The Impact of Personal Social Media Ubiquity on Individuals' Overtime Work and Job Performance

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Abstract

Background: *The ubiquity of personal social media (PSM) enables individuals to access vast amounts of information, including work-related information, regardless of time and geographic limitation. It provides individuals with the autonomy to allocate their work schedule, especially accomplishing work tasks after official hours. We call this phenomenon "PSM-enabled overtime work" (PSMOW). However, considering the multi-dimensional nature of PSM ubiquity—immediacy, continuity, portability, and searchability—limited knowledge has been documented on how these dimensions contribute to individuals' PSMOW distinctly. In addition, the influence of PSMOW on individuals' job performance is unclear, due to the existence of both potential benefits and challenges. Therefore, this study is to investigate how various dimensions of PSM ubiquity influence individuals' PSMOW and job performance. In addition, this study examines the moderating role of multitasking capability.*

Method: *Drawing on information technology affordance theory and affective event theory, this study proposes a conceptual model and tests it with data collected from a three-wave survey of 600 employees. PLS-SEM is used to examine the hypotheses.*

Results: *The results show the distinct effects of the four dimensions of PSM ubiquity in that the immediacy and searchability of PSM contribute to PSMOW, whereas continuity and portability do not. Additionally, PSMOW increases emotional exhaustion and worsens job performance; however, employees with high multitasking experience less emotional exhaustion caused by PSMOW.*

Conclusion: *The findings complement the existing literature on PSM ubiquity by exploring the influence of dimensions of PSM ubiquity on individuals' job performance through the induction of PSMOW and emotional exhaustion. Additionally, the study adds to the literature by discovering that multitasking capability can alleviate employees' emotional exhaustion resulting from PSMOW. Moreover, our study offers implications for PSM developers to design more control functions and for managers to adjust their managerial style towards PSM-enabled work-related tasks after office hours, especially for Asia Pacific region.*

Keywords: Personal Social Media Usage, PSM-Enabled Overtime Work, Emotional Exhaustion, Multitasking, Job Performance.

Introduction

Social media comprises a collection of web-based applications that are built upon the idealistic and technological principles of Web 2.0, allowing users to create and exchange generated content anytime and anywhere (Kaplan & Haenlein, 2010), and it has been widely adopted in the work context (Wibowo et al., 2022). Currently, many organizations have internally deployed enterprise social media that is developed specifically for work-related purposes[1], leveraging its advantages to facilitate employees' work activities and productivity (Kane, 2017; Munene & Nyaribo, 2013; Song et al., 2019). In addition to enterprise social media, personal social media (PSM)—such as Facebook, Twitter, and WeChat that are originally developed for satisfying individuals' social purpose—are also used increasingly by many individual employees for work-related purposes (e.g. Ahmed et al., 2014). Indeed, empirical evidence has been documented by van Zoonen et al. (2016a) using a survey of personal Twitter accounts, who found more than one third of the studied personal tweets were work-related tasks. Such a new work form has drawn the attention of IS scholars (e.g., McKenna et al., 2017).

Unlike enterprise social media that is usually designed for internal communications among a firm's employees and is usually limited within a firm's intranet, PSM allows individuals to freely contact other employees at any time, without using the firm's official channels. For example, PSM allows individuals to access work-related information and accomplish work-related tasks outside the company domain, even at home after official working hours, a phenomenon we named "PSM-enabled overtime work" (PSMOW). Specifically, in this study, PSMOW is defined as using PSM at leisure time for work-related purposes, e.g., deal with work-related information or accomplish work tasks. Such a phenomenon may be accounted for the inherent properties of PSM, recognized as *ubiquity* that refers to "*being always online, despite the apparent limitations of time and location*" (Du et al., 2019, p.478) in the related literature. Indeed, previous ubiquity studies have documented that the ubiquity of mobile service determines individuals' behaviors, for example, mobile service adoption (Mensah & Mwakapesa, 2022) and m-commerce adoption behaviors (Ashraf et al., 2017). However, these studies treat ubiquity as a unidimensional concept (e.g., Kleijnen et al., 2007; Okazaki et al., 2009). Okazaki and Mendez (2013) illustrated the multi-dimensional nature of ubiquity and identified four key dimensions: immediacy, continuity, portability, and searchability with reflective measures. However, few empirical studies specifically investigated whether each of the four dimensions of PSM ubiquity determines individuals' behaviors distinctly. Therefore, this study aims to advance the knowledge in the context of PSMOW by investigating the distinct effects of four dimensions of PSM ubiquity.

In addition, although the use of PSM at work has been recognized to improve individuals' work efficiency that is positively related to one's job performance through enhancing the quality of work-related communication and information exchange among employees, it is unclear upon investigation whether PSMOW measurably improves job performance. On the one hand, prior studies have documented that overtime could benefit job performance because it provides sufficient work time for individuals, which may improve their task competency, and overall job performance (Ko & Choi, 2019). In addition, PSMOW enable individuals to continue with unfinished work-related tasks after hours rather than waiting until next-day work time, shortening the turnaround time of tasks. Therefore, we expect PSMOW could positively influence job performance. On the other hand, PSMOW, or at least social media usage for work-related purposes, has several potential drawbacks, which can cause mental health problems (e.g. Albashrawi et al., 2022; Beckers et al., 2004) that may negatively impact job performance. In addition, PSMOW may break the boundary between individuals' work and daily lives, potentially resulting in work-life conflicts (van Zoonen et al., 2016b), which can seriously impact job performance (Huo & Jiang, 2023). However, despite the high likelihood of and substantial impact of PSMOW, previous studies mainly focused on how firms can leverage social media to open online channels, foster communication, and manage partner relationships (Castronovo & Huang, 2012; Du et al., 2016). It is imperative to delve into an examination of the profound challenges and opportunities stemming from the use of PSM for work-related activities beyond conventional working hours, specifically how PSMOW affects an individual's job performance (Leonardi & Treem, 2012).

As such, our study is to answer the following research questions:

1) How do the four dimensions of social media ubiquity influence individual's PSMOW?
2) How does individuals' PSMOW influence their job performance?

Answering the research questions is crucial for the understanding of human-computer interaction issue, which is a crucial focus on the research in Asia Pacific region (Jiang et al., 2019). Especially, some recent studies in

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[1] Examples include "Beehive" at IBM, "Town Square" at Microsoft, and "Watercooler" at HP, along with commercial enterprise social media products such as "Yammer" from Microsoft and "DingTalk" from Alibaba.

this region have emphasized the important role of social media in shaping individuals' behavior and investigated how to govern social media effectively (Kumar & Gupta, 2023; Mitchell & El-Gayar, 2022). However, they overlook the design part, i.e., the different affordances enabled by social media ubiquity, and leave the current research questions still not being answered. To answer the research questions, this study uses information technology (IT) affordance theory and affective event theory (AET) to build a research model, investigating how the four dimensions of PSM ubiquity influence individuals' PSMOW. The model further examines the relationship between PSMOW and employees' job performance. Specifically, IT affordance theory, which is widely adopted as a theoretical lens through which to examine the various influences of specific ITs (e.g., Lei et al., 2021; Zammuto et al., 2007), suggests that different technologies have different impacts due to their features (Faraj & Azad, 2012). Specifically, the theory argues that different features of an IT or information system determine its abilities to help individual users achieve various tasks with distinct goals, by affording individuals with unique capabilities that tasks are needed. As such, considering that four dimensions of PSM ubiquity enable individuals with specific technology-based abilities deal with work-related information, we expect that the four dimensions of PSM ubiquity should have distinct effects on employees' PSMOW. In addition, AET is widely used to explain how workplace events evoke individuals' emotions and influence individuals attitudes and behaviors towards work, as well as the crucial role of individuals' personal characteristics (Gaddis et al., 2004). Based on this theoretical foundation, we specifically examine PSMOW that occurs after office hours as a work-related event, and how it influences one's job performance. We also investigate whether an employee's multitasking capability moderates the effects of PSMOW on emotions and job performance. Emotional exhaustion is defined as one's feelings of being overextended and depleted of one's emotional and physical resources (Seidler et al., 2014), job performance is defined as the fulfillment of the general demands and responsibilities associated with one's work (Rotundo & Rotman, 2002), and multitasking is defined as one's ability to complete several tasks simultaneously (Morgan et al., 2013). To verify our model, a three-wave survey of 600 employees from 40 Chinese firms was conducted.

This study mainly makes four theoretical contributions. First, it contributes to the existing ubiquity literature in general and social media ubiquity in particular, by treating ubiquity as a multi-dimensional concept in the context of PSM, and empirically exploring the distinct effects of its four dimensions on individuals' PSMOW. Second, it expands the application of AET and explores the usage of PSM outside of work hours and of the workplace. Although the phenomenon of PSM usage for work has been investigated by previous studies, few of them has specifically focused on after-hours PSM and its effect on job performance. Accordingly, this study proposes the new concept of PSMOW. As organizations become increasingly boundaryless and employees can work during non-working hours, the importance of PSMOW is increasing and the concept requires in-depth exploration. Third, this study conducts a pioneering investigation of how PSMOW affects emotional exhaustion and job performance, enriching the understanding of PSMOW's dual effects on employees. Fourth, this study identifies a certain capability, multitasking ability, that is important to the modern style of work. Specifically, how multitasking ability serves as a buffer against the emotional exhaustion caused by PSMOW, which as a result would be beneficial for job performance.

Literature Review

Social Media Ubiquity and IT Affordance Theory

The concept of ubiquity describes the characteristics of modern technologies, i.e., mobile services, that can be accessed anytime and anywhere, as Watson et al. (2002, p. 332) noted in their study "*not only that they [mobile services] are everywhere but also that they are, in a sense, 'nowhere,' for they become invisible as we no longer notice them*". Ubiquity is recognized as one of the most important characteristics of mobile services because it influences the retail marketing paradigm and individual behaviors (Clarke III, 2001; Tojib & Tsarenko, 2012). For example, Ashraf et al. (2017) reported that the ubiquity of mobile services positively impacts individuals' m-commerce adoption behaviors. Chen and Yao (2018) found that the ubiquity of mobile services is positively related to individuals' buying behaviors in the context of online auction. In the context of social media, Jung and Chung (2015) documented that the ubiquity of social media has its impact on individuals' cognitive pleasure. Mensah and Mwakapesa (2022) found that the ubiquity of mobile services increases individuals' intention to use the mobile government service.

While the literature has confirmed the crucial role of ubiquity in leading individuals' behaviors, most relevant studies treat ubiquity as a unidimensional concept. Recent research suggested that the concept of ubiquity should be regarded as a multi-dimensional concept with four key dimensions (Okazaki & Mendez, 2013): (1) continuity, referring to the state or quality of being continuous; (2) immediacy, the speed and timeliness of an action or response; (3) portability, the quality of being light in physical and convenient enough to be carried; and (4) searchability, the capacity to be thoroughly examined. The conceptualization is believed to be reflective

because the change of ubiquity causes the change of the four dimensions. They afford users with distinct capabilities when using mobile devices. According to the IT affordance theory, different ITs may have distinct effects on individuals' specific behavior because of the distinctive features (Faraj & Azad, 2012). Specifically, technology affordance has been conceptualized as the specific abilities or capabilities a technology that enables users or communities towards various goal-oriented actions (Volkoff & Strong, 2013). As such, the IS literature have widely adopted IT affordance theory as a theoretical lens through which to examine the relationship between specific ITs and organizational practices (Zammuto et al., 2007) and organizational strategies (Lei et al., 2021). As such, one may expect that the influence of different dimensions of PSM ubiquity would be distinct because each dimension affords PSM users with distinct capabilities, i.e., on dealing with work-related tasks. However, limited knowledge has been documented regarding the distinct effects of the four dimensions of PSM ubiquity. Therefore, ongoing efforts would focus on elucidating the influence of PSM ubiquity on users' behaviors from a multi-dimensional perspective.

The current study aims to complement the existing ubiquity literature by examining the distinct effects of the four dimensions of ubiquity in the context of PSM. Drawing on the definition of mobile service ubiquity and IT affordance theory discussed above, we reconceptualize PSM ubiquity that reflects the four key dimensions from four reflections: (1) PSM continuity is developed from the reflection on the form of PSM ubiquity: PSM continuity refers to that PSM affords users with the capability to obtain information continuously—including both work-related information and nonwork-related information—that is not delivered by traditional information channels; (2) PSM immediacy is developed from the reflection on the time of PSM ubiquity: PSM immediacy refers to that PSM affords users with the capability to obtain information at any time, including out-of-office time; (3) PSM portability is developed from the reflection on the space of PSM ubiquity: PSM portability refers to that PSM affords users with the capability to obtain information conveniently, i.e., at any place; and (4) PSM searchability is developed from the reflection on the content of PSM ubiquity: PSM searchability refers to that PSM allows users to find the required needed and facilitate thorough examination of information. The conceptualization of PSM ubiquity is indicated in Table 1.

Table 1 – Conceptualization of the Four Reflective Dimensions of PSM Ubiquity				
Dimensions	**PSM Continuity**	**PSM Immediacy**	**PSM Portability**	**PSM Searchability**
From Okazaki & Mendez (2013)	Continuity of mobile services	Immediacy of mobile services	Portability of mobile services	Searchability of mobile services
Reflection	Form	Time	Space	Content
Definition	Provide information continuously	Provide information at any time	Provide information at any place	Provided required information

PSM and Job Performance

Regarding social media usage at work, previous studies have reported both positive and negative findings. On the bright side, Lam et al. (2016) viewed social media as a strategic resource enhancing dynamic knowledge sharing, leading to both operational efficiency and innovativeness. Similarly, Leonardi (2017) discussed how social media serves as an efficient technology that facilitates knowledge-sharing activities among internal employees. Zhang et al. (2019) found that social media for work tasks enhances individual employees' job and organizational engagement, leading to organizational commitment and job satisfaction. Gibbs et al. (2013) found that social media not only enhanced dual communication between colleagues and facilitated inter-organizational knowledge sharing. In addition to knowledge sharing, Qi and Chau (2018) provided evidence that social media usage can strongly influence knowledge creation. Finally, Kane et al. (2011) showed that social media can help individual employees to increase intellectual capital production. On the dark side, several studies documented social media usage for work-related tasks places constraints on employees who attempt to improve their job performance. For example, using the survey data of 421 employees, van Zoonen et al. (2017) found that increased social media usage for work-related tasks can result in work-life conflicts that further increases emotional exhaustion. Cao and Yu (2019) surveyed 305 social media users and found that social media usage at work can generate conflicts between work demands and technology use, decreasing job performance. Moqbel and Kock (2018) focused on social media addiction and found that it increases task distractions and decreases job performance. In this context of social media usage and job performance, although prior studies have provided insightful knowledge, their mixed findings suggest that further investigation is needed. It is especially important to elucidate the conditions that influence the relationship between social media use and job performance.

PSM-Enabled Overtime Work

IS scholars have investigated the phenomenon of work-related IT use in non-work time, but mainly focused on its effects on work-life interface outcomes. For example, it has been documented that IT-enabled overtime work could lead to work-life conflict (e.g., Butts et al., 2015; Derks et al., 2016), influence one's psychological detachment from work (Chen & Karahanna, 2018), and break individuals' work-life boundaries (Mazmanian et al., 2013). Others have examined how after-hour work-related IT use influences work-related outcomes. For example, based on a 344 sample of survey data, Ferguson et al. (2016) found that the use of a mobile device for work during family time increases individuals' job burnout. Diaz et al. (2012) conducted a survey of 193 employees and found that communication technology use to accomplish job tasks during nonwork hours decreases individuals' work satisfaction. While the literature has provided valuable insights on the consequence of IT-enabled overtime work, it should be noticed that limited understandings have been documented about the PSM-enabled overtime work, considering the distinct functions between different ITs. In addition, the literature lacks the explorations of the drivers of PSMOW from the ubiquity perspective. As such, this study aims to fill these gaps.

Affective Event Theory

AET describes how employees react emotionally to events in the workplace (Gaddis et al., 2004). The workplace environment influences work events that can trigger different emotions (e.g., happiness, fear, and anger) in employees that ultimately determine their work attitudes and performance. Some personal characteristics also work as moderators along these lines (Martocchio & Jimeno, 2003; Wegge et al., 2006). Figure 1 shows the framework of AET.
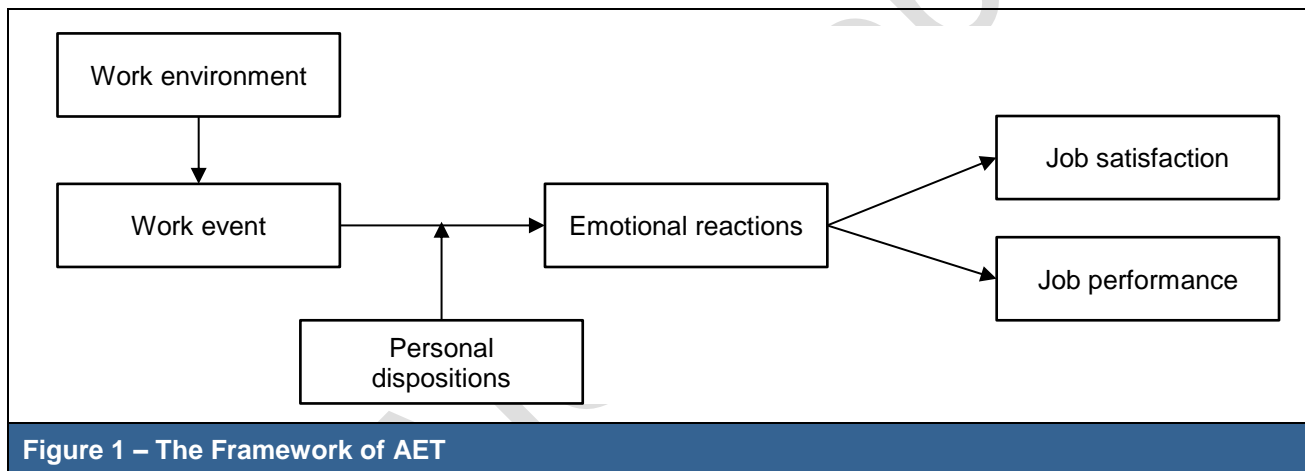

Figure 1 – The Framework of AET

Previous studies have applied AET to explain the antecedents and outcomes of employees' emotions. For example, Halbesleben and Bowler (2007) argued that emotional exhaustion reduces job performance by reducing motivation resources. Lam and Chen (2012) identified interactional justice as a work event and found its negative effect on employees' negative emotions. AET can also explain how different emotions toward the same event have different outcomes. As an example, Gaddis et al. (2004) describe how displays of negative leader emotions (e.g., anger and disgust) are detrimental to subsequent task performance. In contrast, leaders' positive emotions (e.g., happiness and optimism) resulted in positive subordinate attitudes. Witt et al. (2004) investigated the interactive effect of employees' conscientiousness and emotional exhaustion on job performance in a call center. Their results show that low-level emotional exhaustion is necessary for conscientious employees to achieve high-volume performance. Upon reviewing the literature, the wide application of AET in studies of traditional work environments inspired us to introduce the theory into a new research context, PSMOW.

Model and Hypothesis Development

Based on IT affordance theory and AET, this study establishes a research model that includes the four dimensions of PSM ubiquity (continuity, immediacy, searchability, and portability) and also PSMOW, emotional exhaustion, multitasking, and job performance (Figure 2). Our hypotheses are developed in the following sections.
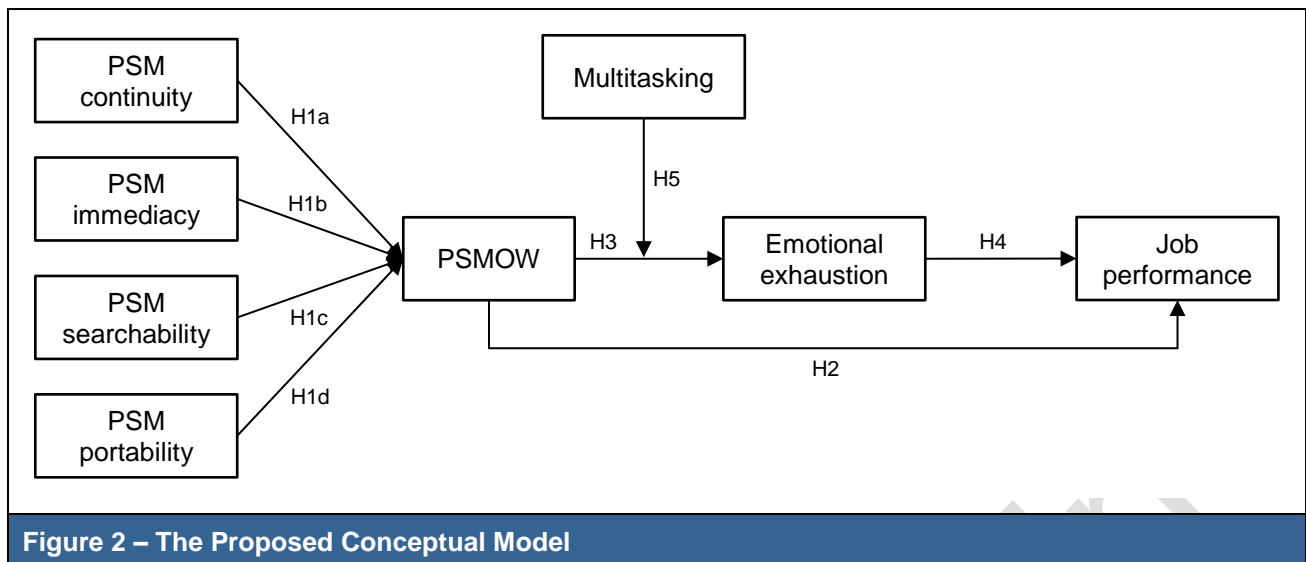
Figure 2 – The Proposed Conceptual Model

PSM Ubiquity and PSMOW

PSM ubiquity enables individuals to access work-related information at anytime and anywhere (Okazaki & Mendez, 2013). Previous studies have shown that more than one third of personal tweets posted by individuals are work-related and almost one half of these work-related tweets are posted outside of official working hours (van Zoonen et al., 2016a, 2016b). Such findings suggest that PSM ubiquity enables employees to work overtime during time off (Bucher et al., 2013). Specifically, PSM continuity allows users to access continuous work-related information without omission. This unique capability of mobile devices and PSM has been acknowledged as unavailable through traditional channels. As such, with the affordance of PSM continuity, individuals could easily update and manage their work and accomplish their job tasks with fully supported work information, which may be more likely to lead to overtime work. Without continuity, even if individuals could use PSM anytime and anywhere, they could not keep a flow in handling work tasks and then are less likely to working overtime. Furthermore, PSM continuity enables uninterrupted communication between users, allowing for simultaneous execution of various tasks such as communications, searching, and downloading files. In this way, individuals can effortlessly address work-related information even during leisure time, potentially leading to an increased likelihood of working overtime. Therefore, we propose the following hypothesis:

> *H1a: PSM continuity is positively related to PSMOW.*

PSM immediacy pertains to the promptness of an action or occurrence, which suggests a swift, uncomplicated, and effortless transition. This dimension of PSM ubiquity emphasizes that, from a time perspective, individuals could use PSM at any time they would like. Such an affordance enables individuals to access work-related information at any time when they need, even during non-work hours, thereby increasing the likelihood of working overtime. Also, this dimension of ubiquity enables others to deliver work-related information to individuals after official working hours, requiring individuals to be prepared to deal with emergencies during leisure time. In essence, PSM immediacy may lead individuals to work overtime to meet the immediate demands of the job. In addition, PSM immediacy allows individuals to stay informed about colleagues' work progress during leisure time, potentially leading to social comparison. This could prompt individuals to put pressure on themselves and take the initiative to work overtime. Therefore, we propose the following hypothesis:

> *H1b: PSM immediacy is positively related to PSMOW.*

From a geographic perspective, PSM portability allows users to use PSM without geographical limitation, ensuring convenient access to work-related information from any locations, enabling employees to utilize PSM regardless of their whereabouts. Specifically, as the lightweight nature of mobile devices, PSM allows individuals to carry them anywhere and use them as needed, i.e., for work-related purposes after office hours. For instance, even when individuals are away from the workplace during off-job time, they can use PSM to access work-related information and continue accomplishing tasks, potentially increasing the likelihood of working overtime. Therefore, we propose the following hypothesis:

> *H1c: PSM searchability is positively related to PSMOW.*

PSM searchability improves information retrieval regardless of the information source. Such a dimension of PSM ubiquity emphasizes that individuals could proactively use PSM to search the information they desire. Specifically, such affordance enables individuals to easily turn to others, i.e., search solutions from the Internet, when they encounter difficulties in work-related tasks. Therefore, for PSMOW that is usually working alone without the support of colleagues, PSM searchability increases individuals' problem-solving capabilities, which could increase the likelihood. Therefore, we propose the following hypothesis:

H1d: PSM portability is positively related to PSMOW.

PSMOW and Job Performance

The Direct Positive Effect of PSMOW on Job Performance

PSMOW can be positively related to job performance by several ways. First, PSMOW allows individuals to complete unfinished work-related tasks outside of regular work hours rather than waiting until they physically return to work, reducing the turnaround time needed to accomplish job duties. Specifically, PSMOW permits individuals to utilize short periods of free time to address work demands during leisure time. Such an affordance enables individuals to make use of available resources after official hours to complete tasks. For instance, individuals can respond to client demands while waiting for the bus, thereby enhancing their overall job performance. Second, PSMOW represents high work demands that can improve employees' task competency and intensive engagement in completing organizational tasks (Cavanaugh et al., 2000), encouraging them to work efficiently by using PSM and enhancing job performance. It also enables employees to work on specific tasks by following their progress over PSM, allowing them to complete their tasks more skillfully with less time and effort than without PSMOW. This approach maximizes the utilization of human capital (Ko & Choi, 2019). Third, PSMOW can function as a stressor that motivates employees to improve their skills and expertise (LePine et al., 2005). These improvements can contribute to job performance. Hence, we propose:

H2: PSMOW is positively related to job performance.

The Negative Effect of PSMOW on Job Performance through Emotional Exhaustion

Maslach et al. (2001) defined emotional exhaustion as "feelings of being overextended and depleted of one's emotional and physical resources". Despite its potential benefits to job performance, PSMOW also causes emotional exhaustion that is believed to be negatively related with job outcomes (van Zoonen et al., 2017). Previous studies have demonstrated that being connected to work in the evening via mobile devices can hinder employees' ability to engage in recovery experiences to alleviate emotional exhaustion (Derks, ten Brummelhuis, et al., 2014). In essence, users of mobile devices are less likely to mentally disengage from work compared to non-users. Similarly, Derks, Van Mierlo, et al. (2014) found that using smartphones for work-related purposes after hours increases emotional exhaustion by impeding one's ability to psychologically detach from work.

In addition, PSMOW imposes high workloads in a limited amount of time on employees, which increases their pressures and stresses (Sonnentag et al., 2010; Taris et al., 2008). A high workload causes time pressures and quantitative demands, and can lead to a high level of emotional exhaustion (Baeriswyl et al., 2017). As noted above, PSMOW can invade an employee's private domain and increase their work-life conflict (Bucher et al., 2013). Resolving such a conflict can deplete employees' cognitive resources (van Zoonen et al., 2016b), which can lead to emotional exhaustion. Nixon et al. (2011) conducted a meta-analysis and found that overtime deprives employees of rest and recovery, aggravating their physiological symptoms (e.g., appetite, eye strain, fatigue, and sleep disturbance). Moreover, increased overtime is likely to reduce coworker support (e.g., instrumental and emotional support), as coworkers may be too busy to support each other (Brotheridge, 2001). Additionally, a negative work attitude can be contagious and spread among colleagues, decreasing their job satisfaction (Ko & Choi, 2019). Without coworker support, employees can feel helpless, increasing their emotional exhaustion. Hence, we propose:

H3: PSMOW is positively related to emotional exhaustion.

As a core aspect of burnout, emotional exhaustion has several negative outcomes in the realms of psychology (e.g., satisfaction and commitment) and behavior/performance (e.g., turnover and absenteeism; (Rutherford et al., 2009; Skaalvik & Skaalvik, 2009). We argue that emotional exhaustion diminishes job performance. Feeling exhausted signals that the employee's relationship with the organization is unbalanced due to excessive demands. As a consequence, employees may conserve their resources and become discerning and attuned in their resource allocation (Tourigny et al., 2013). In other words, they reduce the input to conserve their resources and adjust their sense of equilibrium. Some employees may even experience withdrawal cognition as they

perceive that the organization breaches their trust or fails to fulfill their expectations. Consequently, they withhold their efforts to provide a high level of job performance. Hence, we propose:

H4: Emotional exhaustion is negatively related to job performance.

The Moderating Role of Multitasking

According to the AET, the influence of work event on individuals' emotional reactions depends on their personal characteristics. Multitasking is an ability to complete several projects simultaneously and has been identified as an important characteristic in job contexts (Sanderson et al., 2013; Stephens & Davis, 2009), which is particularly critical for social media research because PSM allows employees to easily and quickly engage in multiple tasks. It helps employees to work in increasingly flexible organizations that are more adapted to the adoption and use of PSM than traditional firms. For example, van der Horst et al. (2012) focused on the multitasking abilities of employees in a call center because they often face both qualitative (e.g., content, style, and adherence to policies) and quantitative (e.g., average call times, calls per hour, and time between calls) demands. They argued that some employees, especially those with high and fluid intelligence, seem to thrive on the challenge of multitasking. Basoglu et al. (2009) argued that those who are good at multitasking would reduce their cognitive loads and mental distractions, improving their work efficiency and job performance.

As such, we posit that high multitasking may have a weakened negative effect of PSMOW on emotional exhaustion. Prior studies found that high multitasking can improve the relationship between social media usage and job performance (Brooks, 2015). With "portable leashes" such as tablets and smartphones, PSM allows overtime work to be done anytime and anywhere. When with multitasking, employees believe in their capability to work overtime and overcome the potential cognitive overloads caused by working overtime. In this way, they may perceive overtime less negatively than employees who engage in a low level of multitasking, resulting in less emotional exhaustion on the part of the highly multitasking employees. Furthermore, employees highly adapted to multitasking have the ability to resolve work-life conflicts, reducing the effect of overtime on their emotional exhaustion. Thus, we propose:

H5: Multitasking negatively moderates the effect of PSMOW on emotional exhaustion.

Methodology

Measures of the Constructs

In this study, we adapted the measures of the constructs from the relevant literature to ensure the content validity, and multi-statements were adopted for the measures of all constructs to increase reliability of responses. Responses were recorded on a seven-point Likert scale, with options ranging from 1 = "strongly disagree" to 7 = "strongly agree." Specifically, the measures of PSM continuity, PSM immediacy, PSM portability, and PSM searchability were adapted from Okazaki and Mendez (2013), in which all the four dimensions to ubiquity and all the items to the four dimensions are reflective. To fit our PSM context, we changed the original wording of "these services" in all the items in Okazaki and Mendez (2013) to "personal social media". For PSM continuity, the second item of PSM continuity ("keep up with the world") was divided into two items (keep up with world news and keep up with other new information), which helped respondents differentiate the two items. Thus, four items were ultimately used to measure the state or quality of continuous PSM: keep well-informed, keep up with world news, keep up with other new information, and not have the need to interrupt current tasks. For PSM immediacy, two of the three items used by Okazaki and Mendez (2013) were remained in our study: the need to share information and the need to receive information immediately. The third item was excluded due to low factor loading. For PSM portability, four items were used to capture the quality of being light enough in physical and convenient to be carried. For PSM searchability, three items were adopted from the original study and the fourth item related to needed information was added to describe the searchability of PSM. Overall, four constructs were used to capture the capability of making a thorough examination of PSM ubiquity.

For the measures of PSMOW, because there were no direct instruments in the literature, we developed new measures based on several previous studies (De Castro et al., 2010; Sterud et al., 2008; Ueda & Kurosawa, 2012). The items were developed to measure the frequency and duration of overtime on PSM. Ultimately, four items were developed. Measures of emotional exhaustion were adapted from Green et al. (2013). The word was changed from "the work" to "using personal social media." All six items of how employees feel after using PSM were remained to measure emotional exhaustion. We adapted the measures of multitasking from Downs et al. (2015). Six items regarding how employees perceive their multitasking capabilities were retained, and the last one was excluded because it was too absolute. Lastly, we adapted the measures of job performance from

Becker et al. (1996). Five out of six items were adapted (the reversed one was dropped) to evaluate the team member's job performance according to the team leaders: quality of work, quantity of work, manner of work, and overall performance.

To ensure cross-cultural equivalence, all survey items were translated from English into Chinese and then back-translated using established best practices in survey translation (Lowry et al., 2011). Before the main survey, we first conducted a pilot study containing the responses from 35 employees working in Hong Kong. Then, we ran the preliminary exploratory factor analysis and reliability test using their responses and the results indicated that the measurements were appropriate. Table 2 displays the specific items used.

Table 2 – Measures of the Constructs
PSM continuity (Okazaki & Mendez, 2013)
• Using personal social media (e.g., WeChat) keeps me well-informed at all times.
• With personal social media (e.g., WeChat), I can always keep up with world news.
• Personal social media (e.g., WeChat) can continuously provide new information.
• When I use personal social media (e.g., WeChat), I don't need to interrupt my current tasks.
PSM immediacy (Okazaki & Mendez, 2013)
• When I cannot wait to share or receive a response, I use personal social media (e.g., WeChat).
• When I need a certain type of information immediately, I use personal social media (e.g., WeChat).
PSM portability (Okazaki & Mendez, 2013)
• Personal social media (e.g., WeChat) is practical, as I can use it without difficulty wherever I am.
• Using personal social media (e.g., WeChat) outside my home or my workplace is not a problem for me.
• I find it convenient to use personal social media (e.g., WeChat), as I am not dependent on any fixed installation.
• I can use personal social media (e.g., WeChat) wherever I am.
PSM searchability (Okazaki & Mendez, 2013)
• With personal social media (e.g., WeChat), I can check out new things regardless of where I am.
• Using personal social media (e.g., WeChat) helps me to find my target information regardless of where it comes from.
• Using personal social media (e.g., WeChat) helps me to find needed information.
• When I use personal social media (e.g., WeChat), I can achieve things that I cannot achieve in any other way.
PSMOW (De Castro et al., 2010; Sterud et al., 2008; Ueda & Kurosawa, 2012)
• I always use personal social media (e.g., WeChat) to accomplish work-related tasks after office hours.
• I spend a lot of time on work tasks using personal social media (e.g., WeChat) after office hours.
• On average, I frequently use personal social media (e.g., WeChat) for work tasks after office hours.
• On average, I spend a long time on personal social media (e.g., WeChat) for work tasks after office hours.
Emotional exhaustion (Green et al., 2013)
• It is hard for me to relax after using personal social media (e.g., WeChat).
• I feel irritable after using personal social media (e.g., WeChat).
• I feel used up after using personal social media (e.g., WeChat).
• I feel emotionally drained from using personal social media (e.g., WeChat).
• I feel burned out from using personal social media (e.g., WeChat).
• I feel frustrated by using personal social media (e.g., WeChat).
Multitasking (Downs et al., 2015)
• I am an efficient multitasker.
• I am good at multitasking.
• Being engaged in multiple tasks is easy for me.
• Multitasking feels natural to me.
• I get more things done when I multitask.
• I get things done more quickly when I multitask.
Job performance (Becker et al., 1996)
• The team member completes work in a timely and effective manner.
• The team member performs high-quality work.
• I am satisfied with the quantity of the team member's work.
• The team member completes tasks satisfactorily.
• I am satisfied with the team member's overall performance.

Data Collection

An online survey was created to gather research data using a professional online service provider in China, since the target respondents were native Chinese speakers. The survey items underwent a meticulous translation process from English to Chinese, employing back-translation techniques as recommended by established guidelines for survey translation. Then, the survey link was sent to organizations in Mainland China, and the organizations' managers were asked to distribute the questionnaire to their employees. An overview of our research aims was first provided to the participants that importantly did not contain any specific research hypotheses. We adopted a three-wave method to collect the data to ensure the construct causality and alleviate the common method bias, and each of the three waves was separated by one week. During the first wave, participants were asked to rate all the research items related to the four dimensions of PSM ubiquity, PSMOW, and emotional exhaustion. Also, at this wave, participants were asked to provide their company names and employee IDs, as well as personal information, i.e., gender, age, and education level, which we include in the analysis as control variables. One week later (the second wave), the participants were asked to fill in the questions on their multitasking abilities together with their company names and employee IDs. Then, in the third wave one week after that, work team leaders were asked to evaluate the job performance of the participants in their own companies based on their employee IDs, which is more objective compared to participants' self-report. In addition, the evaluation of job performance by team leaders could further alleviate the common method bias (Podsakoff et al., 2003). The data of the three waves were matched based on the company names and employee IDs.

Overall, we obtained 600 valid samples from 40 companies across different industries. The average age of the participants was approximately 31 years; 62.3% were men and 37.7 % were women. The majority of respondents (68%) held a bachelor's degree, followed by 16% who held a community college degree and 13.5% holding a master's degree.

Data Analysis and Results

Non-Respondent Bias and Common Method Bias

We conducted a T-test using the first and fourth quartiles of the demographic data to ensure the absence of non-response bias (Armstrong & Overton, 1977). The result showed that our samples did not include non-response bias with non-significant T-values.

We also tested for common method bias, although the study design where data were collected in three waves each separated by one week and from two sources (i.e., the respondents and their team leaders) should have avoided such bias (Podsakoff et al., 2003). We found that the variance inflation factors (VIFs) of each construct and item were all below the suggested threshold of 3.0, indicating a lack of multicollinearity and common method bias (Hsu et al., 2015; Pavlou et al., 2007).

Assessment of Measurement Model

The validity and reliability of the measurement model was evaluated using PLS-SEM (Hair Jr et al., 2016). We checked the indicator reliability by examining the standardized indicator's factor-loadings in Table 3. All values were higher than 0.70, thereby confirming indicator reliability. We then calculated Cronbach's alpha and composite reliability (CR) to evaluate the internal consistency reliability of each variable. As shown in the second and the third column of Table 4, all of the Cronbach's alpha values were higher than 0.85 and the CR values were higher than 0.90, suggesting good internal consistency and reliability. Convergent validity was checked by calculating the factor loadings (Table 3) of each item and the average variance extracted (AVE) (Table 4). All the factor loadings exceeded 0.70 and all of the AVE values were larger than 0.50. For discriminant validity, the AVE for a construct should be greater than the covariance with other constructs (Fornell & Larcker, 1981). As given in Table 4, all of the diagonal elements were greater than their corresponding off-diagonal elements, which suggests acceptable discriminant validity. Moreover, as shown in Table 3, each indicator loaded higher on their intended construct than on other constructs, which further verifies the discriminant validity. In addition to the statistical tests, we also evaluate the discriminant validity of our measurements conceptually by analyzing the content of each time with its key word/phrase. As shown in Table 5, the key words/phrases are identified and conceptualized within their intended constructs. There are only two items for "PSM searchability" that mentioned "regardless of where …" that are related to "PSM portability". However, a further analysis of these two items found that the key phrases of them are "new things" and "target information", respectively. The items emphasize on the information content rather than the space, namely, they are the measures for "PSM searchability". In summary, all the statistical tests and conceptual analysis verify an acceptable discriminant validity of our measurement.

Table 3 – Factor Loadings of the Constructs							
Item	ConT	ImmD	PorB	SeaB	OW	EmoE	JobP	MulT
ConT1	**0.908**	0.512	0.63	0.644	0.149	−0.265	0.300	0.212
ConT2	**0.906**	0.505	0.598	0.658	0.138	−0.270	0.251	0.196
ConT3	**0.879**	0.487	0.598	0.638	0.090	−0.246	0.263	0.168
ConT4	**0.782**	0.530	0.570	0.535	0.093	−0.202	0.260	0.251
ImmD1	0.561	**0.951**	0.603	0.445	0.170	−0.215	0.177	0.183
ImmD2	0.536	**0.940**	0.623	0.481	0.155	−0.238	0.191	0.196
PorB1	0.606	0.575	**0.905**	0.600	0.129	−0.335	0.256	0.249
PorB2	0.656	0.597	**0.904**	0.596	0.094	−0.362	0.274	0.222
PorB3	0.624	0.551	**0.849**	0.576	0.091	−0.314	0.295	0.245
PorB4	0.577	0.578	**0.890**	0.607	0.144	−0.299	0.211	0.235
SeaB1	0.698	0.455	0.606	**0.851**	0.166	−0.259	0.233	0.208
SeaB2	0.627	0.419	0.603	**0.865**	0.188	−0.259	0.178	0.243
SeaB3	0.597	0.409	0.586	**0.882**	0.178	−0.204	0.243	0.262
SeaB4	0.598	0.433	0.571	**0.903**	0.256	−0.228	0.190	0.236
OW1	0.142	0.166	0.126	0.230	**0.914**	0.123	−0.014	0.216
OW2	0.149	0.165	0.126	0.207	**0.927**	0.154	−0.018	0.191
OW3	0.122	0.148	0.119	0.215	**0.917**	0.137	−0.015	0.178
OW4	0.105	0.157	0.122	0.200	**0.931**	0.150	−0.010	0.196
EmoE1	−0.181	−0.171	−0.281	−0.180	0.131	**0.819**	−0.227	−0.065
EmoE2	−0.234	−0.223	−0.311	−0.225	0.105	**0.912**	−0.208	−0.131
EmoE3	−0.282	−0.247	−0.346	−0.243	0.125	**0.926**	−0.227	−0.149
EmoE4	−0.283	−0.223	−0.368	−0.255	0.161	**0.930**	−0.251	−0.081
EmoE5	−0.266	−0.210	−0.350	−0.279	0.150	**0.933**	−0.214	−0.097
EmoE6	−0.300	−0.220	−0.327	−0.278	0.158	**0.919**	−0.213	−0.103
JobP1	0.257	0.136	0.232	0.203	−0.027	−0.229	**0.870**	0.255
JobP2	0.256	0.176	0.244	0.223	−0.006	−0.221	**0.870**	0.277
JobP3	0.278	0.201	0.263	0.198	−0.006	−0.227	**0.877**	0.265
JobP4	0.284	0.166	0.257	0.208	−0.024	−0.216	**0.888**	0.257
JobP5	0.279	0.172	0.250	0.206	−0.002	−0.179	**0.873**	0.225
MulT1	0.224	0.121	0.228	0.282	0.224	−0.076	0.271	**0.879**
MulT2	0.202	0.169	0.229	0.238	0.182	−0.126	0.235	**0.916**
MulT3	0.230	0.218	0.254	0.230	0.192	−0.088	0.299	**0.923**
MulT4	0.192	0.169	0.220	0.211	0.192	−0.096	0.256	**0.914**
MulT5	0.217	0.191	0.264	0.243	0.184	−0.125	0.271	**0.918**
MulT6	0.222	0.219	0.268	0.276	0.185	−0.120	0.271	**0.922**

Note: ConT: PSM continuity; ImmD: PSM immediacy; PorB: PSM portability; SeaB: PSM searchability; OW: PSMOW; EmoE: Emotional exhaustion; JobP: Job performance; MulT: Multitasking.

Table 4 – Internal Consistency and Convergent and Discriminant Validity							
Internal Consistency and Convergent							
Construct	Cronbach's α			Composite reliability		AVE	
1. PSM continuity	0.894			0.926		0.757	
2. PSM immediacy	0.883			0.944		0.895	
3. PSM portability	0.911			0.937		0.787	
4. PSM searchability	0.899			0.929		0.766	
5. PSMOW	0.941			0.958		0.851	
6. Emotional exhaustion	0.957			0.965		0.824	
7. Job performance	0.924			0.943		0.767	
8. Multitasking	0.960			0.967		0.832	
Discriminant Validity							
	1	2	3	4	5	6	7	8
1. PSM continuity	**0.870**							
2. PSM immediacy	0.580	**0.946**						
3. PSM portability	0.687	0.648	**0.887**					
4. PSM searchability	0.713	0.488	0.671	**0.875**				
5. PSMOW	0.141	0.172	0.134	0.231	**0.922**			
6. Emotional exhaustion	−0.286	−0.239	−0.366	−0.269	0.153	**0.908**		
7. Job performance	0.309	0.194	0.285	0.237	−0.015	−0.247	**0.876**	
8. Multitasking	0.236	0.200	0.268	0.271	0.212	−0.115	0.294	**0.912**

Note: The diagonal is the square root of the AVE value of each construct.

Table 5 – Word/Phrase Conceptualizing with the Construct				
Item	**Word/Phrase Conceptualization**			
	PSM continuity (ConT)	PSM immediacy (ImmD)	PSM portability (PorB)	PSM searchability (SeaB)
ConT1 — Using personal social media (e.g., WeChat) keeps me well-informed at all times.	**At all times**			
ConT2 — With personal social media (e.g., WeChat), I can always keep up with world news.	**Always**			
ConT3 — Personal social media (e.g., WeChat) can continuously provide new information.	**Continuously**			
ConT4 — When I use personal social media (e.g., WeChat), I don't need to interrupt my current tasks.	**Not interrupt**			
ImmD1 — When I cannot wait to share or receive a response, I use personal social media (e.g., WeChat).		**Cannot wait**		
ImmD2 — When I need a certain type of information immediately, I use personal social media (e.g., WeChat).		**Immediately**		
PorB1 — Personal social media (e.g., WeChat) is practical, as I can use it without difficulty wherever I am.			**Wherever I am**	
PorB2 — Using personal social media (e.g., WeChat) outside my home or my workplace is not a problem for me.			**Outside my …**	
PorB3 — I find it convenient to use personal social media (e.g., WeChat), as I am not dependent on any fixed installation.			**Fixed installation**	
PorB4 — I can use personal social media (e.g., WeChat) wherever I am.			**Wherever I am**	
SeaB1 — With personal social media (e.g., WeChat), I can check out new things regardless of where I am.			*Regardless of where …*	**New things**
SeaB2 — Using personal social media (e.g., WeChat) helps me to find my target information regardless of where it comes from			*Regardless of where …*	**Target information**
SeaB3 — Using personal social media (e.g., WeChat) helps me to find needed information.				**Needed information**
SeaB4 — When I use personal social media (e.g., WeChat), I can achieve things that I cannot achieve in any other way.				**Achieve things**

Note: The italic parts mean that the items may be related but not directly conceptualized to the construct.

Model and Hypothesis Testing Results

SmartPLS 3.0 was used to test the effects of PSM ubiquity on individuals' PSMOW and their job performance[2]. The results come from bootstrapping 5,000 subsamples and indicate that PSM immediacy (β = 0.139, p < 0.01) and searchability (β = 0.278, p < 0.01) are positively related to PSMOW, but PSM continuity (β = −0.076, p > 0.10) and portability (β = −0.091, p > 0.10) have no significant effects on employees' PSMOW. Therefore, H1b and H1d are supported, but H1a and H1c are not supported. PSMOW does not have a significant effect on employees' job performance (β = −0.014, p > 0.10); thus, H2 is not supported. PSMOW is positively related to emotional exhaustion (β = 0.197, p < 0.01), thereby supporting H3. Emotional exhaustion is negatively related to the employees' performance (β = −0.147, p < 0.01); thus, H4 is supported. Multitasking is positively related to job performance (β = 0.503, p < 0.01), and the moderating role of multitasking between PSMOW and emotional exhaustion is supported (β = −0.097, p < 0.01); thus, H5 and H6 are supported. Figure 3 shows the results of the model.

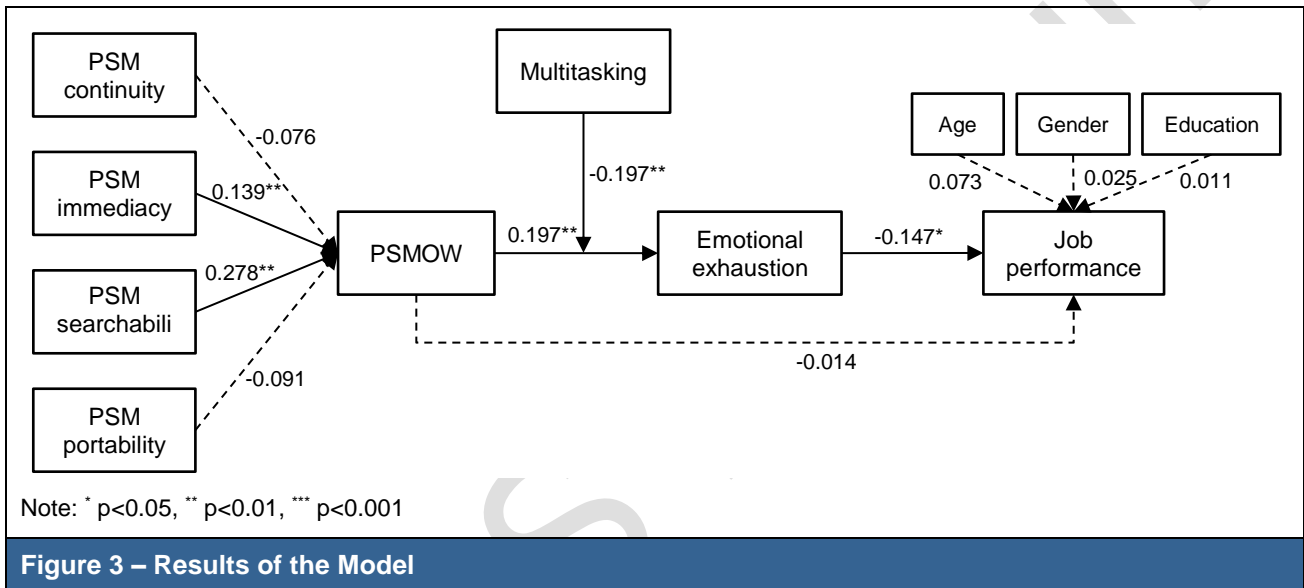Note: * p<0.05, ** p<0.01, *** p<0.001

Figure 3 – Results of the Model

Discussion and Implications

Discussion

In accordance with IT affordance theory and AET and employees' PSM work-related practices outside of office hours, this study develops a theoretical framework that incorporates PSM ubiquity, PSMOW, emotional exhaustion, multitasking, and job performance. The hypotheses are tested with 600 participants from 40 Chinese companies, with a three-wave data collection design to mitigate the common method bias concern of survey-based research.

As expected, PSM immediacy and searchability are positively related to PSMOW, but PSM continuity and portability are not, which may be explained by the fact that PSM immediacy guarantees that employees achieve work-related information flow even during non-office time. Using prior work communication tools (such as e-mail) to share work-related information may require more time than using social media, decreasing the likelihood that employees will work overtime. The existence of PSM searchability can cause employees to work overtime when they need to find new information. In contrast, although social media continuity guarantees the continuous flow of work-related information, so do other work communication tools (e.g., cell phone and e-mail). Therefore, continuity may not increase employees' overtime work on using PSM. Furthermore, PSM social media portability requires employees to always have a device such as a personal computer to complete complex work, and thus portability may not increase overtime work.

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2 Compare with covariance-based SEM that assumes normality of data distributions and emphasizes the establishment of existing theory, PLS-SEM is non-parametric and has very few restrictions on the use of ordinal and binary scales, being more suitable for exploratory research. Therefore, considering the explorative nature of our study on the influence of different dimensions of social media ubiquity, PLS-SEM is adopted.

We found that PSMOW increases employees' emotional exhaustion, which further decrease job performance. However, there is no direct effect of PSMOW on job performance. Such findings are in line with our expectation of the dark side. In addition, regarding the documented dark side, we further identify that multitasking negatively moderates this relationship. These results suggest that multitasking is an important ability for employees to cope with work overload and an overwhelming flow of information. Employees with high multitasking are better at processing work pressure and have a lower level of emotional exhaustion compared to employees with low multitasking abilities. Moreover, the *post hoc* analyses show that employees with a high multitasking ability are less likely to experience emotional issues caused by PSMOW. High multitasking can help employees to cope with work overload and an overwhelming flow of information easily and thus improves job performance. In contrast, employees with a low multitasking ability may feel overwhelmed by work overload and information flow and thus experience emotional exhaustion—decreasing their job performance. Thus, developing employees' abilities to multitask is critical to address the problems caused by PSMOW.

Theoretical Contributions

This study mainly makes four theoretical implications. First, based on the conceptualization of mobile service ubiquity from Okazaki and Mendez (2013), four dimensions of PSM ubiquity are identified: continuity, immediacy, portability, and searchability. Moreover, while ubiquity has been recognized as a multi-dimensional concept with different characteristics, the empirical studies of ubiquity mainly treat it as a unidimensional construct, ignoring the distinct effects of ubiquity dimensions on individuals' behaviors. As such, this study contributes to and advances the ubiquity literature in general and social media ubiquity in particular by exploring this research question, i.e., How do the four dimensions of PSM ubiquity impact PSMOW? The results confirm that different dimensions of ubiquity affect specific behaviors, of which the four PSM ubiquity dimensions do not equally contribute to PSMOW: PSM immediacy and searchability enhance PSMOW, whereas PSM continuity and portability do not. Therefore, this study provides future studies solid evidence that when investigating the influence of PSM, which drives insightful implications of the various dimensions of social media ubiquity.

Second, this study investigates the effect of PSM usage during non-work time and explores a new concept, PSMOW. The majority of studies in the literature mainly focused on either social media usage during working hours (Agnihotri et al., 2017; Ali-Hassan et al., 2015; Guesalaga, 2016) and paid little attention to PSM and overtime work. Overtime work is a critical issue in using PSM during non-work time. Thus, we fill the research gap by linking PSM and overtime work during non-work hours and explores such a new issue.

Third, this study pioneers in addressing whether PSMOW has both positive and negative effects on employees. Previous studies mainly investigated the direct effect of social media usage on job performance (Lee & Lee, 2018; Leftheriotis et al., 2016). We found that although PSMOW increases employees' emotional exhaustion, it does not directly affect job performance. These findings reveal that contrary to expectations, PSMOW aggravates employees' emotional state and does not improve their performance, enriching the understanding of how PSMOW affects employees, and further identifies the dark side of social media usage. Therefore, we provide the guidance in that considering the prevalence of PSM for work-purpose and its dark side for individuals' job performance also exists.

Fourth, this study identifies the critical role of multitasking in the social media context. The results of prior studies on social media effect were inconsistent, showing both positive (Leftheriotis & Giannakos, 2014; Robertson & Kee, 2017) and negative effects (Moqbel & Kock, 2018; van Zoonen et al., 2017). Our findings show that high-level multitasking decreases the emotional exhaustion caused by PSMOW. In contrast, those with low-level multitasking are overwhelmed by PSMOW, resulting in high emotional exhaustion that decreases job performance. Thus, this study provides future social media research to focus on individuals' multitasking.

Practical Contributions

In addition to the theoretical contributions, the findings drawn from 600 Chinese participants generate several practical implications for PSM developers, users (especially Asia Pacific users), and executives. First, the finding that different dimensions of PSM ubiquity contribute to individuals' PSMOW is important for PSM developers. Specifically, only PSM immediacy and searchability enhance PSMOW. Therefore, PSM developers could design more control functions for their products, especially when they target at the Asia Pacific market, to allow individual users to have more capabilities and variances in controlling their PSM usage. For example, users would be enabled to choose whether to receive messages at certain times. In this way, they would be more flexible in using PSM for work-related purpose after official work time.

Second, social media users, especially Asia Pacific ones who use PSM to handle work during non-work time, should recognize that while PSM may facilitate and streamline their overtime work, PSMOW may not enhance their overall job performance and even increases emotional exhaustion, which is detrimental to job performance.

Therefore, we encourage Asia Pacific social media users to strive for a balance between work and personal life and to minimize excessive PSM usage.

Third, managers should adjust their managerial style when applying PSM to work-related tasks. As the boundaries of the workplace change, employees may increase their overtime work using PSM, and thus managers should help employees to balance their social media usage and overtime work. The findings also provide managers with a clear picture of the effect of PSMOW on job performance. Intuitively, PSMOW itself is beneficial to organizations because employees can increase their contributions. However, the results demonstrate that PSMOW defies common sense, as it does not always increase job performance and may decrease it through emotional exhaustion. Therefore, managers should be aware of the advantages and disadvantages of PSMOW and appropriately utilize the social media characteristics identified in this study.

Furthermore, healthy organizational norms regarding PSMOW should be consciously developed, taking into account the negative impact of PSMOW on individuals' job performance. Specifically, the widespread use of PSM for work-related purposes after official working hours has necessitated the establishment of new overtime norms. Therefore, organizations need to evaluate existing norms related to PSMOW to assist individuals in setting clear boundaries between work and personal life.

Lastly, the problems caused by PSMOW can to some extent be resolved by multitasking. Employees with a high multitasking ability may not be adversely affected by PSMOW, but employees with a low multitasking ability suffer increased emotional issues, resulting in low job performance. Thus, managers can provide programs and courses to help employees improve their multitasking.

Limitations and Future Directions

Despite the implications discussed above, this study also has several limitations that provide directions for future studies. First, the measurement of employees' PSMOW was mainly based on their perception rather than their actual time spent on their PSM for overtime work. A more objective measure of PSMOW is suggested to verify our findings in future studies. Second, the dataset was based on employees working in China. Cultural differences may provide an interesting research context. In addition, while we collected research data from 40 companies, the findings may be more generalized if future studies could test it with more participants. Thus, we suggest that future studies confirm our findings using data collected from other countries and regions, and from a broader sample.

Third, in our analysis, we have controlled several important between-person factors, including age, gender, and education, that could have effects on individuals' job performance. There could also exist unobserved heterogeneity at a higher level, such as team norms at the team level and organization culture at the company level, which influence individuals' job performance. Therefore, we call for future studies to further consider and control these factors by employing a multilevel design, verifying and enhancing the robustness of the findings. Fourth, while we have employed a three-wave data collection design to mitigate common method bias, it remains correlational in nature and limits in its power to identify the casual relationship. Specifically, there may exist an endogeneity issue where individuals who need to work overtime use PSM more frequently. Therefore, future studies are called for utilizing a longitudinal method, i.e., cross-lagged panel data or longitudinal experimental designs, to delve deeper into the relationships, verifying our findings by addressing such an endogeneity issue. Last, while we have controlled several important variables (i.e., gender, age, income) to tease out potential confounding effects, there may exist other factors, e.g., job satisfaction and organizational support, influencing one's level of PSMOW and job performance. Therefore, future investigations could further consider other important variables to provide a more comprehensive view.

Conclusion

PSM has become a critical issue of people's daily lives, and it is believed to have blurred the boundaries between work and personal life. More importantly, the widespread use of PSM leads to more frequent and timely transitions between work and home life (Chen & Karahanna, 2018). However, there is limited understanding of how the pervasive nature of social media influences individuals' ability to manage their online work-related activities, as well as their job performance.

Drawing on the IT affordance theory and the AET, this study empirically examines the theoretical framework incorporating four dimensions of social media ubiquity, PSMOW, emotional exhaustion, and job performance, along with the direct and moderating effects of multitasking, by collecting 600 valid samples from employees in

40 companies. Specifically, immediacy and searchability of social media helps individuals' PSMOW, of which PSMOW negatively influences one's job performance through increasing emotional exhaustion. The results provide both theoretical and practical implications for academia and managers, respectively.

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