.

2. Literature Review

2.1. Social media and it's evolution

Social media plays a significant role at both individual and organizational levels in modern society. With the rapid growth of communication technologies (e.g. Internet and Smartphone), it has become a central tool in personal lifestyles and organizational activities (Berstrom& Backman, 2013). According to Mangold and Faulds (2009) the emergence of Internet-based social media has made it possible for one person to communicate with hundreds or even thousands of other people about products and the companies that provide them. Thus, the impact of consumer-to-consumer communications has been greatly magnified in the marketplace. This article argues that social media is a hybrid element of the promotion mix because in a traditional sense it enables companies to talk to their customers, while in a nontraditional sense it enables customers to talk directly to one another. According to Sinanan (2017) social media makes individuals more narcissistic or somehow more individualistic. The anthropological approach to social media concerns more about the context in which the individuals are embedded and also it considers that the visible norms of an individual are driven by the culture and society itself. Such a holistic approach differs from a psychological perspective which might claim that what we witness from a person's

surface, including what they post on social media, is the product of individual drives or the ego. According to Rudolph, Klemz and Asquith (2014) social media sites like Facebook and twitter have proven to be popular as the tool for communication and collaborativeness among each other. Rudolph, Klemz and Asquith (2014) mostly young Female Users are highly addicted to Social Media and Internet.

Use of social networking sites grew exponentially after the launch of MySpace and Facebook in 2004. Within a few years, Facebook was being used by four-fifths of internet users aged 13–16 in the UK (Livingstone et al. 2011). Twitter, allowing short messages to be sent to unlimited recipients, was introduced in 2006 and rapidly gained global popularity. Since the launch of internet-connected smartphones, which overtook sales of cell phones in 2013, instant messaging sites such as Snapchat and WhatsApp have become standard tools of communication. In the USA, recent data show that 93% of people aged 15–17 have mobile internet access through a phone or tablet; while Facebook remains highly popular, Instagram and Twitter are more valued by teenagers (Statista 2016).

2.2. Work life balance

According to Lockwood (2003) work life balance has different meanings which depend on the context of the conversation and the speaker's viewpoint. Some of them are, Work/family conflict: the push and pull between work and family responsibilities. Work/life balance from the employee viewpoint: the problem of managing the work obligations and personal/family responsibilities. Work life balance survey conducted in 2002 by True Careers states that 70% of more than 1,500 respondents said they don't have a healthy balance between their personal and work lives.

According to Tausig and Fenwick (2001) they have investigated whether there is any impact of alternate work schedules on the perceived work life imbalance - the time bound. The results have shown that alternate work schedules do not unbind the time. However, perceived control of work schedules increases work-life balance of family and work characteristics. Moreover, Younger and better educated persons also perceive more work-life imbalance. They also report higher levels of schedule control and hence it improves work-life balance, it may be more important for unbinding time than schedule alternatives.

2.3. Middle Class in Sri Lanka

The emergence of the middle-class in Sri Lanka is traced to the growth of capitalism from the early decades of the nineteenth century (De Silva 2005; Jayawardena 2000). While the extent of capitalist transformation brought about by the introduction of plantation agriculture by the British colonial government is debated (Jayawardena 2000), the appearance of the modern class structure comprising the bourgeoisie, the petty bourgeoisie, and the working classes is generally accepted as resulting from the economic transformation that commenced in the 1830s (De Silva 2005; Gunasinghe 1990/2007, 1996b; Jayawardena 2000; Roberts 1974, 1997). The expansion of educational opportunities through the establishment of missionary schools around the same time combined with economic change were the two principle factors driving

social change in nineteenth-century Ceylon (De Silva 2005; Jayawardena 2000; Roberts 1997). The bourgeoisie that emerged at this time can be described as having the following characteristics: they acquired wealth from the new economic opportunities that were opening up mainly through plantation agriculture, the retail of liquor, and ownership of land as well as other areas of enterprise; they invested in English-language education, which opened up career opportunities in the middle and upper levels of the colonial administration; their investment in higher education overseas enabled members to enter the prestigious professions of medicine and law; and they migrated from their rural bases to the capital city of Colombo where they built lavish residences and assimilated into urban elite society through the adoption of the English language and Western dress and manners (Jayawardena 2000; Raghavan 1961; Roberts 1997). Economic indicators show that the middle-class in Sri Lanka is rapidly expanding as a consequence of economic growth: per capita GDP (Gross Domestic Product) has increased from \$899 in 2000 to \$2911 in 2011 (Central Bank of Sri Lanka 2013); Gross National Income (GNI) per capita rose to US\$5,511 in 2011 from (World Bank 2012); and the national poverty head count for Sri Lanka declined from 26.1 percent in 1990/91 to 15.2 percent in 2006/07 (Department of Census and Statistics 2009). The expansion of the middle-class is linked to the liberalisation of the economy in 1977, which led to the contraction of the agriculture sector opened up opportunities in the industrial and service sectors mainly in urban areas, and also in the international labour market, leading to large-scale internal and external migration (Jayaweera 2002a, b).

2.4. Social Media impact on Business's Performance

According to Smits and Mogos (2013) it has said that there's a positive relationship between social media and the performance of the business. In this research their findings are basically based upon the Sponsor Pay, a start-up company in the field of on-line game advertising industry. Further in this research, as their findings they elaborate there's such a positive relationship with organization's performance and capabilities when it combines six social media tools into one ecosystem which enables the coordination between internal and external processes. But this is a research which was done completely on a business of online advertising in the online gaming industry which virtually and heavily depends on social media. So, there's an area which is untouched through this research. It is how this social media influence on normal business entities (other industries) where there's not much to do with social media in conducting ordinary business processes. Moreover, this research only focuses on one young, start-up business. Therefore, there's a conjunction to do new research on other business entities of different nature and size. For example, we can take hospitals, engineering sites, schools and etc. Hence, in my research I am going to examine different organizations.

According to Edosomwan, Prakasan, Kouame, Watson and Seymour (2011) the authors point out that social media enables organizations to uplift the brand awareness as well as collaborative communication in terms of receiving feedbacks, product definition, product development of the business among the existing customers and potential customers. And also, it says that it is an inexpensive way of advertising and promoting while offering reliable brands to its customers. Further they assume that it promotes a

platform to interact with customers and customers as well as business and customers. Not only that it promotes open communication between employees and managers, enables sharing of project ideas, promotes teamwork which in turn results in sharing of knowledge and experience.

Here throughout the research, all the aspects examined are based on how social media effects the business organizations and their subsequent performance. It does not consider the fact that how it is going to influence the work life balance of the middle class. Therefore, in my point of view I conceive that there's enough space where there is no research done with regard to the above aspect of work life balance and middle class. Accordingly, this provides me an opportunity to conduct a research on the aforesaid compartment.

One area of increasing adoption is organizational settings where managers hope that these new social media technologies will help improve important organizational processes. We argue that social media are of important consequence to organizational communication processes because they afford behaviours that were difficult or impossible to achieve in combination before these new technologies entered the workplace. (Treem & Leonardi, 2013).

Using structural equation modelling, the findings support that social media has a positive relationship with sales processes (creating opportunities and relationship management) and relationship sales performance (Rodriguez et al.,2012).

Moreover, social media is used for marketing purposes. Social media marketing allows businesses to involve, work together, network and connect with knowledgeable people in order to fulfil marketing purposes. In Sri Lanka there are several studies related to marketing challenges, marketing strategies and types of marketing for different types of industries to develop the market. (Shivany, Velnampy & Kajendra (2014, 2013) Velnampy & Sivesan (2012) Kajanathan & Achchuthan (2013)).

According to Nawaz and Mubarak (2015) states that two main social media tools namely Facebook and Twitter are used by tourism product suppliers in Sri Lanka and the adoption of such media is still in early stage. Rather than using these tools as a medium of engagement with customers, these firms see them as an advertisement and promotional tool to push their customers. But through this research it examines the impacts on the tourist industry through social media only in the eastern district of Sri Lanka by placing ample space for other researchers to do researches on this topic on the overall country.

Praveen, Jafaar and Ainin (2015) in their research explains about how social media is used by managers in an organisation and the subsequent results of using them. Here for this research, they have examined senior managers of six organisations. Accordingly, social media is used for various purposes in organizations, such as advertising and promotion, branding, information search and building customer relations. The results also show that social media has a greater impact on the performance of organizations in terms of enhancement in customer relations and customer service activities, improvement in information accessibility and cost reduction in terms of marketing and

customer service. Another research study explains how social media interfere for the Small Medium Enterprises (SME). According to Anin, Praveen, Moghavvemi, Jafaar and Shuib (2015) revealed that Facebook usage has a strong positive impact on financial performance of SMEs; similarly it was also found that Facebook usage positively impacts the nonfinancial performance of SMEs in terms of cost reduction on marketing and customer service, improved customer relations and improved information accessibility. Additionally, factors such as compatibility, cost effectiveness and interactivity were identified as factors that influence Facebook usage among SMEs. Currently, the usage of social media in organisations have been rapidly increased due to existing new technology. People are highly addicted and fast moving with technology not as earlier and hence, the organisation's practices are also being changed subsequently. By this research, it is clearly evident that use of social media is also expanded to small medium enterprises too.

According to Moqbel, Nevo and Kock (2013) the authors had said that social networking site used intensity has a significant positive effect on job performance through the mediation of job satisfaction, and that this mediating effect is itself mediated via organizational commitment.

According to Harris, Mueller & Snider (2013) twenty-four percent of LHDs had Facebook, 8% had Twitter, and 7% had both. LHDs serving larger populations were more likely to be innovators, tweeted more often, and had more social media connections. Frequency of tweeting was not associated with adoption category. There were differences in adoption across geographic regions, with western states more likely to be innovators. Innovation was also higher in states where the state health department adopted social media. Social media has the potential to aid LHDs in disseminating information across the public health system. More evidence is needed to develop best practices for this emerging tool.

Here all the above-mentioned researches are based on how social media influences the organisations and the functioning of the organisation. Here one of the researches was conducted on the online gaming industry where it uses more internet related contents like social media. In the other one it discusses the social media and the contingent performance of the organisation and another one describes how social media influences the business processes of the organisation. So, by looking at those researches which have been conducted so far, I can conclude to some extent that most of the researches are based on organisational aspects.

Therefore, there is a banal space for me to do research on how social media interfere with other business organisations of different sizes and with different nature. For example, I can take hospitals, engineering sites, schools and etc. Further it does not consider the fact that how it is going to influence the work life balance of the middle class. Accordingly, this provides me an opportunity to conduct a research in the aforesaid compartment.

2.5. Social Media impact on Individuals

According to Diga and Kelleher (2009) this research depicts how social media influence public relations practitioners' perception of their structural, expert and prestige power which is exercised in an organization. As public relations practitioners they have examined managers and technicians. Through this research, the researchers have identified that there is no significant influence on power hold within the managers with the use of social media while technicians have some influence in relation to managers. But in overall social media do not influence significantly on primarily performing managers and technician roles as it is quite new to everyday public relations practices and many of managers and technicians are in the process of how to adopt those practices to their daily practices.

According to Ouiridi, Ouiridi, Segers and Henderickx (2015) they have examined how social media affects the employees and here they have identified the main methodologies and themes of research on employees' usage of social technologies. They have identified five major themes. They are as legal aspects and policies, human resources management, knowledge management and sharing, learning, and communication. We posit that a social network rich in structural holes enhances the innovative performance of employees with an adaptive cognitive style; however, individuals with an innovative cognitive style are most innovative when embedded within a closed network of densely interconnected contacts. (Carnabuci & Dioszegi, 2015). Though it mentioned that social media are the ones that build innovative ideas within people, it is not the one and only method. Sometimes use of social media could be devastating and it will hinder peoples' thinking capabilities and it will develop a community who are robotics rather than knowledgeable and innovative persons. So, when using social media, it should necessarily concern the aspects which are touched by them. And it is true that it is also a good mode in developing people's thinking patterns as it encompasses a lot of heterogeneous ideas in one platform.

According to Williams and Merten (2011) social media has the potential to strengthen family bonds and also mentioned that it has the implication for adolescents to expose themselves to harm from outside family members.

According to Kirchner, Razmerita and Nabeth (2014) they have come up with how social media support the management of personal and collective knowledge using synergetic approach and identified whether the personal and collective dimensions compete with each other. so they have identified with the use of certain tools, it will promote high level of interactions, diversity of knowledge and mind sets.

3. Methodology

3.1. Research Design

In this research, I conducted it as an exploratory study. This is because, though, I have existing literature regarding my problem, they are not a hundred percent match with my one. Basically, in qualitative research the approach used is inductive reasoning as there is no predetermined exact reality. Since the approach of my research is also an inductive

approach. The inductive approach owes more interpretivism as it goes in detail to participant's responses and within which a conclusion is arrived. Here what happened is, moving from observations to a broader generalization and theories and this involves a degree of uncertainty. My research is of qualitative design as it encompasses more qualitative features such as holistic perspective, personal contact and insight, dynamic systems, unique case orientation and context sensitivity. The researcher moved beyond what the participants said and tried to explore the patterns and ways of managing work life with the interference of social media. In my research, I conducted series of semi structured interviews as my research strategy. This is because it allowed interviewees to express their opinions and ask questions to the interviewers during the interview, which encourages them to give more useful information and they could more easily give the reasons for their answers during the interviews. Also, it gives the interviewers reliable, comparable qualitative data as well. Here in my research the cultural group I selected was middle-class employees and there I studied about how social media interfere to their work life balance and their subsequent behaviour. By conducting interviews, I grabbed the chance to get exposure to what the participants say in detail and I could have the chance to have very informal conversations while being very friendly to get the truth related to the matter that the researcher addressed. During the interview the researcher also did zooming in and zooming out of the exaggerated and highlighted quotes by participants in order to have clear clarification. Therefore, this research strategy best suited for my research. I used the natural setting in conducting the research as my all of the participants are middle class employees and I had to reach their settings to conduct the research and in the meantime, I used a cross sectional study as I conducted interviews only on one particular time.

3.2. Population and Sampling

Here in my research, the unit of study is an individual employee who is working in the middle class sector. Here it could be a doctor, teacher, engineer, accountant, manager and anyone who is working in this sector. When considering the population of my study, it includes employees in the middle class. Especially doctors, teachers, lecturers, engineers, managers and accountants in Sri Lanka. Studying each and every one in a population is a very difficult task. So that it needs to consider the sample. As my population focuses on middle-class employees in Kalutara district, I selected eight participants as my sample. It includes a doctor, teacher, manager, engineer, two executives and two bankers. As my sample consists of individuals of different professions as well as since the researcher needs to reach to sample quickly and since the researcher has a purpose or the objective to achieve through the research, the most suitable sampling method is purposive sampling.

3.3. Collection of Data

In this research, I conducted interviews as a method of data collection where the questions are asked from the participants. The language used in the interviews was the Sinhala language as all are aware of that language. And then, the data collected in interviews are transcribed into English language. Further, with the participants' consent, I recorded interviews to use that in the data analysis stage. Through interviews, it is

easy to build up relationships between participants and can create trust and confidence in the minds of participants. So, this leads to have more accurate information from the participants. As my participants are engaged in different professions it is difficult to have group discussions as well as it is difficult to observe and gather data regarding my research question.

The participants of my research include following and the researcher has used pseudo names to describe them. This research was limited to eight participants as this was done as a part of the degree programme and due to the limited time available.

Table 1 : List of Participants

Name	Age	Work place	Profession
Ms. Ayodya	25	MAS Holdings	Executive- Finance
Ms. Pumudi	24	Virtusa	Executive
Ms. Kasuni	32	MAS Holdings	Accounts Manager
Mr. Chamila	35	Ceylon Electricity Board	Engineer
Ms. Hasani	24	HSBC Bank	
Mr. Sandun	24	People's Bank	
Mr. Dinesh	35	Panadura Hospital	Doctor
Ms. Sashimi	27	Lyceum International School	Teacher

Source: Author Compilation

In my research, I used thematic analysis as the method of data analysis. As the researcher conducted semi structured interviews for data collection and they are in the form of verbal data, they need to be analysed carefully to have a proper understanding on what is gathered. So that data from those interviews were transcribed and translated to identify codes and thereby the researcher had identified the themes to analyse the research findings.

4. Results/Analysis and Discussion

Development of transcripts finally resulted in generation of codes and thereby the themes. That means, after having transcripts, the researcher examines the similar codes which are within those transcripts and by combining several codes and based on existing literature, the researcher generated four major themes. The themes that were identified by the researcher were, 1) the major social media sites currently in use and reasons for using social media at work and in personal life 2) organizational performance and employer satisfaction due to social media 3) The personal work behaviour and delays due to social media and finally, 4) Balancing work and personal life.

4.1. The major social media sites currently in use and reasons for using social media at work and in personal life

According to my set of eight participants, they exaggerated that they are using mostly Facebook, YouTube, Instagram and WhatsApp. Mainly the participants who are in the age between 23- 27 use Instagram together with other mentioned social media sites while the ones who are belonging to age range 27-35 mostly use Facebook, WhatsApp and YouTube. According to them, they specified different reasons for using them.

All the participants who are involved in my research are more used to Facebook than any other social media site. At the very first moment, when I raised the question what sort of social media sites you use frequently, all the participants' first answer was Facebook. Given its usefulness and convenience in performing multiple tasks, it is of no surprise that Facebook has emerged as the most popular social networking site with over one billion users (Li & Agarwal, 2014). According to above existing literature, out of existing social media, the most popular one among individuals is Facebook and my research participants' responses also align with that.

According to Sashimi who is a teacher said that,

I use Facebook very often, it does not necessarily be free time or leisure time, I get used to it. Though there is nothing to do at the moment, I just need to scroll up and down to see what's with others.

Mr Chamila, said that he is using Facebook and google as social media sites.

Normally, we don't have plenty of time to roam around on social media sites during work with the intention of entertainment. If it is used during work, it is necessarily an official matter like searching for construction sites, get information on engineering tasks and etc. and when at home, I use it to have a glance on what's happening in the world as well as to share my achievements and all.

Other than those who mentioned above, all other participants of mine were people who are working in the corporate middle class sector in different organizations between the age ranges of 23-27. When interviewing those the reason to use Facebook I noticed was, they are highly addicted to Facebook and they specially use it to search for gossips basically about actors, actresses and other celebrities, to share their photos and in return to get comments from friends, To share the comic posts with friends and ultimately to search for the necessary Facebook pages to get the information. Out of which the special thing I found in my research was, women are following a lot of Fashion designing pages, bridal pages and foodie pages.

The participants represent two generations of internet users; Those who was introduced to internet and social medias, such as Facebook, as adults (i.e. 40 years and older) and those who have grown up with the technology (i.e. under 25 years old, also called "The Next Generation").(Hilsen & Helvik, 2014)

According to the participants, all of them are basically using WhatsApp for communication purposes. They exaggerated the word “groups” in their conversations. They elicited that the group chats and group calls could be done more precisely via WhatsApp than any other social media. Next, their highlighted concern was privacy. According to them, they said since WhatsApp has only the close contacts that we specifically know each other, it helps to share things personally among them without being exposed to those who are not much familiar. Moreover, they are interested in it as they can share their statuses on WhatsApp.

The existing literature supports the above. According to Blabst and Diefenbach (2017) A high no of single chats have been positively correlated with perceived communication profundity.

Out of all participants, the participants who are in the age range 23-27, mostly use YouTube to watch teledramas, talent shows, beauty tactics, movie trailers, funny videos and songs. One of the participants said, when she is on YouTube, she doesn't feel that the time is passing and though it had already passed two hours, she feels it as only thirty minutes or less than that. Most of the participants had said that once they log into YouTube, they keep watching and watching all the time continuously without any break and in most of the cases they fall asleep without their conscious knowledge even. As per Ms Ayodya,

YouTube is a great mode of entertainment. Most of the time I get used to watch different types of reality programmes which are not only in Sri Lanka but also the foreign programmes. Also, I don't feel time is passing when using it.

Instagram reaches the younger generation and appeals to diverse societies more prevailingly than other social networking services. This is likely because young mobile users are extremely driven to take photos or pictures using their mobile phones, and share them with others instantly (Abbott et al., 2013; Salomon, 2013).

According to one of my participants, she said that,

Now, Facebook is not that much interesting as Instagram. In Instagram, it allows to capture photos and specially boomerangs and then to upload instantly and also provides the option of exploring with ranges to different categories. Not only that, it helps to see what is happening with celebrities and all while following them.

4.2. Organizational performance and employer motivation and satisfaction due to social media

As my research is focusing on both organizational aspects and the individual aspects in relation to the use of social media, the second theme I identified based on the similar patterns of customer responses was the relationship of social media with overall organizational performance and the employee satisfaction. According to Ms Kasuni, who is an accounts manager said,

I think social media nowadays is a great refreshing factor among individuals at work. When the employees are motivated and when the employees are given the freedom to access social media, they become satisfied with regards to their prerequisites and hence will lead to overall organization's performance.

According to Nguyen (2014) Awareness that social media technology plays an important and growing role in organizational learning, and a widespread belief that the proper use of social media tools enhances the learning environment and improves productivity. According to Holland, Cooper and Hecker (2016) level of job satisfaction is a factor in the desire to use social media to voice concerns related to work, but this effect is only found for Generation Y employees. As per Hassan, Wade and Nevo (2015) Social and cognitive uses of technology were empirically shown to have a positive, albeit indirect, effect on employees' routine and innovative job performance.

According to Robertson and Kee (2017) an employee's satisfaction at work is positively associated with the amount of time they spend on Facebook interacting with co-workers and Facebook act as a strategic platform for promoting employee satisfaction at work. According to Demircioglu (2018) suggests that employees using social media for work purposes have higher self-determination and higher self-determination increases their job satisfaction.

The following comment by the employees satisfy the existing literature.

Well as the manager of the company, I think giving freedom for employees leads to making them happy, satisfied and refreshed.

4.3. Negative impact of social media on work and personal life

According to Greenwood, Perrin and Duggan (2016) shows that the massive use of social media by individuals should necessarily cause an impact on their routine activities and under this theme based on my participants' responses I explored the impact of social media on their lives. According to what we see in our physical world, women are busier than men as they have to engage in earnings as well as they have higher responsibility to manage the household activities than men. In my study, the majority of participants which ranges from five are women while the other three are men. Out of which my second interviewee's idea was,

Earlier the use of social media sites was not that much popular when I was schooling. But when I came to work in the corporate sector, use of social media and smart devices was a must among peers. So as to align with it, I also get used to social media and currently it has become my daily routine which I can't avoid though I have peak of work at office to do. But the thing is, I notice them once they are exactly close to the deadline. So, most of the time, it results in doing overtime to cover those being panicked about why I waste time like that on social media.

As per Ms Hasani,

One of the bad habits associated with me at work is, doing the office work simultaneously while accessing the social medias and had resulted to discover several mistakes by the supervision of immediate boss and it had led to reduce the work performance of mine due to lack of concentration towards work.

As per Sriwilai and Chareonsukmongkol (2015) according to the results from partial least square structural equation modelling revealed that people who are highly addicted to social media tended to have lower mindfulness and tended to use emotion-focused coping to deal with stress.

Use of social media nowadays not only creates an impact to the work but also to the personal life in different ways. According to Zheng and Lee (2016) the excessive use of social networking sites has caused cognitive preoccupation where it is associated with three types of conflicts as technology-family, technology-personal, technology-work.

As per Ms Pumudi, her comment on the impact of social media on personal life was,

Indeed, social media hinders the time to be with my family members. This is because, I give priority to my work and somehow managed to do that even by doing over time. And another thing is, I feel very nervous and angry very quickly when they come to talk to me for so long. I think this is due to the huge workload that I have created by myself being over exposed to social media.

As described in Turkle's book *Alone Together: Why We Expect More from Technology and Less from Each Other* (2011), family relationships are weakened when proximate reality is neglected in favour of online contact. So indeed, this causes a negative impact on personal life. According to the existing literature this is because of the preoccupation of social media in the minds of people. Though they are willing to get out of it, as a magnet they are attracted towards it in whatever the condition.

Hence, this gives high negative impacts than positive impacts on personal and work life of an individual which will indeed affects to the work life balance of an individual.

4.4. Balancing work and personal life

As there are numerous works to be handled with the limited time managing the work and personal life has become a serious challenge. As most of the participants said that the balancing of life is essential to be satisfied with the career as well as with the family, I selected this as one of my themes. As well as this is specifically supporting my research question how social media interfere to the work life balance. According to Lockwood (2003) the meaning of work/life balance has chameleon characteristics. It means different things to different groups, and the meaning often depends on the context of the conversation and the speaker's viewpoint. The following are working definitions of terms used regarding work/life balance; some definitions overlap, and some are continuing to evolve.

Work/family: a term more frequently used in the past than today. The current trend is to use titles that include the phrase work/life, giving a broader work/life 48 connotation

or labelling referring to specific areas of support (e.g., quality of life, flexible work options, life balance, etc.) Work/family conflict: the push and pull between work and family responsibilities. Work/life balance from the employee viewpoint: the dilemma of managing work obligations and personal/family responsibilities.

Hence balancing the work responsibilities and the personal responsibilities is the work life balance.

According to my perception, work life balance is the management of limited time between personal life and work as those two categories are the parts that make the life flow. Having only one of them does not add any value to life.

Research by Parasuraman and Greenhaus (2002) documented that segments of the workforce may be subject to unique work/family pressures. It is true that when the work becomes overloaded and at the same time if it is necessary to perform the personal responsibilities, it definitely creates a mental pressure on how to balance. To handle work/life balance, Friedman and Greenhaus emphasize that working adults learn to build networks of support at home, at work, and in the community. With regards to this, having networks of support is really important for the people who are having tight schedules at work and at the same time when it is necessary to manage the family.

Due to the work at the office, it is true that I don't have time to do any household cleaning or cooking and I even don't have enough time to look for my child's school homework. All of my child's school activities are done by my sister while my mother does the household activities. It is true that social media usage has a huge impact on my work life balance.

Out of eight participants, six of them said that they are doing overtime to manage the work if social media or any other factor causes them to delay work. According to them, the utmost priority is given to fulfil the office work rather than any other activity. Their belief was, if they earn well, they can survive and if they didn't pay much more attention to work, then it obviously leads to imbalance between family and work than it causes currently.

According to Ayodya,

We get used to posting the photos and other stuff on social media instantly seeking for comments from the others and that will of course reduce my working time. In such cases, I have to do overtime which leads for imbalances in my family life.

By analysing each and every aspects mentioned above, it can mention that social media is directly related to the organisational performance as well as the individual satisfaction and motivation so as to support the extant literature. In the meantime, this study also contributes to some new aspects that are not previously discussed in the extant literature. That is, though the social media is something innovative and inspiring, it had made the imbalances in work life balance of middle class employees and had led them to unnecessarily waste their time resulting to work overtime bearing high stress while hindering their social affiliations among relatives and neighbours.

5. Conclusion and Implications

Through this study, major intention was paid to see how social media interfered with the work life balance of middle class employees in Sri Lanka. With this regard as per the major objective of the researcher, the researcher had identified several themes and based on them following conclusions have been drawn.

The participants of my research basically belong to the age category of 23 – 37 and out of which all of theirs's first answers to social media sites currently in use was Facebook. Especially the ones who are belonging to the age category of 23 – 27 are fond of using Instagram than Facebook and the use of WhatsApp, Twitter and YouTube are in the average rate mainly for communication and as to watch gossips and to self-entertainment. When it is about organisational performance, currently social media has become a medium for data communication, advertising and promotions etc. According to the research findings which are extracted from the different responses from the participants, use of social media has become an unavoidable factor the organisational performance. With the technological advancements, almost all the companies are getting used to having their own websites for promotional campaigns as well as to identify the competitors and the market opportunities. So organisational performance and social media has a positive relationship.

Employees are the major assets of the company and it is very important to identify the factors that cause for the employee satisfaction and thereby the productive employees. According to the research findings, giving opportunities for employee's access to social media during work is identified as an aspect for employee motivation and thereby to employee satisfaction at the workplace. With the current context, absence of these make employees dull and will lead to pay least interest on work and then resulted in lower performance by employees which will ultimately reduce the organisational performance. So, according to the research findings, social media has been identified as one of the most influencing factors for employee satisfaction.

Though the use of social media at organisational and employee level caused positive relationships, when it comes to individual level in relation to the personal life and the work life, it creates so many discrepancies among the individuals and in work life balance. According to the data gathered from the participants, use of social media leads to delay the organisational work at many instances while reducing the accuracy and the reliability of the work, Moreover, it leads to wrong management decisions too. Moreover, this highly addiction to social media networks at work cause to break the reputation of doing work well and thereby to have the name of careless worker. When it is about personal life, it reduces the time to associate with family members and thereby it has resulted in reducing the relationships with mother, father, sister, brother, wife, and husband as well as with children. Other than that, it reduces the time for studies and higher education, face to face interactions with neighbours and relations as well as leads to lack of sleep and their by different sicknesses. Not only that, it leads to unnecessary wastage of money due to excess spending on internet packages and data cards.

According to the research findings, it can be concluded that use of social media directly leads to work life imbalances and so as to make a balance between work and personal

life, what participants do is having close relationships with few people those they think would be ideal for their support in handling their personal life and doing overtime as one precaution to cover the work that has been delayed due to unnecessarily wastage of time. Here, at whatever the expense, people are trying to do is, covering the office stuff first as it is the major source of way of living for these employees and then thereby the remaining time is utilized to be with family and to engage in the family activities. So, this could be added to extant literature to fill the gap identified in doing this research.

5.1. Theoretical contribution/Managerial Implications/ Suggestions and Recommendations

Within the existing literature, it was very hard to find research on exactly how social media influences to the work life balance of middle class employees in Sri Lanka. But there was ample research done on social media and their influence on teenagers, adolescents as well as on the organisational performance. Hence, this research can be considered as a newer addition to the existing literature in relation to this topic. Today, in 21st century, we are living in a technological world and existence is quite difficult without new technological advancements. In such a context, Social media is not merely a fantasy, it is the well-known reality of building relationships, enhancing relationships, mode of entertainment as well as the medium of communication among each and every one who is living in this contemporary society.

As this has become an important aspect to be considered in the organisational context, managerial implications need to be discussed with this regard. Giving much more freedom to access to social media or totally restricting the use of social media at work are not what should be put into action in the organisational settings. Management should introduce proper ways to manage the functioning of people with this new trend associated in the world. Through the research findings, it has identified that the use of social media enhances the organisational performance and on the other way around it has acted as an aspect for employee job satisfaction and subsequently to enhance the organisational wellbeing. Therefore, proper management of social media would give ample benefits to the organisations.

In the meantime, management should also have a proper control on the employees on using mobile devices and accessing social media. It does not suggest that this control is a restriction of using mobile phones at workplace but obviously there should be a limitation in accessing social media during work. But for the over accessing behaviour, management should implement some punishments. If the organisation provides the free internet facilities, it should definitely limit the amount of data allowed for accessing social media and there should implement a careful monitoring system to see how they get used to social media and should check whether they exceed the limit. If so, a properly mentioned way of doing activities should be declared. Further, the employees' performance should be monitored and analysed to see whether there are positive or negative deviations with respect to use of social media.

Therefore, if there is a proper management of the use of social media among the employees at the workplace, it would definitely lead to maximize the organisational performance as well as it will save the time for employees to engage in their personal

life activities too. Then, work life balance can be achieved which had been disappeared with the use of social media.

5.2. Limitations

There are several limitations in my study. The first thing is, the research is conducted based on eight participants where this sample is very small when compared to the whole population. When it is about the middle class, it includes many people from different professions in Sri Lanka. But in my study, I only consider professions like teacher, doctor, engineer, lecturer, executives and managers. Further, my research extends only to the Western Province of Sri Lanka within which basically the Kalutara District is considered. When identifying the research objective, the researcher had to narrow down the question in order to get deep insights on the question. Therefore, by doing this research it does not cover all the individual aspects.

Areas for Future Research

The research study is basically based on the social media and the work life balance of middle class employees. But not only have the middle class employees, nowadays use of social media is exposed to ground level employees too. With such a context, there is ample space for researchers to do research on how social media interfere to the work life balance of ground level employees. Other than this, this study is basically based on the eight participants from the Kalutara district in Western province of Sri Lanka. But the research findings could be different for the participants who are taken in the rural part of Sri Lanka. So, this research study can be done further by expanding the participants for the other provinces. Moreover, Social media is only one aspect that is influencing the work life balance of middle class employees. Therefore, further research could be done on the factors influencing the work life balance of middle class employees in Sri Lanka.

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