Thanks to Social Media, Now We Can Waste Our Time More Efficiently: Use of Social Media and Employees' Productivity

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Previous literature presents a gap to study the mediating mechanism in the relationship between use of social media to perform a job and employees' productivity. Based on the transactional stress and coping model, we conducted the present research to assess the serial mediation of information overload and ambiguity intolerance for this relationship. Using adapted research questionnaires, we used an online data collection technique to collect data from a sample of 232 employees working with Pakistan International Airlines (PIA). Results obtained through structural equation modeling, indicate significant serial mediation of information overload and ambiguity intolerance in the relationship between use of social media and overall employees' productivity. We also found that use of social media is positively related to information overload and ambiguity intolerance and negatively related to employees' overall productivity. The study has contributed to the literature by identifying situational, psychological, and behavioral consequences of use of social media at work. Research has discussed several implications for organizations and researchers .

Keywords: Use of social media, information overload, ambiguity intolerance, overall employee productivity, transactional model of stress, indecisiveness

Social media is the most efficient and common source of communication and information these days that has developed strong bonding among people and communities by reducing the physical distance (Zhu & Chen, 2015). It is rapidly replacing the conventional print and electronic media and the information is spread across the globe in no time. Despite being a strong, efficient and the newest medium of information spread, people know very less about its constructive usage (Demircioglu & Chen, 2019). Social media also has the potential to ruin lives of people with disinformation it spreads without proper scrutiny (Benson et al., 2019). Majority of the previous research (Borah et al., 2022; Pekkala & van Zoonen, 2022; Tandon et al., 2022) revolves around the benefits of using social media especially, to get positive outcomes in the job like quick access to the latest developments in the field (Tajpour et al., 2022), remain up to date on surroundings (Carlson, 2018) and competitors (Wu et al., 2023). However, very little is known about its negative effects on people working in any organization, especially in the context of developing countries with limited social media literacy. Majority of research that discussed its negative outcomes, considered the hedonic use of social media at workplace and reported negative outcomes (Ali-Hassan et al., 2015; Sledgianowski & Kulviwat, 2009), however, compulsive official use of social media has not been explored for its situational, psychological and behavioral outcomes (Talwar et al., 2019). Therefore,

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it is important to identify relationship between use of social media information on employees' productivity especially in developing countries.

Shokouhyar et al., (2018) conducted a study on some of the psychological effects of using social media for a longer time and reported that information overload can lead to fatigues, exhaustion, stress and depression. Consequently, there is a chance that the performance of such employees may also get affected directly or indirectly however, it has to be explored, especially in the post COVID-19 era. These outcomes also signal to negative performance. In similar research by Sharif and Yeoh (2018) negative social impacts of social media usage were identified such as addiction of using social networking sites, materialistic mindset due to online shopping and advertisements. However, none of these studies considered ambiguity intolerance and productivity related outcomes of social media usage. It's a common perception that well informed individual are efficient workers, however it is not true in all circumstances (Ecker et al., 2022). Information overload can create ambiguity and misleading results (Vismara et al., 2022). The present study is designed to identify negative effects of use of social media, information overload and ambiguity intolerance on employees' productivity. For this purpose, we used the case of Pakistan International Airline (PIA) that uses Facebook, Twitter, WhatsApp and other social media networks in their routine business, especially in sales and marketing departments (www.piac.com). Researchers (Agnihotri, 2020; Chou & Ramser, 2023; Santini et al., 2020) have confirmed that contemporary airlines rely on social media as a low cost tool to build an online community with customers. Therefore, acknowledging the significance of rapidly emerging social media needs PIA have developed a specialized cell for social media management (www.piac.com). However, we have not been able to find out the frequency of usage and its impact on employees' productivity in PIA. Therefore, in addition to the literature gap, the present study is also important to fill this contextual gap. We adopted a survey technique using questionnaires to test hypotheses developed for the present research on relationships among use of social media, information overload, ambiguity intolerance and overall productivity of employees.

Literature Review

Researchers (like Cao & Yu, 2019; Taborosi et al., 2022; Yu et al., 2018) have acknowledged several positive effects of using social media at the workplace including improved working and problem-solving strategies, improved knowledge and communication skills leading to better performance. In addition to these, they also pointed out several drawbacks of over reliance on social media for making work related decisions. These include among others, information overload conditions, techno-stress, work family conflict, emotional exhaustion and wellbeing issues. However, they also indicated that technological and informational overload can be controlled by introducing problem focused and emotional focused strategies at organizational level (Yu et al, 2018).

Social media is a new form of media that enables its users to socialize with others through interactive technologies, facilitating them to create, share and aggregate contents, ideas and interests through virtual communities and networks. These include WhatsApp, Facebook, Instagram, Twitter, YouTube and similar other virtual platforms (Kietzmann et al., 2011; Obar & Wildman, 2015). These platforms have actually made the world a global village where information and knowledge is shared in no time from one part of the world to the other. However, its excessive use may create several complications for individuals. Zhang et al., (2022) define excessive use as uncontrolled use of technology and social media networks at the office, ignoring the harmful individual and organizational consequences. This also includes the excessive use of social media networking websites and technology to gain understanding, solving problem or socializing at the workplace (Voss et al., 2003).

Similarly, information overload pertains to a situation in which an individual has access to a large amount of information that s/he cannot handle, process and utilize effectively, and creates ambiguity especially for making critical decisions (Yu et al., 2018). Ambiguity intolerance is defined by researchers as predisposition of an individual to avoid and dislike ambiguous situations and consider them threatening. It is a cognitive vulnerability, and can lead to several stressful events and behaviors (Budner, 1962; Khodabakhsh, 2022). It can be psychological, physical or both and cause serious damage to employees' wellbeing by creating stress and negative emotion. On the other hand, productivity is defined by Yu et al., (2018) as the degree to which an employee achieves its job-related goals and objectives. It is measured in terms of quality as well as the quantity of tasks performed by the employee keeping in view the challenges they face at the job.

Social Media Usage, Information overload and Ambiguity Tolerance

Despite being a necessity, use of these networks can lead to several direct and indirect negative consequences on job like work life balance, indecisiveness due to information overload, technological addiction, over reliance on the internet for petty issues, ambiguity and emotional exhaustion (Benson et al., 2019; Sharif et al., 2018; Yu et al., 2018). On the other hand, some researchers like Demircioglu and Chen (2019) provide evidence of positive effects of using social media on employees' satisfaction subject to availability of open government initiatives. In other words, the satisfaction of these employees is conditioned to availability of chance to think and decide independently that itself has repercussions.

Some other scholars (Brooks, 2015; Malak et al., 2022; Pang, 2021) have also reported that use of social media push people into a storm of relevant, somewhat relevant and irrelevant information and therefore sets the stage for wasting time in sifting the required information. This information overload creates ambiguity and reduces individual tolerance to ambiguity in decision making. We use transactional theory of stress and coping to explain the link between use of social media and employee productivity. Researchers (Dhir et al., 2019; Lazarus & Folkman, 1984) have applied this model to explain the stress related to technology or information overload at the workplace. Dewe (2004) explains that stimulus and reaction both are dependent on the surrounding environment to create psychological-physical processes. Stress occurs when work demands exceed the individual's capacity and available resources to perform. In case of using social media at the workplace, individual's capacity to handle the amount of information is challenged with information overload that creates stress and ambiguity. According to Keenan and McBain (1979) excessive amount of stress and ambiguity leads to intolerance to handle the situation and therefore, they fail to achieve their job requirements effectively (Gmelch & Chan, 1992). As indicated by Shokouhyar et al., (2018), information overload creates frustration, confusion leading to indecisiveness, ability to perform, and other negative consequences. Based on the above literature, we put the following assumptions for testing:

H1: Use of social media has positive impact on information overload
H2: Information overload is positively related with ambiguity intolerance
H3: Use of social media is positively related with ambiguity intolerance.
H4: Information overload mediates the relationship between use of social media and ambiguity intolerance.

Information overload, ambiguity intolerance and employees' productivity

Use of social media provides various perspectives of required information and therefore lead to an information overload situation (Shi et al., 2020). When multiple options or solutions are available for a problem, employees face difficulty in sifting the correct option and may make a choice. This stressful confusing situation make them intolerant for ambiguity (Cao & Sun, 2018).

Therefore, researchers (Brown-Liburd et al., 2015; Lane & Klenke, 2004) have found that information overload can lead to ambiguity intolerance which is a dangerous condition for an employee and organization simultaneously. Casigliani et al., (2020) report that such employees are poor decision makers and are exposed to wrong decision choices leading to consequences for the individuals and the organization.

According to transactional model of stress (Lazarus & Folkman, 1984) continuous stress and ambiguity bring about psychological issues among individuals (like intolerance, uncertainty avoidance etc.) and their capability to make efficient and timely decision is challenged. Researchers (like Katsaros et al., 2014; Sumathi et al., 2023) report positive effect of ambiguity tolerance on organizational performance and sustainability. On the other hand, it was also reported that ambiguity intolerance can be a theoretically promising moderator for stressor-performance relationship among employees (Breaugh & Colihan, 1994; De Simone & Ruggeri, 2022; Frone, 1990), however specific relationship between ambiguity intolerance and employee productivity was not assessed which is the literature gap for the present study. Using the same premise, we assume that information overload is a stressful situational factor that leads to psychological issues like intolerance to ambiguity leading to behavioral consequences like diminishing productivity. We therefore propose the following hypotheses for testing:

H5: Ambiguity intolerance is negatively related with employee productivity.

H6: Information overload is negatively related with employee productivity.

H7: Ambiguity intolerance mediates the relationship between information overload and employee productivity.

*Use of social media and employee productivity*

Previously researchers had mixed opinion about the relationship between use of social media and employee productivity. Celebi and Terkan (2020) stated that use of social media at workplace enhances employee-employee communication, work efficiency and productivity. Some other researcher (Nduhura & Prieler, 2017; Robertson & Kee, 2017; Tajudeen et al., 2018; Tulu, 2017; van Zoonen et al., 2016) also found positive relationship between social media usage and workplace performance. However, it depends on type of social media they are using. Personal social media usage increases the tendency of procrastination at work (Tandon et al., 2022) while official use of social media networks leads to information overload (Doost & Zhang, 2023; Fu et al., 2020; Matthes et al., 2020; Osatuyi, & Turel, 2019) and indecisiveness (Brown-Liburd et al., 2015) along with several wellbeing issues related to stress and strain (Munene & Nyaribo, 2013; Wang et al., 2021). However, none of these studies have considered the mediation of ambiguity intolerance to establish the path between information overload and employee productivity.

Therefore, we set the following propositions for the present study:

H8: Use of social media is negatively related with employees' productivity.

H9: Information overload, and ambiguity intolerance mediate the relationship between use of social media and employees' productivity.

Figure 1 - Research framework
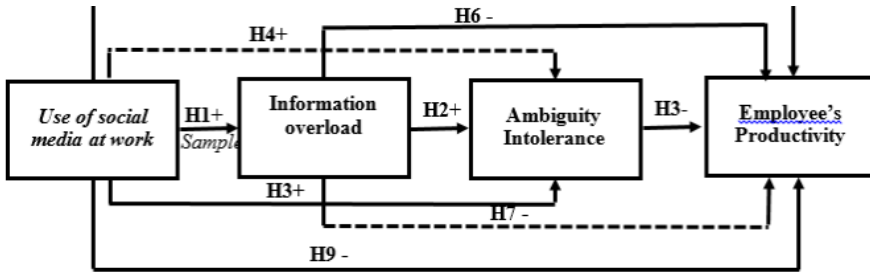
Method

Population and Sample

Based on positivism research philosophy, we adopted deductive approach, and survey technique in this research. As indicated by Saunders (2009), survey using questionnaire is the best strategy to test research hypotheses or revalidate the existing theory in a new context. We adopted quantitative research approach to find out the serial mediation of information overload and ambiguity intolerance in relationship between use of social media at work and overall employee productivity. The cross sectional data was collected through a research questionnaire, adapted from various studies as shown in Table-1. The population of the study was comprised of 8156 regular employees (The News, January 11, 2022) working with Pakistan International Airline. We used purposive sampling technique to collect the data from 232 respondents who had been involved in ground services and used social media especially for sales and marketing jobs. To check the sampling adequacy, we used Kaiser Meyer Oklin (KMO) measure of sampling adequacy in SPSS (V25). The value (0.911) falls in marvelous range and confirms the adequacy of sample for the current study.

Data collection

We contacted the Manager Human Resource of PIA for consent, cooperation and contact information about their flight management employees working on ground in various cities of Pakistan. This was important to reach to the employees through email. In compliance with ethical considerations given in declaration of World Medical Association (2001), we attached a comprehensive cover letter with each questionnaire wherein respondents were requested to volunteer for the survey and respond to the questionnaire subject to their open consent. They were allowed to leave any question unanswered if they didn't want to reply due to any reason or refuse to complete the questionnaire at any stage. We also ensured them of confidentiality of their responses and for their comfort the questionnaire was kept anonymous. The letter also informed them that the research was purely academic in nature and the questionnaire will take only 15-20 minutes to respond. Initially, the instruments were pilot tested on 20 employees from Islamabad and Rawalpindi, to ensure the reliability of scales in a new context. Results of Cronbach's Alpha, as shown in Table-1 were satisfactory ($\alpha>0.7$) and therefore we continued with these instruments for further online data collection (Hair et al., 2010). Initially online questionnaire links were sent to 400 employees through emails, however we received only 239 responses after two months' repeated reminders and phone calls, indicating a response rate of 60%. After sifting the incomplete responses, we found 232 useable responses for final analysis.

Sample description/demographics

The research sample included 43% female and 57% male employees. Average age of respondents was 33 years with minimum 26 to maximum 48 years and average work experience

was 12.5 years with minimum 3 to maximum 19 years. Respondents belonged to sales and marketing (48%), central reservation control (35%), human resource (8%) and other (9%) departments.

Table 1

Instruments

S/No	Variable Name	Instrument	No. of items	Cornbach's Alpha (Pilot test)	Reference item	Scale
1	Use of Social Media Use for Work (USM)	Leftheriotis & Giannakos, (2014)	5+3=8	0.78	Using social media networks is necessary for me	4-Heavy use, 1 no use
2	Information overload (IO)	Karr-Wisniewski & Lu (2010)	3	0.81	I often have the feeling that I get too much information on my mobile phone to make a good decision	1- Strongly Disagree; 9- Strongly Agree
3	Ambiguity Intolerance (AI)	Pedovic et al. (2022)	7	0.75	I dislike questions which could be answered correctly in many different ways.	1 = completely disagree, 5 = completely agree
4	Overall Employee Productivity (OEP)	Staples et al. (1999)	5	0.80	My manager believes I am an efficient worker	1-strongly disagree, 5-strongly agree, scale

Measurement Model

As recommended by Braun et al., (2019), all adapted questionnaires should be tested for internal consistency to ascertain the reliability of the instrument in a different study context. Therefore, we used Cronbach's Alpha statistics in SPSS (V25), which were found in excellent range (> 0.90) for all items (Table-2). Since multiple scaling patterns were used for each variable, therefore, we used standardized measures for further analysis. Confirmatory factor analysis (CFA) technique was used to assess the validity of instruments using AMOS (V24). Results indicate excellent ranges of all fit indices as shown in Table 3 (CMIN/df:<3; SRMR:<0.06; CFI, TLI, IFI>0.95; RMSEA: <0.08). To check the concurrent and discriminant validity of instruments, these were tested for Composite Reliability (CR), Average variance Extracted (AVE), Maximum Reliability of Highest Order (MaxR(H), and Highest Factor Loading (shown in diagonal in bold). Results established that instruments have no concurrent (CR>0.8; AVE>0.5; MaxR(H)> 0.8) and discriminant (MSV<AVE; Highest factor loading in diagonal > corresponding correlations) validity concerns (Anli, 2019). Moreover, none of the correlation is greater than 0.8, therefore the data is safe from multicollinearity. Moreover, as indicated by PodesKoff (2003) cross sectional data is exposed to common method bias (CMB), therefore we tested presence of CMB in SPSS using Harman's single factor test for un-rotated solutions. Results indicated that the variance explained by single factor is 32% and therefore is less than the threshold value (50%) for CMB (Fuller et al., 2016). Therefore, the doubt of CMB is found limited in the data.

Table 2
Descriptive, Correlation & Reliability

		Threshold	USM	IO	AI	OEP
Correlation	USM		**0.905**			
	IO		0.234***	**0.866**		
	AI		0.236***	0.394***	**0.783**	
	OEP		-0.179*	-0.271***	-0.165*	**0.867**
Descriptive	Mean		2.8	7.38	3.24	3.85
	SD		1.21	0.99	1.12	0.89
Internal Consistency	Cronbach's Alpha	(>0.7)	0.928	0.889	0.940	0.937
Convergent validity	CR	(>0.80)	0.978	0.899	0.915	0.938
	AVE	(>0.5 & < CR)	0.820	0.750	0.614	0.751
Discriminant Validity	MSV	(< AVE)	0.056	0.153	0.155	0.073
	MaxR(H)	(> 0.80)	0.992	0.962	0.986	0.939

Notes:
*. Correlation is significant at the 0.05 level (2-tailed).
**. Correlation is significant at the 0.01 level (2-tailed).
***. Correlation is significant at the 0.001 level (2-tailed).
N: 232
USM: Use of Social Media Usage, IO: Information Overload, AI: Ambiguity Intolerance, OEP: Overall Employee Productivity, SD: Standard Deviation, CR: Composite Reliability, AVE: Average variance Extracted, MSV: Maximum Shared Variance, MaxR(H): Maximum Reliability of Highest Order

Table 3
Model Fit Indices

Model	Threshold	CMIN/df	SRMR	CFI	IFI	TLI	RSMEA
	Excellent	**Between 1 and 3**	**<0.06**	**>0.95**	**>0.95**	**>0.95**	<0.06
	Acceptable	Between 3 and 5	<0.08	>0.90	>0.90	>0.90	**<0.08**
CFA		2.484	.0446	0.962	.962	.952	.080
SEM		2.338	0.039	0.964	.965	.957	0.078

Notes
CMIN: Chi-square, df: degree of freedom, SRMR: Standardized Root Mean Square Residual, CFI: Confirmatory Fit Index, IFI: Incremental Fit Index, TLI: Tucker-Lewis Fit Index, RMSEA: Root Mean Square Error of Approximation, CFA: Confirmatory Factor Analysis, SEM: Structural Equation Modelling

Structural Model

The research involved serial mediation of information overload (IO) and ambiguity intolerance (AI) in relationship between use of social media and overall employee productivity (OEP). For this purpose, we developed nine propositions including six impact assessment models, two mediation models and one serial mediation model. We used structural equation modelling technique (SEM) in AMOS (V24) to test these hypotheses. Results indicated that use of social media is positively related with information overload and ambiguity intolerance while negatively related with overall productivity of employees. Since these values are significant (p<0.05), we accept H1, H3 and H8 as true (Table 4 & 5; Figure-2). Similarly, information overload is also positively related with ambiguity intolerance and negatively related with overall productivity. Both

of these relationships are significant (p<0.05), therefore we also accept H2 and H6 as true. The relationship between ambiguity intolerance and overall productivity is also negative but not significant (p>0.05) and therefore we reject H5.

Similarly, results of mediation analysis indicate that information overload significantly mediates the relationship between use of social media and ambiguity intolerance (indirect effect .110, p<0.05), however the same is insignificant for mediation of ambiguity intolerance in relationship between information overload and overall employee productivity (indirect effect -0.031, p,0.05). Therefore, we accept H4 and reject H7. Additionally, results also establish significant serial mediation of information overload and ambiguity intolerance in relationship between use of social media and overall productivity (indirect effect -.070, p< 0.050). Therefore, we accept H9 as true. Overall, seven hypotheses are accepted and two are rejected.

Table 4

Mediation Analysis

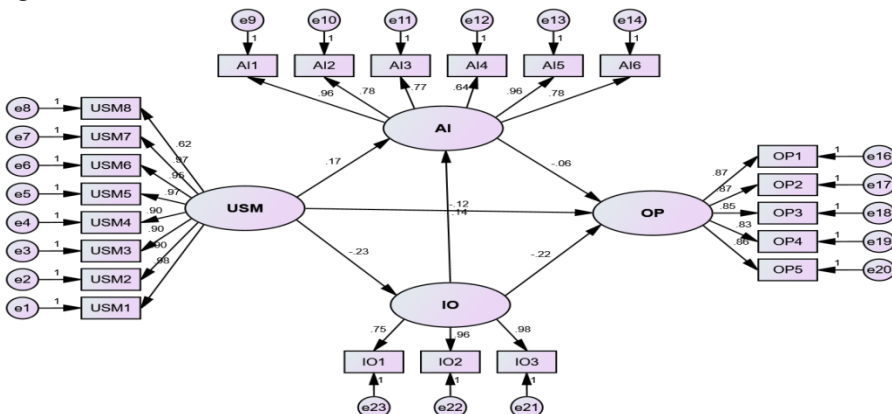| Model	Total Effect	Direct Effect	Indirect Effect
USM --> IO	0.236**		
USM --> AI	0.289**	0.180**	.110**
USM --> OEP	-0.187**	-0.118	-.070**
IO --> AI	0.465**		
IO --> OEP	-0.245**	-0.218**	-0.031
AI --> OEP	-0.066	-0.066	

Notes

N: 232

** P < 0.01

USM: Use of Social Media, IO: Information Overload, AI: Ambiguity Intolerance, OEP: Overall Employee Productivity

Figure 2 - Mediation model

USM: Use of Social Media, IO: Information Overload, AI: Ambiguity Intolerance, OEP: Overall Employee Productivity

Table 5
Final status of Hypotheses

Hypotheses		Total & indirect values	Hypothesis status
H1:	Significantly positive relationship between USM & IO	0.236**	Accepted
H2:	Significantly positive relationship between IO & AI	0.465**	Accepted
H3:	Significantly positive relationship between USM & AI	0.289**	Accepted
H4:	Significant mediation of IO in relationship between EUSM & AI	0.110**	Accepted
H5	Significantly negative relationship between AI & OEP	-0.066 (NS)	Rejected
H6	Significantly negative relationship between IO & OEP	-0 .245**	Accepted
H7	Significant mediation of AI in relationship between IO & OEP	-0.031 (NS)	Rejected
H8	Significantly negative relationship between USM & OEP	-0.187**	Accepted
H9	Significant mediation of IO & AI in relationship between USM & OEP	-0.070**	Accepted

Notes:
** $p < 0.01$
NS: Not significant
USM: Use of Social Media, IO: Information Overload, AI: Ambiguity Intolerance, OEP: Overall Productivity

Discussion

Results of the current study endorsed that reliance on these social media networks leads to information overload, which creates ambiguity intolerance leading to diminishing productivity. This is important to note that we focused only on compulsory use of social media at work, which is considered important to increase employee efficiency. Results found that use of social media is positively related with information overload and ambiguity intolerance and negatively related with overall employee productivity. These results are in line with previous research by Okan (2021) wherein it was found that uncontrolled use of social media creates confusion leading to negative effects on decision making and performance of employees. It increases the decision time and reduces the efficiency and performance (Yu et al., 2018; Zhu & Bao, 2018). However, previous research has not considered productivity as a measure of employee performance which is linked with efficient achievement of job-related goals. Especially in airline business, where quick and effective decisions are required on hourly basis and employees are required to achieve their set targets in specified time and manner, there is no room for ambiguity.

Our study was not able to find significant relationship between ambiguity intolerance and overall employee productivity, though it was negative as perceived. Similarly, the mediation of ambiguity intolerance was also not significant as proposed. These results create doubts on role of ambiguity intolerance in different ways. Gunessee and Subramanian, (2020) indicated that under certain circumstances an ambiguity intolerant managers can still perform by avoiding the ambiguous situations and working to reduce the uncertainties. Therefore, the situation affects them less negatively, however, it varies from individual to individual (Shokouhyar, et al., 2018; Yin et al., 2018).

The transactional model of stress (Lazarus & Folkman, 1984) assumes that individuals face challenges and problems due to their interactions with people and environment. They call these challenges and problems as stressors. In the current study scenario, the information overload due to use of social media is a stressor. However, the strategies to deal with these stressors vary from person to person depending upon the resource availability and cognitive abilities of individual to handle the situation that can create ambiguity and uncertainty. Therefore, the effect of these stressors is dependent on stress coping strategies adopted by individuals. Overall the serial mediation of information overload and ambiguity intolerance explains the process through which the use of social media can affect the overall employee productivity. These results fill the literature gap indicated by previous research (Ecker et al., 2022; Sharif et al., 2018; Shokouhyar et al., 2018; Vismara et al., 2022) and provide empirical evidence of negative effects of reliance on social media to perform a job at the workplace.

Implications

Our research has several implications for various stakeholders. Since the study sample was comprised of employees from Pakistan International Airline, we recommend them to monitor controlled use of social media at workplace as it may create situation of information overload leading to ambiguity intolerance among employees. As shown in the study, these situations are harmful for employee productivity. Additionally, it is also recommended that trainings to effectively handle the technology, social networks, stress and ambiguity linked with it may be made a regular part of the system. Employees should be trained to handle the information flow and sift the desired information effectively and efficiently. Although social media is an important source of latest news and information, it is equally important to be able to segregate information from disinformation. This situation not only create stress also lead to negative consequences in terms of wrong or poor decision making. In this regard, employees should be given regular refresher courses to keep them updated on latest developments. Additionally, frequent job rotations, shortened working hours, frequent gaps during the job to relax and other physical activities help reducing the stress and improving the productivity (Murphy et al., 2018). Therefore, such high-performance work practices should be introduced to enhance overall employee productivity.

In addition to above, this study has several implications for future researchers. Our research model contributes to the body of literature by testing the serial mediation of information overload and ambiguity intolerance in relationship between use of social media and employee productivity. Previous research studied the effect of social media on performance as a whole, while productivity is more goal and task-oriented approach and therefore needs more focus. Additionally, the role of ambiguity intolerance is a new contribution that explains the process through which excessive use of social media can diminish the employee productivity.

Despite these contributions our research has certain limitations which can be resolved in the future research. Firstly, we used cross sectional data in our study which is exposed to method bias. Future research can use experimental research design and check the type of social media usage having more negative consequences. Secondly, moderating effects of job rotation, working hours and various trainings can also be checked to ascertain the effectiveness of these interventions. Thirdly, we found the negative impact of social media usage on employee's productivity through information overload and ambiguity intolerance, still it was not clear that productivity decreases due to indecisiveness or any other factor. Studying the role of these variables on decision making under different situations can help further identifying the underlying process. Fourthly, the transactional stress theory and coping provides evidence that stress is the natural outcome of use of social media at work, which has not been considered in this study. Future research should investigate the mediating mechanism of stress in relationship between information overload and

ambiguity intolerance leading to poor quality decision making or inefficiency at the workplace. Previous research has also studied the role of locus of control in creating ambiguity intolerance. We also recommend that the moderating role of this variable may be studied as we assume that people with high locus of control tend to tolerate the ambiguity more effectively. Another limitation of this research is the use of purposive or non-random sampling strategy that has limited generalizability. Therefore, we recommend employing random sampling technique in future studies and also use the results of this study with caution.

Conclusion

We conducted the study to find the serial mediating of information overload and ambiguity intolerance to understand the behavioral consequences of excessive use of social media at workplace. We found that the excessive use of social media creates a situation of information overload and ambiguity intolerance among employees and resultantly their productivity diminishes. Overall the study has significantly contributed in the theory by explaining the situational, psychological and behavioral consequences of excessive use of social media at workplace, using the lens of transactional stress and coping model.

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Appendix I- Survey items

Use of Social Media

Using social media (e.g. facebook, linkedin, twitter, blogs) for your work is:

Effective

Helpful

Functional

Necessary

Practical

I often use social media to obtain work related information and knowledge

I regularly use social media to maintain and strengthen communication with colleges in my work

What is your frequency of usage of social media at work?

Information overload

I often have the feeling that I get too much information on my mobile phone to make a good decision.

I find that I am overwhelmed by the amount of information I have to process on my mobile phone on a daily basis.

I am often distracted by the excessive amount of information available to me due to my mobile phone

Ambiguity Intolerance

I dislike questions which could be answered correctly in many different ways.

Poems with contradictions are annoying.

I like stories that have consistent characters.

Vague and impressionistic pictures really have little appeal for me.

I don't like to work on a problem unless there's a possibility of coming out with a clear cut answer.

It's annoying to listen to someone who cannot seem to make up his or her mind.

I hate it when you can't solve a problem right away.

Overall Productivity

I believe I am an effective employee. Among my work group,

I would rate my performance in the top quarter.

I am happy with the quality of my work output.

I work very efficiently. I am a highly productive employee.

My manager believes I am an efficient worker.

Appendix 2 – List of abbreviations

S/N	Abbreviation	Explanation
1.	AI	Ambiguity Intolerance
2.	AMOS	Analysis of Moment Structures
3.	AVE	Average variance Extracted
4.	CFA	Confirmatory Factor Analysis
5.	CFI	Confirmatory Fit Index
6.	CMIN	Chi-square
7.	CR	Composite Reliability
8.	df	degree of freedom
9.	USM	Use of Social Media
10.	IFI	Incremental Fit Index
11.	IO	Information Overload
12.	KMO	Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy
13.	MaxR(H)	Maximum Reliability of Highest Order
14.	MSV	Maximum Shared Variance
15.	OEP	Overall Employee Productivity
16.	PIA	Pakistan International Airlines
17.	RMSEA	Root Mean Square Error of Approximation
18.	SD	Standard Deviation
19.	SEM	Structural Equation Modelling
20.	SEM	Structural Equation Modelling
21.	SPSS	Statistical Package for Social Sciences
22.	SRMR	Standardized Root Mean Square Residual
23.	TLI	Tucker-Lewis Fit Index