

# Effect of social media usage on job security through social media disorder and networking behavior: a serial mediation mechanism

Job outcomes  
of social media

Sarra Rajhi

*Liwa College of Technology, Abu Dhabi, United Arab Emirates*

Muhammad Ali Asadullah

*Department of Human Resource Management, Liwa College of Technology,  
Abu Dhabi, United Arab Emirates, and*

Walid Derbel

*Liwa College of Technology, Abu Dhabi, United Arab Emirates*

Received 26 April 2022  
Revised 22 August 2023  
Accepted 15 October 2023

## Abstract

**Purpose** – The usage of social media at the workplace has become an undeniable reality, yet the role of social media use (SMU) in job-related outcomes is still unclear. This study uncovers a chain process through which SMU may strengthen job security perception of employees through social media disorder (SMD) and networking behavior.

**Design/methodology/approach** – This quantitative study used ratings of 197 Emirati students enrolled in a higher education institution located in United Arab Emirates (UAE). The respondents were professionals serving in different public and private organizations in UAE.

**Findings** – The statistical results supported a significant serial mediation of SMD and networking behavior between SMU and job security perceptions of employees.

**Practical implications** – This study offers implications for employees and their supervisors about the usage of social media for strengthening their perceptions of job security.

**Originality/value** – This study contributed to the existing stream of research on SMU to explain a chain process through which employees may benefit from social media to strengthen their perceptions of job security.

**Keywords** Social media use, Social media disorder, Networking behavior, Job security, Serial mediation

**Paper type** Research paper

## 1. Introduction

Social media has become an essential reality of personal and professional life today. The recent statistics ([www.statista.com](http://www.statista.com)) demonstrate that the volume of social media users has reached 4.8 billion (almost 60% of the world population). Such a massive increase in social media use (SMU) prompted organizational members to allow the use of social media in the workplace rather than restricting it (Porter *et al.* (2016). The recent pandemic of coronavirus disease turned social media into an essential workplace for businesses across the globe. Nevertheless, the existing stream of reviews (Sun and Zhang, 2021; Duradoni *et al.*, 2020; D'Arienzo *et al.*, 2019) conducted on social

© Sarra Rajhi, Muhammad Ali Asadullah and Walid Derbel. Published in *PSU Research Review*. Published by Emerald Publishing Limited. This article is published under the Creative Commons Attribution (CC BY 4.0) licence. Anyone may reproduce, distribute, translate and create derivative works of this article (for both commercial and non-commercial purposes), subject to full attribution to the original publication and authors. The full terms of this licence may be seen at <http://creativecommons.org/licenses/by/4.0/legalcode>

Since submission of this article, the following author(s) have updated their affiliations: Sarra Rajhi and Walid Derbel are at the IHEC Carthage Presidency, Tunis, Tunisia and Muhammad Ali Asadullah is at the Department of Management Sciences, Air University, Islamabad, Pakistan.



media addiction (SMA) or social media disorder (SMD) literature indicated that the majority of studies emphasize the individual-level psychological outcomes (well-being, life satisfaction, attachment). However, recent research has paid limited attention to the role of SMD in different individual-level workplace outcomes (Hanna *et al.*, 2017). Further, the available literature also offers conflicting results about the role of SMD in different job-related variables related to employee perceptions, attitudes and behaviors at the workplace. There is a dichotomy in the research findings related to positive and negative outcomes of SMD. For instance, some of the commonly reported positive employee outcomes of SMD include career success, positive attitudes toward workplace politics, well-being, creativity and networking (Forret and Dougherty, 2001; Thompson, 2005; Wolff and Moser, 2009; Gibson *et al.*, 2014; Zhou *et al.*, 2009; Wolff and Moser, 2009; Oueslati *et al.*, 2020; Yang *et al.*, 2023). On the other hand, the research on social media usage has also shown various detrimental effects such as SMD (Van Den Eijnden, Lemmens and Valkenburg, 2016; Oueslati *et al.*, 2020), unhealthy relations (Davison *et al.*, 2014), decrease in productivity (Koch *et al.*, 2012), life satisfaction (Sun and Zhang, 2021) and well-being (Duradoni *et al.*, 2020).

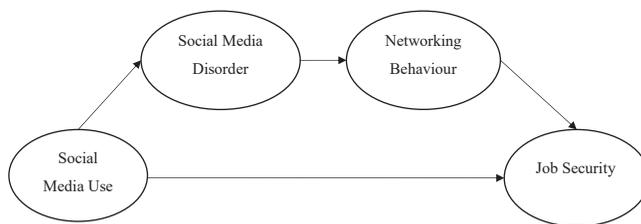
The critics argue that versatility in social media usage by employee may ensue such inconsistent findings (Chen *et al.*, 2022). Based on inconsistencies in the outcomes of SMD, the social media researchers criticize that the advantages of social media for different organizational members are still unclear and require further research attention (Karahanna *et al.*, 2018; Chen and Wei, 2020). Given the research inconsistencies, new contributions for understanding how SMU may contribute to the employees' perceptions of job security may offer significant insights into the role of social media in job-related employee outcomes.

This study addressed this gap in existing research on SMD concerning employees' perceptions of job security. Some researchers also insisted that the association between SMU and NB needs further research attention to explore positive outcomes (Osatuyi, 2015). This study also addressed this research gap by examining a mediation mechanism through which SMD influences networking behavior that further affects employees' perceptions of job security. Chen *et al.* (2022) highlighted that mainstream research on social media ignored the different impacts of SMU even though employees use social media at work for both personal and professional activities bringing different outcomes. This study also extends the existing stream of research on SMU to the social networking domain and its impact on job security perceptions. This study also tested a serial mediation mechanism to explain how social media usage strengthens job security perceptions of social media users through a chain mediation mechanism. Figure 1 demonstrates the hypothetical framework tested in this study.

## 2. Theory and hypotheses

### 2.1 Social media use and social media disorder

SMD is evident from the excessive use of social media platforms (from 96 min in 2012 to 135 min in 2018) and mobile internet (from 32 min in 2011 to 155 min in 2021; Statista, 2019). There is consensus among the researchers investigating "dark side" of social media that unregulated use



**Figure 1.**  
Hypothetical  
framework

**Source(s):** Authors' own work

---

of social media platforms has negative psychological consequences including the fear of missing out (Tandon *et al.*, 2021), anxiety (Vannucci *et al.*, 2017), stress, dispositional anxiety and negative self-evaluations while making social comparisons (Nesi and Prinstein, 2015), ego (Andreassen *et al.*, 2017) and compulsive online behaviors (van den Eijnden *et al.*, 2016), low psychosocial well-being (Ryan *et al.*, 2014) and low job satisfaction (Hanna *et al.*, 2017). The detrimental psychological outcomes indicate a disorder resulting from excessive usage of social media. The individuals failing to control their social media usage become the victim of SMD (Ryan *et al.*, 2014) because of unregulated mood swings, withdrawal behaviors, intolerance and conflict, and anxiety and depression (Griffiths, 2005; Bányai *et al.*, 2017; Primack *et al.*, 2017). Based on these harmful outcomes of social media usage, this study also hypothesized a positive association between social media usage and SMD.

*H1.* The use of social media is positively related to SMD.

### *2.2 Social media disorder and networking behavior*

This study aims to scrutinize the effect of SMD on employees' networking behavior. SMA and SMD are interchangeable constructs (Van den Eijnden *et al.*, 2016). Although it is challenging to establish a theoretical ground for a positive linkage between SMD and networking behavior, we found empirical support from existing studies exploring the association between SMA and social connectedness. The construct of social connectedness, which refers to an individuals' ability to develop meaningful relationships in social life (Yoon and Lee, 2010), is very similar to the construct of networking behavior. In a recent investigation, Savcı and Aysan (2017) found a positive and significant relationship between SMA and social connectedness. Therefore, we also hypothesized a positive association between SMD and employees' networking behavior. Bian and Leung (2015) also found that excessive use of social media has a positive and significant association with sociability, perceived bonding, communication and social capital (Bian and Leung, 2015; Yang *et al.*, 2023). Since excessive use of social media represents SMA, the positive association of SMD with perceived social bonding is equally possible. The excessive usage of social media leads to disorder, yet individuals use social media for maintaining communication with existing network and developing social capital (Treem *et al.*, 2016; Yang *et al.*, 2023). Despite the possibility of SMD, social media users obtain approval and feedback from their friends on social media sites and continue checking their posts and comments to seek positive feedbacks (Monacis *et al.*, 2017). Thus, one may argue that SMD positively relates with networking behavior. Therefore, we theorize the following hypothesis:

*H2.* SMD is positively related to networking behavior.

### *2.3 Networking behavior and job security*

The existing research views social networking as a source of competitive advantage for employees over their coworkers (Wu, 2013) as the employees (e.g. bankers: Burt, 2004; research and development professionals: Reagans and Zuckerman, 2001) with better networking skills are more likely to obtain more favorable performance ratings from their supervisors and to receive better compensation (Burt, 1992, 2005; Podolny and Baron, 1997; Moren-Cross and Lin, 2006; Cross and Cummings, 2004). Thus, the employees with better networking behavior are more likely to secure their jobs when compared to the employees having weak networking behavior. We also agree with Castellacci and Viñas-Bardolet (2019), who contend that the employees with more social connections inside the organizations feel harder to leave (Allen, 2006; Mitchell *et al.*, 2001; Zimmerman *et al.*, 2012) as they feel more satisfied with their jobs. Moreover, the researchers view networking (both internal as well as external) as a more valuable career competency that leads to promotion, higher salaries and

---

re-employment (Gould and Penley, 1984; Michael and Yukl, 1993; Cingano and Rosolia, 2012). Hence, the employees pursuing networking objectives prove enthusiastic and stay with the organizations (Hom *et al.*, 2012).

Further, the organizational perspective of networking explains that the organizations influence employees' networking for boundary spanning (Spekman, 1979) and enhancing and promoting innovative behavior (Wang *et al.*, 2015) to gain competitive advantage (Perry-Smith and Shalley, 2003). Thus, organizations are highly likely to retain employees with better professional networking. On the other hand, networking-conscious individuals are also less likely to quit their organizations immediately (Castellacci and Viñas-Bardolet, 2019). Thus, this study proposed that networking behavior is positively associated with job security perceptions of employees.

*H3.* Networking behavior is positively related to employees' perceptions of job security.

#### *2.4 Sequential mediation*

The sequence of hypotheses discussed earlier, this study hypothesized a sequential mediation of SMD and networking behavior between social media usage and employees' perceptions of job security. Sequential mediation is a specific type of mediation mechanism in which the mediating variables link to the independent and dependent variables in a chain (Preacher *et al.*, 2010; Hayes, 2013). There is consensus among the researchers that all forms of technological addictions, including SMA, are behavioral addictions (Kuss and Griffiths, 2011; Savci and Aysan, 2017). Hence, SMA is also a behavioral addiction because of its detrimental psychological outcomes (e.g. mood swings, withdrawal, intolerance and conflict and anxiety and depression) (Griffiths, 2005; Primack *et al.*, 2017; Bányai *et al.*, 2017) of excessive use of social media truly represent the symptoms of psychological disorder. However, this SMD is further associated with their networking behavior because it leads individuals to create new connections and maintain these relationships by checking different posts and comments shared by their social media friends (Trem *et al.*, 2016; Monacis *et al.*, 2017). Based on this tendency, individuals are more likely to create new connections with their colleagues within and outside the organizations; thus, their social media network may develop. Further, the employees with increased networking are more likely to perceive more job security due to various positive outcomes of networking for the employees and the organizations (e.g. the organizations manipulate the networking of their employees (Spekman, 1979), as discussed in *hypothesis 3*. Based on this sequence of the relationship among the variables under investigation, we hypothesized that:

*H4.* SMD and networking behavior sequentially mediate the relationship between SMU and employees' perceptions of job security.

### **3. Methodology**

#### *3.1 Design, procedure and sample*

This cross-sectional study is quantitative. This study collected data from the students (final semester) enrolled in a private higher education institution (HEI) in Abu Dhabi, United Arab Emirates (UAE). The researchers used a purposive sampling method for the selection of research participants. The key participants of the study were college students with a minimum of one year of employment experience. The students were employed either in public or private organizations in the UAE. The respondents provided ratings on a paper-pencil questionnaire during class hours. The students were requested to fill out the survey questionnaire by considering their networking conduct in the previous month. We obtained data from the participants at two different time frames. Initially, we distributed 300 questionnaires among the students and received 170 filled questionnaires. The time frame of data collection was extended

from January to May 2018. We removed 36 incomplete questionnaires and proceeded with 134 complete responses. Then, we distributed 150 more questionnaires among another cohort of students enrolled in the same college from September to January (the fall semester) in 2019. Seventy-two students returned the filled questionnaires. Nine students did not respond to the measure of job security. The remaining useable questionnaires in the second cohort were 63. Overall, the researchers obtained 197 useable questionnaires. The response ratio was 43.7%.

The authors determined the sample size using the recommendations of different researchers. The researchers (Hair *et al.*, 2010; Hair *et al.*, 2011) recommend a minimum of 100 observations for obtaining minimum acceptable statistical power for structural equation modeling. Some researchers also suggest the sample size based on the number of predictors (minimum 15 observations per predictor; Stevens, 2012). Tabachnick and Fidell (2007) introduced a mathematical formula ( $N > 50 + 8m$  where 'm' stands for the number of predictors) for sample size estimation. The third criterion for sample size estimation is the SEM rule of thumb based on the ratio of observations and the number of items (1:10) included in the questionnaire (Hair *et al.*, 2012). We also used G-power software to determine the sample size. Table 1 demonstrates that the sample size used in the current study exceeds the minimum sample size based on recommendations discussed previously.

### 3.2 Measures

**3.2.1 Social media use (predictor).** We used a 10-item scale developed by Jenkins-Guarnieri *et al.* (2013) to measure the SMU. The sample item included: "I feel disconnected from friends when I have not used social media." The respondents provided ratings on a six-point Likert-type rating scale ranging from 1 (strongly disagree) to 6 (strongly agree). The reliability of the scale (Cronbach alpha) was 0.90.

**3.2.2 Mediating variables.** **3.2.2.1 Social media disorder.** We measured SMD using a 9-item scale established by Van den Eijnden *et al.* (2016). The sample item includes, "During the last month, have you often felt bad when you could not use social media?" The reliability of the scale (Cronbach alpha) was 0.86. The participants used a six-point Likert-type rating scale ranging from 1 (never) to 6 (very often almost every day) to respond the survey items.

**3.2.2.2 Networking behavior.** The measure of social networking behavior consisted of a 38-items scale developed Forret and Dougherty (1997). Social networking behavior is a multidimensional scale consisting of 5-different sub-dimensions. The first dimension is "maintaining contacts" containing 5-items. The sample item includes: "Within the last month, how often have you given business contacts a phone call to keep in touch?" The second dimension was "socializing" that consists of 7-items. The sample item was "attending social functions of your organization." The third dimension of networking behavior was "engaging in professional activities" containing 8 items, and the sample item included: "accepting speaking engagements and attending conferences/trade shows." The fourth dimension was "participating in community activities" that contained 4 items. The sample item included: "attending meetings of civic and social groups and clubs." The fifth subdimension of

No.	Sample method	Minimum sample	
1	G-power (2-tail; medium effect size (0.3); 95% confidence interval; error 0.05)	134	Sample size used in the current study = 197
2	SEM Rule of thumb (#items*5)	32*5 = 160	
3	General rule of thumb (Pallant, 2020)	Small (<100); medium (100–200); large (>200)	
4	Tabachnick and Fidell ( $N > 50 + 8m$ )	$50 + 8(1) = 58$	

Source(s): Authors' own work

**Table 1.**  
Sample size calculation

networking behavior was “increasing internal visibility.” This dimension consists of 4 items, and the sample item included: “accepting new, highly visible work assignments.” We asked the respondents to provide ratings on a 6-point Likert-type rating scale. The overall reliability of this scale (Cronbach alpha) was 0.92.

**3.2.3 Dependent variable: job security.** We measured job security employing a single-item scale proposed by De Spiegelaere *et al.* (2014). The sample items included: “Thinking about the next 12 months, how likely do you think that you will lose your job or be laid-off.” We used the reversed scores of respondents to measure the job security perceptions of employees. The participants provided ratings response on a 6-point rating scale ranging from 1(not at all likely) to 6 (very likely).

**3.2.4 Control variables.** In our analysis, we control for the likely impact of business networking on the networking behavior of the employees. We employ 6-item scale established by Lau and Bruton (2011) and Yiu *et al.* (2007), in order to measure business networking. We obtained responses from the respondents on how closely they are connected with varied groups of individuals (e.g. government officials). For this purpose, we employed a 5-point Likert scale ranging from “not at all” to “extremely familiar,” with the scale reliability of 0.88. The complete survey instrument is provided in “Appendix” at the end of the manuscript.

## 4. Findings

### 4.1 Preliminary analysis

After testing basic assumptions of data analysis (e.g. screening, normality, multicollinearity, reliability), we performed confirmatory factor analysis (CFA) using AMOS. We performed CFA to determine the convergent and discriminant validity of the constructs. The adequacy of the CFA model was determined using the fit indices recommended by Kline (2011). These fit indices include chi-square minimum difference (CMIN/DF), comparative fit indices (CFI) and root-mean square error of approximation (RMSEA). According to the model fit criteria, the value of CMIN/Df should be less than 3; the value of CFI should be greater than 0.90, and the value of RMSEA must be less than 0.06. The initial CFA model did not fit adequately, yet after some modifications (removing four items of the SMD scale, four items of SMU and eight items of networking behavior) due to lower factor loadings (less than 0.40), the final CFA model demonstrated adequate fit (CMIN/Df = 1.593; CFI = 0.88; RMSEA = 0.066). Then, we used standardized factor loading and correlation estimates of the variables to estimate convergent and discriminant validity estimates (Table 1). The criteria for determining convergent and discriminant validity consisted of the values obtained for critical ratio (CR), average variance explained (AVE), MSV and correlations (Fornell and Larker (1981). As shown in Table 1, the values of CR exceed 0.7, and the values of AVE exceed 0.5. These estimates satisfy the condition of convergent validity. The values of MSV are smaller than the values of AVE in Table 2 demonstrating the evidence of discriminant validity of the measures used in the current study.

	CR	AVE	MSV	MaxR(H)	SMU	NBM	SDM	BN
SMU	0.859	0.504	0.286	0.861	0.710			
NBM	0.873	0.635	0.558	0.894	0.073	0.797		
SDM	0.792	0.664	0.286	0.919	0.535	0.357	0.815	
BN	0.882	0.601	0.558	0.888	0.071	0.747	0.226	0.775

**Table 2.** Discriminant and convergent validity of the scales

**Source(s):** Authors’ own work

---

#### 4.2 Hypothesis testing

We used Process Macro (Version 3.2), introduced by [Hayes and Preacher \(2010\)](#), for hypotheses testing. We tested run model 6 of process macro for testing the statistical results related to the entire hypothesized relationships, including the serial mediation hypothesis (H4). Process Macro facilitates mediation testing using a bootstrapping technique ([Cheung and Lau, 2008](#); [MacKinnon et al., 2012](#)). The results demonstrated that the effect of SMU on SMD ( $\beta = 0.63$ ;  $p = 0.0000$ ) was positive and significant. This statistical result supported our first hypothesis (H1). Further, the relationship between SMD and networking behavior was positive and significant ( $\beta = 0.517$ ;  $p = 0.0000$ ). These results supported the second hypothesis (H2). Similarly, the effect of Networking Behavior (NB) on Job Security (JS) was also positive and significant ( $\beta = 0.502$ ;  $p = 0.0000$ ). These results also demonstrated statistical support for hypothesis 3 of the study. This study also found that the direct relationship between SMU and job security was insignificant ([Table 3](#)).

The results ([Table 3](#)) of Process Macro (Model 6) also provided statistics related to three different mediation relationships. First, we found that the indirect effect of SMU on JS through SMD was insignificant ( $\beta = -0.01$ ; upperbound confidence interval = 0.2617; and lowerbound confidence interval = 0.0005). Similarly, the indirect relationship of SMU on JS through NB was also insignificant ( $\beta = -0.0259$ ; upperbound confidence interval = 0.0684; and lowerbound confidence interval = -0.1269). However, the results demonstrated statistical support for the serial indirect effect of SMU on JS through SMD and NB as the sequential mediation was significant ( $\beta = 0.1638$ ) as the upperbound confidence interval (0.2607) and lowerbound confidence interval (0.0824) did not include zero. Thus, hypothesis H4 was supported.

## 5. Discussion and implications

### 5.1 General discussion

The research has reported positive as well as negative job-related outcomes of social media for employees. Based on contradictory findings about the benefits of social media, this study tested the mechanism through which SMU may positively contribute to the employee perceptions of job security. The existing research has not integrated SMD in the domain of social media research as a possible intervening factor that strengthens social network of employees and their perceptions of job security. This study integrated SMD in a theoretical framework and tested how excessive use of social media strengthens the job security perceptions of employees despite developing SMD depending upon social networking behavior of employees. In this regards, we conducted a study on the use of social media in students of HEI. This study found that social media usage is positively associated with SMD; SMD is positively associated with social networking behavior of employees; and social networking behavior is positively associated with job security perceptions of employees. This study also found that SMD and networking behavior serially mediate the effect of social media usage on job security perceptions of employees.

### 5.2 Theoretical implications

This study also offers different theoretical implications. The positive association between SMD and social networking behavior implies the positive influence of social media positively to the networking behavior of employees. This finding also conforms to the existing social media research advocating the positive outcomes of social media usage in the workplace ([Çetinkaya and Rashid, 2018](#)) despite the significant association of excessive social media usage with SMD. Second, this study found a positive relationship between SMU and SMD. This statistical result stresses the existing literature defining SMD as an excessive and impulsive use of social media or overindulgence in online social networks ([Rajhi-Oueslati](#)

**Table 3.**  
 Estimates for serial mediation (SMU → SMD → SNB → JS) obtained from SPSS Process Macro (Model 6)

Variables	Model 1	Model 2	Model 3
	Dependent variable = SMD	Dependent variable = SNB	Dependent variable = job security (JS)
Social media use (SMU)	0.630 (0.054) 11.616***	-0.52 (0.094) -0.552	0.103 (0.075) 1.363
Social media disorder (SMD)		0.517 (0.095) 5.414***	-0.16 (0.083) -0.192
Social networking behavior (SNB)			0.502 (0.058) 8.567***
Gender	0.0485 (0.123) 0.395	-0.044 (0.162) -0.272	-0.064 (0.131) -0.488
Social status	-0.129 (0.108) -1.195	-0.129 (0.143) -0.900	0.041 (0.116) 0.357
Age	-0.044 (0.084) -0.519	0.141 (0.111) 1.268	0.098 (0.089) 1.087
Qualification	-0.089 (0.069) -1.283	0.139 (0.092) 1.506	-0.022 (0.075) -0.294
Experience	-0.083 (0.44) -1.895	0.137 (0.058) 2.362	-0.013 (0.047) -0.267
R-squared	0.438	0.2056	0.358
Indirect effects with upperbound and lowerbound confidence intervals using 5,000 bootstrapping samples	Estimates	Boot standard error	Confidence intervals [lowerbound, upperbound]
Indirect effect 1: SMU → SMD → SNB	-0.010	(0.066)	Insignificant: [0.0005, 0.2617]
Indirect effect 2: SMU → SNB → JS	-0.026	(0.050)	Insignificant: [-0.1269, 0.0684]
Indirect effect 3: SMU → SMD → SNB → JS	0.164	(0.046)	Significant: [0.0824, 0.2607]
<b>Source(s):</b> Authors' own work			

---

*et al.*, 2019). This study did not find the issue of multicollinearity between SMU and SMD ( $r = 0.53$ ). Further, the conditions of convergent and discriminant validity were also satisfied. This study implies that SMU and SMD are theoretically distinct constructs.

Third, this study demonstrated a positive relationship between SMD and networking behavior. This finding complies with the literature advocating that the sense of connectedness and belongingness created by the excessive use of technology is imperative for high sociability (Savcı and Aysan, 2017; Bian and Leung, 2015). Contrary to the existing research reporting the detrimental individual outcomes of SMD, this study found empirical support for the positive association of SMD with social networking behavior. The positive association between SMD and networking behavior implies that although reported as a negative construct in literature, SMD may also enhance the networking behavior of employees.

The existing literature reported more positive outcomes of social networking behavior like creativity, job satisfaction and career success (Burt, 2004; Wolff and Moser, 2009) and harmful effects of SMD (increased stress and reduced well-being (Bányai *et al.*, 2017). However, this study found that despite its association with SMD, usage of social media may enhance the social networking behavior of employees to perceive more job security. This study also found that the direct relationship between SMU and job security was insignificant. However, the indirect serial effect of SMU through the chain effect of SMD and networking behavior was significant. These findings imply despite the positive of SMD, usage of social media contributes to the job security perceptions of employees positively when it is also positively associated with the social networking behavior of employees.

### 5.3 Practical implications

This study also offers some practical implications for different organizational members. First, the employees need to understand that excessive use of social media is the source of SMD and truly fits its operational definition. Second, the employees also need to recognize that despite its role in causing SMD, excessive use of social media positively influences their perceptions of job security if they use social media for social networking within and outside the organization. The employees also need to understand that the more they demonstrate networking behavior, the more they may feel job security. Hence, employees should use social media for networking within and outside the organizations. Social media usage is a valuable exercise of individual freedom and the recognition that employees should enjoy human rights at work without employer interference (Mantouvalou, 2019). When SMU positively relates to the networking behavior of employees and their perceptions of job security, organizational managers should encourage them to use social media for social networking instead of banning it at the worksites. For instance, they may filter and restrict the use of social media to those social media avenues (such as LinkedIn), which help employees to develop social networks.

## 6. Limitations and future research directions

Some potential limitations of this study need consideration for future research. First, the findings of this study are generalizable to the population of UAE nationals (locals). Our sample represents the population of UAE nationals working in public and private sectors and does not include expatriates. However, the UAE is home to over 200 nationalities. The Emiratis hardly constitute 20% of the population (Suchitra Bajpai Chaudhary, 2019). Therefore, our sample cannot represent the whole population of social media users in the UAE. Future studies may collect data from the expatriates working in the UAE to address this limitation of our study. Future research may also replicate the findings of this study by

---

collecting data from a large sample for generalizing results to the large population and different cultural contexts. Hence, future research should extend this study to various cultural contexts. Second, the researchers may replicate the theoretical framework of this study to integrate variables such as personality traits and thus examine the impact of different personality attributes on the employees' perception of job security when using social media. These attributes could help predict the SMA of employees (Tang *et al.*, 2016; Gil de Zúñiga *et al.*, 2017). Our findings also imply that the job security perceptions fostered by social media usage through SMD and networking behavior for employee retention and talent management (Mohammed, 2016; Bolander *et al.*, 2017). As discussed earlier, this study did not find any multicollinearity between SMU and SMD, and the minimum thresholds of discriminant and convergent validity were also satisfied. Future research may investigate their SMU and SMD.

## 7. Conclusion

To sum up, our work advances existing research by integrating SMD and networking behavior in an overall model to examine the influence of SMU on job security perception among employees. Based on the theory of networks, this study underlined the conditions which guarantee the benefits of social media for employees and their managers. Simultaneously, these results suggest that despite its potential detrimental effects, excessive use of social media enhances employees' perception of job security by helping them maintain and develop their social networking.

## References

- Allen, J.B. (2006), "The perceived belonging in sport scale: examining validity", *Psychology of Sport and Exercise*, Vol. 7 No. 4, pp. 387-405.
- Andreassen, C.S., Pallesen, S. and Griffiths, M.D. (2017), "The relationship between addictive use of social media, narcissism, and self-esteem: findings from a large national survey", *Addictive Behaviors*, Vol. 64, pp. 287-293.
- Bányai, F., Zsila, Á., Király, O., Maraz, A., Elekes, Z., Griffiths, M. D., Andreassen, C. S. and Demetrovics, Z. (2017), "Problematic social media use: results from a large-scale nationally representative adolescent sample", *PLoS One*, Vol. 12 No. 1, e0169839.
- Bian, M. and Leung, L. (2015), "Linking loneliness, shyness, smartphone addiction symptoms, and patterns of smartphone use to social capital", *Social Science Computer Review*, Vol. 33 No. 1, pp. 61-79.
- Bolander, P., Werr, A. and Asplund, K. (2017), "The practice of talent management: a framework and typology", *Personnel Review*, Vol. 46 No. 8, pp. 1523-1551.
- Burt, R.S. (1992), *Structural Holes*, Harvard Univ. Press, Cambridge, MA.
- Burt, R.S. (2004), "Structural holes and good ideas", *American Journal of Sociology*, Vol. 110 No. 2, pp. 349-399.
- Burt, R.S. (2005), *Brokerage and Closure: An Introduction to Social Capital*, Oxford University Press, New York, NY.
- Castellacci, F. and Viñas-Bardolet, C. (2019), "Internet use and job satisfaction", *Computers in Human Behavior*, Vol. 90, pp. 141-152.
- Çetinkaya, A.Ş. and Rashid, M. (2018), "The effect of use of social media on employee job performance", *İnternet Uygulamaları Ve Yönetimi Dergisi*, Vol. 9 No. 2, pp. 5-20.
- Chen, X. and Wei, S. (2020), "The impact of social media use for communication and social exchange relationship on employee performance", *Journal of Knowledge Management*, Vol. 24 No. 6, pp. 1289-1314.

- Chen, X., Ou, C.X. and Davison, R.M. (2022), "Internal or external social media? The effects of work-related and social-related use of social media on improving employee performance", *Internet Research*, Vol. 32 No. 3, pp. 680-707.
- Cheung, G.W. and Lau, R.S. (2008), "Testing mediation and suppression effects of latent variables: bootstrapping with structural equation models", *Organizational Research Methods*, Vol. 11 No. 2, pp. 296-325.
- Cingano, F. and Rosolia, A. (2012), "People I know: job search and social networks", *Journal of Labor Economics*, Vol. 30 No. 2, pp. 291-332.
- Cross, R. and Cummings, J.N. (2004), "Tie and network correlates of individual performance in knowledge intensive work", *Academy of Management Journal*, forthcoming, Vol. 47 No. 6, pp. 928-937.
- D'Arienzo, M.C., Boursier, V. and Griffiths, M.D. (2019), "Addiction to social media and attachment styles: a systematic literature review", *International Journal of Mental Health and Addiction*, Vol. 17, pp. 1094-1118.
- Davison, R.M., Ou, C.X., Martinsons, M.G., Zhao, A.Y. and Du, R. (2014), "The communicative ecology of Web 2.0 at work: social networking in the workspace", *Journal of the Association for Information Science and Technology*, Vol. 65 No. 10, pp. 2035-2047.
- De Spiegelaere, S., Van Gyes, G., De Witte, H., Niesen, W. and Van Hootegem, G. (2014), "On the relation of job insecurity, job autonomy, innovative work behaviour and the mediating effect of work engagement", *Creativity and Innovation Management*, Vol. 23 No. 3, pp. 318-330.
- Duradoni, M., Innocenti, F. and Guazzini, A. (2020), "Well-being and social media: a systematic review of Bergen addiction scales", *Future Internet*, Vol. 12 No. 2, p. 24.
- Fornell, C. and Larcker, D.F. (1981), "Evaluating structural equation models with unobservable variables and measurement error", *Journal of Marketing Research*, Vol. 18 No. 1, pp. 39-50, doi: [10.1177/002224378101800104](https://doi.org/10.1177/002224378101800104).
- Forret, M.L. and Dougherty, T.W. (1997), "Networking: job and career benefits for male and female professionals", *Meeting of the Society for Industrial and Organizational Psychology*, St. Louis, MO.
- Forret, M.L. and Dougherty, T.W. (2001), "Correlates of networking behavior for managerial and professional employees", *Group and Organization Management*, Vol. 26 No. 3, pp. 283-311.
- Gibson, C., Hardy, J.H. III and Buckley, M.R. (2014), "Understanding the role of networking in organizations", *Career Development International*, Vol. 19 No. 2, pp. 146-162.
- Gil de Zúñiga, H., Diehl, T., Huber, B. and Liu, J. (2017), "Personality traits and social media use in 20 countries: how personality relates to frequency of social media use, social media news use, and social media use for social interaction", *Cyberpsychology, Behavior, and Social Networking*, Vol. 20 No. 9, pp. 540-552.
- Gould, S. and Penley, L.E. (1984), "Career strategies and salary progression: a study of their relationships in a municipal bureaucracy", *Organizational Behavior and Human Performance*, Vol. 34 No. 2, pp. 244-265.
- Griffiths, M. (2005), "A 'components' model of addiction within a biopsychosocial framework", *Journal of Substance Use*, Vol. 10 No. 4, pp. 191-197.
- Hair, J.F., Black, W.C., Babin, B.J. and Anderson, R.E. (2010), "Advanced diagnostics for multiple regression: a supplement to multivariate data analysis", *Advanced Diagnostics for Multiple Regression: A Supplement to Multivariate Data Analysis*.
- Hair, J.F., Ringle, C.M. and Sarstedt, M. (2011), "PLS-SEM: indeed a silver bullet", *Journal of Marketing Theory and Practice*, Vol. 19 No. 2, pp. 139-152.
- Hair, J.F., Sarstedt, M., Ringle, C.M. and Mena, J.A. (2012), "An assessment of the use of partial least squares structural equation modeling in marketing research", *Journal of the Academy of Marketing Science*, Vol. 40, pp. 414-433.

- 
- Hanna, B., Kee, K.F. and Robertson, B.W. (2017), "Positive impacts of social media at work: job satisfaction, job calling, and Facebook use among co-workers", *SHS web of conferences*, EDP Sciences, Vol. 33, 00012.
- Hayes, A.F. (2013), *Introduction to Mediation, Moderation, and Conditional Process Analysis: A Regression-Based Approach*, The Guilford Press, New York.
- Hayes, A.F. and Preacher, K.J. (2010), "Quantifying and testing indirect effects in simple mediation models when the constituent paths are nonlinear", *Multivariate Behavioral Research*, Vol. 45 No. 4, pp. 627-660.
- Hom, P.W., Mitchell, T.R., Lee, T.W. and Griffeth, R.W. (2012), "Reviewing employee turnover: focusing on proximal withdrawal states and an expanded criterion", *Psychological Bulletin*, Vol. 138 No. 5, p. 831.
- Jenkins-Guarnieri, M.A., Wright, S.L. and Johnson, B. (2013), "Development and validation of a social media use integration scale", *Psychology of Popular Media Culture*, Vol. 2 No. 1, p. 38.
- Karahanna, E., Xu, S.X., Xu, Y. and Zhang, N.A. (2018), "The needs–affordances–features perspective for the use of social media", *MIS Quarterly*, Vol. 42 No. 3, pp. 737-756.
- Kline, R. (2011), *Principles and Practice of Structural Equation Modeling*, 3rd ed., Guilford Press, New York.
- Koch, H., Gonzalez, E. and Leidner, D. (2012), "Bridging the work/social divide: the emotional response to organizational social networking sites", *European Journal of Information Systems*, Vol. 21, pp. 699-717.
- Kuss, D.J. and Griffiths, M.D. (2011), "Excessive online social networking: can adolescents become addicted to Facebook?", *Education and Health*, Vol. 29 No. 4, pp. 63-66.
- Lau, C.M. and Bruton, G.D. (2011), "Strategic orientations and strategies of high technology ventures in two transition economies", *Journal of World Business*, Vol. 46 No. 3, pp. 371-380.
- MacKinnon, D.P., Coxé, S. and Baraldi, A.N. (2012), "Guidelines for the investigation of mediating variables in business research", *Journal of Business and Psychology*, Vol. 27 No. 1, pp. 1-14.
- Mantouvalou, V. (2019), "I lost my job over a Facebook post: was that Fair? Discipline and dismissal for social media activity", *International Journal of Comparative Labour Law and Industrial Relations*, Vol. 35 No. 1, pp. 101-125.
- Michael, J. and Yukl, G. (1993), "Managerial level and subunit function as determinants of networking behavior in organizations", *Group and Organization Management*, Vol. 18 No. 3, pp. 328-351.
- Mitchell, T.R., Holtom, B.C. and Lee, T.W. (2001), "How to keep your best employees: developing an effective retention policy", *Academy of Management Perspectives*, Vol. 15 No. 4, pp. 96-108.
- Mohammed, A. (2016), "The impact of talent management on employee engagement, retention and value addition in achieving organizational performance", *International Journal of Engineering and Management*, Vol. 1 No. 12, pp. 142-152.
- Monacis, L., De Palo, V., Griffiths, M.D. and Sinatra, M. (2017), "Social networking addiction, attachment style, and validation of the Italian version of the Bergen Social Media Addiction Scale", *Journal of Behavioral Addictions*, Vol. 6 No. 2, pp. 178-186.
- Moren-Cross, J.L. and Lin, N. (2006), "Social networks and health", in *Handbook of Aging and the Social Sciences*, pp. 111-126.
- Nesi, J. and Prinstein, M.J. (2015), "Using social media for social comparison and feedback seeking: gender and popularity moderate associations with depressive symptoms", *Journal of Abnormal Child Psychology*, Vol. 43 No. 8, pp. 1427-1438.
- Osatuyi, B. (2015), "Is lurking an anxiety-masking strategy on social media sites? The effects of lurking and computer anxiety on explaining information privacy concern on social media platforms", *Computers in Human Behavior*, Vol. 49, pp. 324-332.
- Oueslati, S., Derbel, W. and Asadullah, M.A. (2020), "Suppressor effect of social media disorder on the relationship between social media use and networking behavior in the workplace", *33rd Annual*

*Australian and New Zealand Academy of Management Conference on Wicked solutions to wicked problems: The challenges facing management research and practice*, Supp. Cairns, Queensland, Australia.

- Pallant, J. (2020), *SPSS Survival Manual: A Step by Step Guide to Data Analysis Using IBM SPSS*, McGraw-Hill Education.
- Perry-Smith, J.E. and Shalley, C.E. (2003), "The social side of creativity: a static and dynamic social network perspective", *Academy of Management Review*, Vol. 28 No. 1, pp. 89-106.
- Podolny, J.M. and Baron, J.N. (1997), "Resources and relationships: social networks and mobility in the workplace", *American Sociological Review*, Vol. 62 No. 5, pp. 673-693.
- Porter, C.M., Woo, S.E. and Campion, M.A. (2016), "Internal and external networking differentially predict turnover through job embeddedness and job offers", *Personnel Psychology*, Vol. 69 No. 3, pp. 635-672.
- Preacher, K.J., Zyphur, M.J. and Zhang, Z. (2010), "A general multilevel SEM framework for assessing multilevel mediation", *Psychological Methods*, Vol. 15 No. 3, p. 209.
- Primack, B.A., Shensa, A., Escobar-Viera, C.G., Barrett, E.L., Sidani, J.E., Colditz, J.B. and James, A.E. (2017), "Use of multiple social media platforms and symptoms of depression and anxiety: a nationally-representative study among US young adults", *Computers in Human Behavior*, Vol. 69, pp. 1-9.
- Rajhi-Oueslati, S., Derbel, W. and Asadullah, M.A. (2019), "Suppressor effect of social media disorder on the relationship between social media use and networking behavior in the workplace", *ANZAM Conference 33*, Australia-Cairns, Queensland, 3-6, December 2019.
- Reagans, R. and Zuckerman, E.W. (2001), "Networks, diversity, and productivity. The social capital of corporate R&D teams", *Organization Science*, Vol. 12 No. 4, pp. 502-517.
- Ryan, T., Chester, A., Reece, J. and Xenos, S. (2014), "The uses and abuses of Facebook: a review of Facebook addiction", *Journal of Behavioral Addictions*, Vol. 3 No. 3, pp. 133-148.
- Savcı, M. and Aysan, F. (2017), "Technological addictions and social connectedness: the predictive effect of internet addiction, social media addiction, digital game addiction and smartphone addiction on social connectedness", *Düşünen Adam*, Vol. 30 No. 3, pp. 202-216.
- Spekman, R.E. (1979), "Influence and information: an exploratory investigation of the boundary role person's basis of power", *Academy of Management Journal*, Vol. 22 No. 1, pp. 104-117.
- Statista (2019), "Daily time spent with the internet per capita worldwide from 2011 to 2021, by Device (in Minutes)", [Zenith] (accessed 21 January 2020).
- Stevens, J.P. (2012), *Applied Multivariate Statistics for the Social Sciences*, Routledge.
- Suchitra Bajpai Chaudhary, S. (2019), *Anxiety Disorders Top Mental Health Issues in UAE*, available at: <https://gulfnnews.com/uae/health/anxiety-disorders-top-mental-health-issues-in-uae-1-67012865>
- Sun, Y. and Zhang, Y. (2021), "A review of theories and models applied in studies of social media addiction and implications for future research", *Addictive Behaviors*, Vol. 114, 106699.
- Tabachnick, B.G. and Fidell, L.S. (2007), *Using Multivariate Statistics*, 5th ed., Pearson, New York.
- Tandon, A., Dhir, A., Almugren, I., AlNemer, G.N. and Mäntymäki, M. (2021), "Fear of missing out (FoMO) among social media users: a systematic literature review, synthesis and framework for future research", *Internet Research: Electronic Networking Applications and Policy*, Vol. 31 No. 3, pp. 782-821.
- Tang, J.H., Chen, M.C., Yang, C.Y., Chung, T.Y. and Lee, Y.A. (2016), "Personality traits, interpersonal relationships, online social support, and Facebook addiction", *Telematics and Informatics*, Vol. 33 No. 1, pp. 102-108.
- Thompson, J.A. (2005), "Proactive personality and job performance: a social capital perspective", *Journal of Applied Psychology*, Vol. 90 No. 5, p. 1011.

- 
- Treem, J.W., Dailey, S.L., Pierce, C.S. and Biffi, D. (2016), "What we are talking about when we talk about social media: a framework for study", *Sociology Compass*, Vol. 10 No. 9, pp. 768-784, doi: [10.1111/soc4.12404](https://doi.org/10.1111/soc4.12404).
- Van den Eijnden, R.J., Lemmens, J.S. and Valkenburg, P.M. (2016), "The social media disorder scale", *Computers in Human Behavior*, Vol. 61, pp. 478-487.
- Vannucci, A., Flannery, K.M. and Ohannessian, C.M. (2017), "Social media use and anxiety in emerging adults", *Journal of Affective Disorders*, Vol. 207, pp. 163-166.
- Wang, X.H., Fang, Y., Qureshi, I. and Janssen, O. (2015), "Understanding employee innovative behavior: integrating the social network and leader-member exchange perspectives", *Journal of Organizational Behavior*, Vol. 36 No. 3, pp. 403-420.
- Wolff, H.G. and Moser, K. (2009), "Effects of networking on career success: a longitudinal study", *Journal of Applied Psychology*, Vol. 94 No. 1, pp. 196-206.
- Wu, L. (2013), "Social network effects on productivity and job security: evidence from the adoption of a social networking tool", *Information Systems Research*, Vol. 24 No. 1, pp. 30-51.
- Yang, Y., Guo, X., Wu, T. and Vogel, D. (2023), "The effects of social media use and consumer engagement on physician online return: evidence from Weibo", *Internet Research*, (ahead-of-print).
- Yiu, D.W., Lu, Y., Bruton, G.D. and Hoskisson, R.E. (2007), "Business groups: an integrated model to focus future research", *Journal of Management Studies*, Vol. 44 No. 8, pp. 1551-1579.
- Yoon, E. and Lee, R.M. (2010), "Importance of social connectedness as a moderator in Korean immigrants' subjective well-being", *Asian American Journal of Psychology*, Vol. 1 No. 2, p. 93.
- Zhou, J., Shin, S.J., Brass, D.J., Choi, J. and Zhang, Z.X. (2009), "Social networks, personal values, and creativity: evidence for curvilinear and interaction effects", *Journal of Applied Psychology*, Vol. 94 No. 6, p. 1544.
- Zimmerman, R.D., Boswell, W.R., Shipp, A.J., Dunford, B.B. and Boudreau, J.W. (2012), "Explaining the pathways between approach-avoidance personality traits and employees' job search behavior", *Journal of Management*, Vol. 38 No. 5, pp. 1450-1475.

### Further reading

- McAfee, A. (2009), *Enterprise 2.0: New Collaborative Tools for Your Organization's Toughest Challenges*, Harvard Business Press.
- Saunders, M., Lewis, P. and Thornhill, A. (2012), *Research Methods for Business Students*, 6th ed, Pearson Education, Harlow.

**Appendix**  
**Survey questionnaire**

**Job outcomes  
of social media**

**Demographic information**

Social statue:  Married  Unmarried  
 Gender:  Male  Female  
 Age: .....  
 Qualification  Bachelor  Diploma  
 Professional statue  Employed  Unemployed  
 Professional experience (number of years) .....  
 Industry .....  
 Type(s) of social media account used:  
 Facebook  Twitter .....  
 Instagram  Whatsapp .....  
 Linked In  Other .....  
 YouTube (specify).....

**Social Media Use**

	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Somewhat agree (4)	Agree (5)	Strongly agree (6)
I feel disconnected from friends when I have not logged into social media. أشعر بانقطاع الاتصال مع الأصدقاء عندما لا يتم تسجيل دخولي عبر وسائل الاتصال الاجتماعي						
I would like it if everyone used social media to communicate. أتمنى لو استخدم الجميع وسائل الاتصال الاجتماعي للتواصل.						
I would be disappointed if I could not use social media at all. أشعر بخيبة أمل إذا لم أستطع استخدام وسائل الاتصال الاجتماعي على الإطلاق						
I get upset when I can't log on to social media. أشعر بالضيق عندما لا أستطيع تسجيل الدخول إلى وسائل الاتصال الاجتماعي.						
I prefer to communicate with others mainly through social media. أنا أفضل التواصل مع الآخرين بشكل رئيسي من خلال وسائل الاتصال الاجتماعي.						
Social media plays an important role in my social relationships. تلعب وسائل الاتصال الاجتماعي دورا هاما في علاقتي الاجتماعية.						
I enjoy checking my social media account. أنا أتسلى بفحص حساباتي بوسائل الاتصال الاجتماعي						
I don't like to use social media. أنا لا أحب استخدام وسائل الاتصال الاجتماعي						
Using social media is part of my everyday routine. استخدام وسائل الاتصال الاجتماعي هو جزء من روتيني يومي						
I respond to content that others share using social media. أجيب على المحتويات التي يشاركها الآخرون باستخدام وسائل الاتصال الاجتماعي						

*Social Media Disorder*

During the last month, have you ...

خلال الشهر الماضي، هل

	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Somewhat agree (4)	Agree (5)	Strongly agree (6)
...regularly found that you can't think of anything else but the moment that you will be able to use social media again? ...وجدت بانتظام أنه لا يمكنك التفكير في أي شيء آخر غير اللحظة التي سوف تكون فيها قادراً على استخدام وسائل الاتصال الاجتماعي مرة أخرى؟						
...regularly felt dissatisfied because you wanted to spend more time on social media? ...شعرت بعدم الرضا باستمرار لأنك أردت قضاء المزيد من الوقت على وسائل الاتصال الاجتماعي؟						
...often felt bad when you could not use social media? ...غالباً ما شعرت بالاستياء عندما كنت لا تستطيع استخدام وسائل الاتصال الاجتماعي؟						
...tried to spend less time on social media, but failed? ...حاولت قضاء وقت أقل على وسائل الاتصال الاجتماعي ، لكنك فشلت؟						
...regularly neglected other activities (e.g. hobbies, sport) because you wanted to use social media? ...اهملت باستمرار الأنشطة الأخرى (مثل الهوايات والرياضة) لأنك تريد استخدام وسائل الاتصال الاجتماعي؟						
...regularly had arguments with others because of your social media use? ...استخدمت بانتظام حجج مع الآخرين بسبب استخدام وسائل الاتصال الاجتماعي الخاصة بك؟						
...regularly lied to your spouse, parents or friends about the amount of time you spend on social media? ...كذبت باستمرار على قرينك أو والديك أو أصدقائك حول مقدار الوقت الذي تقضيه على وسائل الاتصال الاجتماعي؟						
...often used social media to escape from negative feelings? ...غالباً ما تستخدم وسائل الاتصال الاجتماعي للهروب من المشاعر السلبية؟						
...had serious conflict with your spouse, parents, brother(s) or sister(s) because of your social media use? ...كان لك خلاف خطير مع قرينك أو والديك أو احد اخوتك بسبب استخدامك لوسائل الاتصال الاجتماعي؟						

**Social Networking Behavior**  
Within the last month, how often have you . . . .

Job outcomes  
of social media

خلال الشهر الماضي، كم مرة ...

	1 = never	2= seldom, only once or twice a year	3= occasionally, several times a year	4= moderately often, every few weeks	5= often, almost every week	6 = very often, almost every day
...given business contacts a phone call to keep in touch? ...اجريت مكالمة هاتفية مع علاقاتك المهنية للبقاء على اتصال؟						
...sent thank you notes or gifts to others who have helped you in your work or career? ... أرسلت ملاحظات شكر أو هدايا للآخرين الذين ساعدوك في عملك أو في مسارك المهني؟						
...given out business cards? ... أعطيت بطاقات العمل؟						
...sent cards, newspaper clippings, faxes, or e-mail to keep in touch? ... أرسلت بطاقات، قصاصات الصحف، فاكسات، أو بريد إلكتروني للبقاء على اتصال؟						
...gone to lunch with your colleagues outside the company? ... ذهبت لتناول الغذاء مع زملاءك خارج الشركة؟						
...participated in company-sponsored bowling leagues, basketball leagues, and so forth? ... شاركت في بطولات البولينج التي ترعاها الشركة، بطولات الدوري لكرة السلة، أو أشياء من هذا القبيل؟						
...participated in social gatherings with people from work (besides going out for drinks)? ... شاركت في الملتقيات الاجتماعية مع زملاء العمل (إضافة إلى الخروج لتناول المشروبات)؟						
...gone out for drinks with others after work? ... ذهبت لتناول المشروبات مع الآخرين بعد العمل؟						
...played golf, tennis, and so forth with coworkers? ... لعبت الغولف أو التنس، أو رياضة أخرى مع زملاء العمل؟						
...talked about sports at work? ... هل تحدثت عن الرياضة في العمل؟						
...attended social functions of your organization? ... حضرت أنشطة اجتماعية لمؤسستك؟						
...attended meetings of business-related organizations? ... حضرت اجتماعات المنظمات ذات الصلة بنشاط مؤسستك؟						
...attended meetings of civic and social groups, clubs, and so forth? ... حضرت اجتماعات المجموعات المدنية والاجتماعية، والنوادي، وما إلى ذلك؟						
...gone to lunch with your current supervisor? ... ذهبت لتناول الغذاء مع رقيبك الحالي؟						
...stopped by others' offices to say hello? ... توقفت بمكاتب الآخرين لأقول مرحباً؟						

## Within the last month, how often have you . . . . .

خلال الشهر الماضي، كم مرة...

	1 = 0 times	2 = one time	3 = two to three times	4 = four to five times	5 = six to seven times	6 = eight or more times
...given professional seminars or workshops? ...أعطيت ندوات مهنية أو ورش عمل؟						
...accepted speaking engagements? ...قبلت الالتزام بمحادثات؟						
...acted as a commentator for a newspaper, magazine, or talk show? ...عملت كمعلق لصحيفة أو مجلة أو برنامج حواري؟						
...taught a course? ...قدمت درسا؟						
...published articles in the company's newsletter, professional journals, or trade publications? ...نشرت مقالات في النشرة الإخبارية للشركة، أو المجلات المهنية، أو المنشورات التجارية؟						
...attended professional seminars or workshops? ...حضرت الندوات المهنية أو ورش العمل؟						
...attended conferences or trade shows? ...حضرت مؤتمرات أو معارض تجارية؟						
...participated in mosque work projects? ...شاركت في مشاريع عمل المساجد؟						
...participated in mosque social functions? ...شاركت في وظائف اجتماعية للمسجد؟						
...participated in community projects? ...شاركت في مشاريع مجتمعية؟						
...accepted new, highly visible work assignments? ...قبلت مهام عمل جديدة مرئية للغاية؟						
...been on highly visible task forces or committees at work? ...كنت على فرق عمل أو لجان عمل مرئية للغاية؟						

Please indicate how much you agree or disagree with each of the following statements:

يرجى الإشارة إلى مدى موافقتك أو عدم موافقتك على كل عبارة من العبارات التالية:

	1 = strongly disagree	2 = Disagree	3= Neither agree nor disagree	4= Agree	5= strongly agree
I can obtain information about my industry from my network of contacts faster than competitors can obtain the same information. يمكنني الحصول على معلومات حول مجال تخصصي من شبكة العلاقات الخاصة بي بشكل أسرع من المنافسين الذين يمكنهم الحصول على نفس المعلومات					
I have a professional relationship with someone influential in my industry. لدي علاقة مهنية مع شخص مؤثر في مجال عملي					
I have engaged with someone influential in my industry in informal social activity (e.g., playing tennis). لقد شاركت مع شخص مؤثر في صناعي في نشاط اجتماعي غير رسمي (على سبيل المثال ، لعب التنس).					

#### Job Security

“Thinking about the next 12 months, how likely do you think that you will lose your job or be laid off.”	1(not at all likely) to 6 (very likely)
--	--

#### Corresponding author

Muhammad Ali Asadullah can be contacted at: [iae.hec@gmail.com](mailto:iae.hec@gmail.com)

For instructions on how to order reprints of this article, please visit our website:

[www.emeraldgrouppublishing.com/licensing/reprints.htm](http://www.emeraldgrouppublishing.com/licensing/reprints.htm)

Or contact us for further details: [permissions@emeraldinsight.com](mailto:permissions@emeraldinsight.com)