



## FOSTERING EMPLOYEE WELLBEING VIA ENTERPRISE SOCIAL MEDIA USAGE

<sup>1</sup>Wania Salman, <sup>2</sup>Sadia Arshad, <sup>3</sup>Shabhee Fatima,  
<sup>4</sup>Warda Ejaz, <sup>5\*</sup>Leena Anum, <sup>6</sup>Fatima Shahbaz Rathore

1. Department of Business Administration, Kinnaird College for Women University, Lahore, Pakistan
2. Department of Business Administration, Kinnaird College for Women University, Lahore, Pakistan
3. Department of Business Administration, Kinnaird College for Women University, Lahore, Pakistan
4. Lahore Business School, University of Lahore, Lahore, Pakistan,
5. Lahore Business School, University of Lahore, Lahore, Pakistan. Corresponding Author Email: [leena.anum@lbs.uol.edu.pk](mailto:leena.anum@lbs.uol.edu.pk)
6. Department of Business Administration, Kinnaird College for Women University, Lahore, Pakistan

# Qualitative Research Review Letter

## Abstract

**E**nterprise Social Media Usage (ESMU) is one of the most popular tools used by many firms throughout the world. This research observes how the socio-instrumental use of ESMU, which involves utilizing it for both personal and work-related purposes, can result in fatigue and have negative effects on overall wellbeing and by encouraging PSE, which gives employees a sense of control and influence, and offering strong organizational support that demonstrates the company's commitment to Employee Wellbeing; organizations can reduce the negative effects of workplace stress and create a more successful workforce. This research employs a self-administered survey to examine these relationships and their impact on employee wellbeing. The findings aim to offer valuable information for the managers seeking to optimize Enterprise Social Media Usage and facilitate a well-supported, productive workforce, while also laying the groundwork for further research in this key area.

**Keywords:** Enterprise Social Media Usage (ESMU); Employee Commitment (EC); Psychological Empowerment (PSE), Employee Wellbeing (EW), Organizational Support (OS)

### Introduction

The global landscape of occupations and workplaces has been reshaped by digitalization, with nearly all aspects of work life now intertwined with digital technology (Richter et al., 2018). The widespread use of advanced digital technologies is revolutionizing innovation and production activities (Alcácer et al., 2016), thereby altering the skill requirements within and between organizations, sectors, and countries, potentially rendering existing skills obsolete (Autor, 2015; Autor et al., 2015; Zysman/Kenney, 2018).

The impact of digitization at various organizational levels remains

## *Qualitative Research Review Letter*

a topic of debate. Digital technologies, encompassing information, computer, communication, and networking technologies, have had a range of effects on organizations, both positive and negative. Some scholars have highlighted the benefits of these technologies at the organizational level, citing improved interaction and communication (Cao & Ali, 2018; Zhang & Venkatesh, 2013), enhanced collaboration and knowledge transfer (Cao et al., 2016), increased competitiveness and efficiency (Baptista et al., 2020), and the promotion of new ways of working, organizational identity, and social interactions (Trenerry et al., 2021; Wessel et al., 2021).

Enterprise Social Media (ESM) platforms, a product of these digital advancements, have become instrumental in facilitating communication within organizations. ESM platforms allow workers to communicate with specific colleagues or broadcast messages to the entire organization, post and edit text and files, and view content from others in the organization (Leonardi, Huysman, & Steinfeld, 2013). The use of ESM at work has been linked to various networking ties, including peer ties for job-related discussions and friendship ties for non-work-related issues (Umphress et al., 2003; Leonardi, 2015).

Despite the benefits of ESM, there is a need to understand its impact on factors such as employee commitment (EC), psychological empowerment (PSE), employee wellbeing (EW), and organizational support (OS). This study aims to shed light on these factors, exploring the direct effect of ESM on EW, the mediating role of PSE and EC on EW, and the moderating role of OS between ESM and PSE/EC. By examining these relationships, this study seeks to provide a comprehensive understanding of how ESM influences employee well-being and psychological empowerment.

This study aims to analyze the individual effects of various variables on employee well-being and psychological empowerment.

## *Qualitative Research Review Letter*

By examining the relationships between ESM usage, PSE, EC, and OS, this study seeks to contribute to the existing body of knowledge on these topics. Additionally, this study aims to provide insights for organizations that rely on technology and their employees to achieve optimal results.

The relationship between ESM usage and interruption overload, as well as its impact on employee creativity and tiredness remains unclear. Previous research has highlighted the importance of perceived organizational support in fostering employee creativity and well-being. Employees who perceive strong organizational support are more likely to feel confident in their companies and utilize available resources effectively (Eisenberger et al., 1986).

### **Related Literature and Model Development**

In contemporary organizations, the adoption of enterprise social networking platforms has become increasingly widespread, offering new avenues for communication and collaboration among employees. (Gul et al., 2019)

### **Enterprise Social Media Use and Employee Well Being**

Employee well-being encompasses various aspects of employees' physical, psychological, and social health (Wright & Cropanzano, 2004). Well-being includes job satisfaction, work-life balance, psychological health, and overall life satisfaction (Arshad et al., 2025; Riaz et al., 2021). Understanding the impact of enterprise social media on employee well-being is crucial, as it has implications for employees' overall job satisfaction, productivity, and organizational outcomes (Terry & Jimmieson, 1999). A study conducted by (Murniati, Abdul Razzaq, Ismail, & Mota, 2023) explored the influence of enterprise social media use on employee well-being in a sample of organizations (Khan et al., 2021). The findings indicated that employees who actively utilized enterprise

## *Qualitative Research Review Letter*

social media platforms reported higher levels of well-being. While focusing on goals can help in harmonizing with creativity while avoiding mistakes can help in avoiding worsen feelings of being overwhelmed (Luqman et al. 2021).

The ability to manage work and personal commitments more effectively can reduce stress levels and improve overall well-being (Wright, Cropanzano , & Meyer, 2004). This access to knowledge and continuous learning opportunities can enhance employees' professional growth, competence, and job satisfaction, thus positively impacting their well-being. Recent study by (Ma, Zhang, & Wang, 2022) investigated the relationship between enterprise social media use and job satisfaction, which is a key component of employee well-being. The findings revealed a significant positive association between the frequency of enterprise social media use and job satisfaction. Hence it is hypothesized as:

H1: Enterprise Social Media Usage (ESMU) has a significant impact on Employee Wellbeing (EW).

### **Enterprise Social Media Use and Psychological Empowerment**

Psychological empowerment is a psychological state in which individuals perceive themselves as having control, competence, and impact in their work (Spreitzer, 1995). It comprises four dimensions: meaning, competence, self-determination, and impact.

Employees who experience psychological empowerment have a sense of meaning and purpose in their work, feel competent in their abilities, have autonomy in decision-making, and perceive their actions as influential (Malik, Sarwar, & Orr, 2021). Employees with greater empowerment tend to be more active and creative in their work. The utilization of enterprise social media has become increasingly prevalent within organizations, aiming to enhance communication, collaboration, and knowledge sharing among

## *Qualitative Research Review Letter*

employees (Mäntymäki & Riemer). When employees feel psychologically empowered, they possess a sense of self-efficacy and believe in their ability to accomplish tasks effectively. Additionally, they perceive that their opinions and actions can influence organizational decisions and processes (Li, Z., 2016).

A study conducted by (Levy, Lee, Jonsen, & Peiperl, 2019) explored the impact of enterprise social media on psychological empowerment in the context of a large multinational organization. The findings revealed that employees who actively utilized enterprise social media platforms experienced higher levels of psychological empowerment. Similarly, the relationship between enterprise social media use and psychological empowerment in a technology-driven company was investigated by (Li, Wu, Johnson, & Wu, 2022). A study conducted by (Chakraborty & Biswal, 2023) examined the impact of enterprise social media use on psychological empowerment among employees in a technology-based organization.

Firstly, enterprise social media platforms provide employees with access to a vast amount of information and knowledge (ul Hassan et al., 2023). This increased accessibility allows individuals to stay informed about organizational goals, strategies, and initiatives. As employees gain knowledge about the organization and its operations, they may feel more competent and capable of making meaningful contributions. (Hsieh et al., 2022). Secondly, enterprise social media enables enhanced communication and collaboration among employees, irrespective of their geographical location or hierarchical positions. The recognition received through enterprise social media interactions can reinforce individuals' belief in their abilities to impact organizational outcomes. (Lober & Flowers, 2011).

# *Qualitative Research Review Letter*

## **Psychological Empowerment as Mediator**

Psychological empowerment is suggested to act as a mediator in the relationship between enterprise social media use and employee wellbeing. Individuals usually perceive the use of social media and computer programs as a source of enjoyment, leisure, empathy, trust and usefulness that empowers them to gain more skills and control of the emotions and their overall wellbeing specifically when it comes to relieving their workplace stress and upbringing their level of perceived joy (Li et al., 2021). From this study we can conclude that people generally view the social media usage and computer programs as enjoyable and leisurely activities that can help them in coping up with the workplace stress and increase their sense of satisfaction (ul Hassan et al., 2020). This leads to their overall wellbeing. One study by (Ma et al., 2021) explored the mediating effect of psychological empowerment in the relationship between enterprise social media use and employee creativity (Irshad et al., 2024)

These results suggest that psychological empowerment plays a role in translating the effects of enterprise social media use into enhanced employee creativity. (Gupta et al., 2022). (Amabile, 2022) emphasized that enterprise social media platforms, by providing employees with increased access to information, opportunities for participation in decision-making, and recognition of their expertise, enhanced employees' sense of control, competence, and impact (Rana et al., 2024). Another study (Levy et al., 2019) explored this mediating effect. The results demonstrated that psychological empowerment fully mediated the relationship between enterprise social media use and employee creativity (ul Hassan et al., 2025). Furthermore, a study examining the relationship between enterprise social media use and employee creativity in the context of a technology-driven organization (Johnson, 2021). The study

## *Qualitative Research Review Letter*

emphasized the role of enterprise social media as a catalyst for idea generation, enabling employees to share and refine their creative thoughts with a broader audience, thus enhancing the overall creative potential within the organization. Hence it is hypothesized that:

H2: Psychological Empowerment (PSE) mediates the relationship between Enterprise Social Media Usage (ESMU) and Employee Wellbeing (EW).

### **Employee Commitment**

Employee commitment is a measure of faith, fidelity, and devotion that employee has for their company. It encompasses the desire to stay for the firm and keep making contributions, as well as the belief that the goals of the organization are significant and that worker contributions are worthwhile (Liana, Y., & Irawati, 2014). Three types of employee commitment to their organization can be analyzed: affective commitment, which is defined as an emotional bond with the organization; normative commitment, which is specified as feelings of obligation; and continuance commitment, which is defined as the sentiment that it would be costly to leave an organization (Meyer et al. 2012). Strong commitment among staff members increases the likelihood that they will carry out their responsibilities efficiently and give their all to the business, enhancing output and raising standards of work (Wibowo et al., 20223). Employee creativity involves the generation of novel and useful ideas, solutions, and outcomes (Pee, 2018). Commitment refers to an implicit explanation of one mechanism that is generating consistent human behaviors. (Atif et al., 2024)

Commitment can be analyzed in different ways. This concept of commitment refers to the consistent line of actions (Gul et al., 2021). These consistent lines of actions are typically the stable



## *Qualitative Research Review Letter*

structure of personal needs. According to author, Commitment makes a person to act in a certain consistent way which can be presumed by three factors, (1) if the individual has previously demonstrated a willingness to be consistent in the course of their life, (2) if the individual realizes whether their behaviors now correspond to their previous interest and (3) if their current behavior is in indeed consistent with their past behaviour (Becker, H. S., 1960).

H3: Employee Commitment (EC) mediates the relationship between Enterprise Social Media Usage (ESMU) and Employee Wellbeing (EW).

### **Organizational support as a Moderator**

Organizational support refers to the extent to which an organization values and supports its employees' well-being, growth, and success (Alam et al., 2025).. The role of organizational support in shaping employee outcomes has gained significant attention (Kakakhel et al., 2016). Psychological empowerment, which refers to individuals' perception of control, competence, and autonomy in their work environment, has been linked to employee creativity. Organizational support can influence the relationship between psychological empowerment and employee creativity in several ways (Li J., 2023).

Firstly, high levels of organizational support can reinforce individuals' psychological empowerment by validating and acknowledging their sense of control, competence, and autonomy. When employees perceive that the organization values their empowerment and provides the necessary support to nurture and utilize their creative potential, it can amplify the positive effect of psychological empowerment on employee wellbeing. (Li et al., 2021) conducted a study examining the influence of organizational support on the relationship between psychological empowerment

## *Qualitative Research Review Letter*

and employee creativity in a sample of diverse organizations (Hanif et al., 2023).

Enterprise social media (ESM) platforms have proven to be valuable tools for enhancing internal communication among employees. Additionally, Li et al. (2020) found that ESM fosters employee collaboration, leading to higher commitment to the organization (Mumtaz et al., 2025).

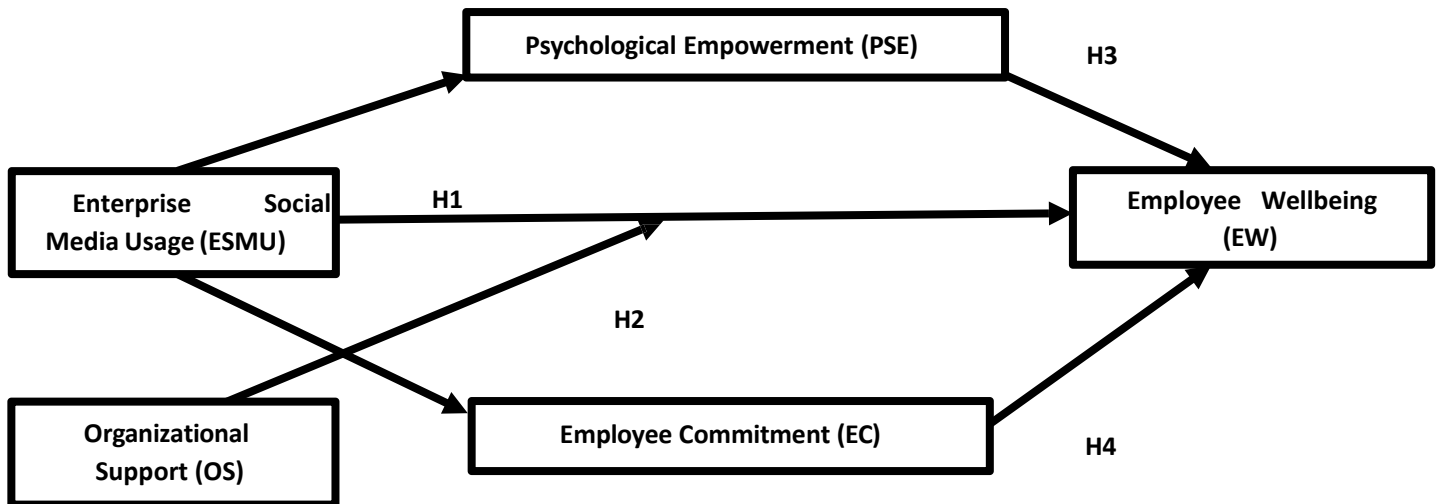
Furthermore, there is a clear link between increased employee engagement and the utilization of ESM platforms. According to Chen et al. (2021), employees who regularly use ESM platforms exhibit higher levels of creative engagement and dedication to their organization.

A study by (Eisenberger, 2021) explored the moderating role of organizational support in the relationship between psychological empowerment and employee commitment (Shahid et al., 2024). Organizational support, in the form of supervisor encouragement, resource allocation, and feedback, enhanced employees' confidence in their creative abilities and provided the necessary conditions for their creative ideas to flourish (Gul et al., 2024; Shahid et al., 2022). The study was divided into 5 sections for variables acting as moderating as well as mediating variables. Furthermore, organizational support can buffer the negative effects of potential barriers and obstacles that employees may face in their creative endeavors (Khan et al., 2020). By providing a supportive work environment and addressing challenges such as time constraints, conflicting priorities, or resistance to change; organizations can mitigate the impact of such barriers on employee creativity and wellbeing. This buffering effect of organizational support allows employees to maintain their empowered state and sustain their productivity and performance.

## Qualitative Research Review Letter

H4: Organizational Support (OS) moderates the relationship between Enterprise Social Media usage and Employee Well-being (EW)

### Theoretical Framework



### Research Methodology

Purposive sampling, a qualitative technique, is used in this study to gather numerical information. It aims to investigate hypotheses on the connections between enterprise social media usage, psychological empowerment, employee commitment, organizational support, and well-being of employees. For analysis, smart PLS software is used, with a focus on PLS- SEM for investigation into these associations. Data has been gathered through cross-sectional strategy by using a self-administered survey questionnaire. With an individual level of analysis, the study focuses on workers at the head offices of Lahore-based companies like Laam, Servis Industrial Limited, PISTECHS, GAO Tek Inc., and Grayphite. This method guarantees accurate and thorough data for more trustworthy outcomes.

In order to reduce speculation, errors, and data manipulation, the research design incorporates appropriate scale measures and makes use of Smart PLS version 4.0 with PLS-SEM. The main tool

## *Qualitative Research Review Letter*

used to collect data is a self-administered survey questionnaire via Google Forms. The survey asks questions on respondents' opinions and experiences with enterprise social media usage and how it affects creativity and well-being. Purposive sampling is used in the sample design to choose participants based on their willingness and availability to provide accurate information.

### **Measurement and Scale Enterprise Social Media Usage**

ESM Usage is measured with a 8-item scale adopted from (Zhong et al., 2012). Each item of the construct has a 6-point Likert scale for reverse coding to record the response anchored at 1= strongly disagree and 5= strongly agree and vice versa.

### **Employee Well-being**

EW is measured with a 14-item scale adopted from (Tennant et al., 2007). Each item of the construct has a 6-point Likert scale for reverse coding to record the response anchored at 1= strongly disagree and 5= strongly agree and vice versa.

### **Organizational Support**

OS is measured with a 10-item scale adopted from (Eisenberger et al., 2020). Each item of the construct has a 6-point Likert scale for reverse coding to record the response anchored at 1= strongly disagree and 5= strongly agree and vice versa.

### **Psychological Empowerment**

PSE is measured with a 12-item scale adopted from (Uner, S., & Turan, S., 2010). Each item of the construct has a 6-point Likert scale for reverse coding to record the response anchored at 1= strongly disagree and 5= strongly agree and vice versa.

### **Employee Commitment**

EC is measured with a 3-item scale adopted from (Meyer et al., 1997). Each item of the construct has a 6-point Likert scale for reverse coding to record the response anchored at 1= strongly disagree and 5= strongly agree and vice versa.

# Qualitative Research Review Letter

## Results and Analysis

To determine the outcomes of the data acquired for the results, we have used PSE-SEM to which we applied factor loadings, confirmatory factor analysis, composite reliability and scale validity, descriptive statistics and correlation analysis, reliability analysis, and mediation moderation analysis.

## Demographic Characteristics

**Table 5.1 Demographic Frequencies**

		Frequency	Percent	Valid Percent	Cumulative Percent
<b>Gender</b>					
Valid	1	82	41.0	41.0	41.0
	2	118	59.0	59.0	100.0
	Total	200	100.0	100.0	
<b>Age</b>					
Valid	1	137	68.5	68.5	68.5
	2	32	16.0	16.0	84.5
	3	19	9.5	9.5	94.0
	4	9	4.5	4.5	98.5
	5	3	1.5	1.5	100.0
	Total	200	100.0	100.0	
<b>Education Level</b>					
Valid	2	20	10.0	10.0	10.0
	3	117	58.5	58.5	68.5
	4	51	25.5	25.5	94.0

## *Qualitative Research Review Letter*

---

5	12	6.0	6.0	100.0
Total	200	100.0	100.0	

### **Professional Status**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	111	55.5	55.5	55.5
	2	22	11.0	11.0	66.5
	3	23	11.5	11.5	78.0
	4	44	22.0	22.0	100.0
	Total	200	100.0	100.0	

---

### **Interpretation**

The frequency distribution for the variable "Gender" indicates that out of the total 200 cases, 82 cases (41.0%) correspond to the first category (coded as 1), while 118 cases (59.0%) fall into the second category (coded as 2). The frequency distribution for the variable "Age" reveals the distribution of different age groups within the dataset. Out of the total 200 cases, 137 cases (68.5%) correspond to age group 1, followed by 32 cases (16.0%) in age group 2, 19 cases (9.5%) in age group 3, 9 cases (4.5%) in age group 4, and 3 cases (1.5%) in age group 5.

The frequency distribution for the variable "Education Level" illustrates the distribution of different education levels within the dataset. Out of the total 200 cases, 20 cases (10.0%) correspond to education level 2, followed by 117 cases (58.5%) in education level 3, 51 cases (25.5%) in education level 4, and 12 cases (6.0%) in education level. The frequency distribution for the variable "Professional Status" reveals the distribution of different professional categories or levels within the dataset. Out of the total 200 cases, 111 cases (55.5%) correspond to professional status 1,

## Qualitative Research Review Letter

followed by 22 cases (11.0%) in professional status 2, 23 cases (11.5%) in professional status 3, and 44 cases (22.0%) in professional status.

The frequency distribution for the variable "Organization" illustrates the distribution of different organizational attributes or categories within the dataset. Out of the total 200 cases, 58 cases (29.0%) correspond to organization category 1, followed by 118 cases (59.0%) in organization category 2, 19 cases (9.5%) in organization category 3, and 5 cases (2.5%) in organization category. These percentages represent the proportion of cases relative to the total sample size. This distribution highlights the distribution of different age group, gender, professional status, education level and organizational attributes within the dataset, providing valuable insights for further analysis.

### Descriptive Statistics

**Table 5.2 Descriptive Statistics**

Descriptive Statistics						
	N	Minimum	Maximum	Mean	Std. Deviation	
Gender	200	1	2	1.59	.493	
Age	200	1	5	1.55	.945	
Education Level	200	2	5	3.28	.722	
Professional Status	200	1	4	2.00	1.248	
Organization	200	1	4	1.86	.683	
Valid N (listwise)	200					

# *Qualitative Research Review Letter*

## **Interpretation**

The descriptive statistics provide a comprehensive overview of several key variables within the dataset. Firstly, regarding gender, the analysis reveals that the dataset consists of 200 cases, with a mean gender value of approximately 1.59, indicating a distribution skewed towards one category. Similarly, age, education level, professional status, and organization variables were analyzed among the same number of cases. For age, the mean age of approximately 1.55 suggests a relatively concentrated distribution across different age groups, while education level demonstrates a mean of around 3.28, indicating a moderate level of education attainment within the sample. Professional status and organization variables show means of approximately 2.00 and 1.86, respectively, suggesting varying levels or categories within each variable. Overall, these statistics offer valuable insights into the central tendencies and variability of the dataset, aiding in further analysis and interpretation of the data's characteristics.

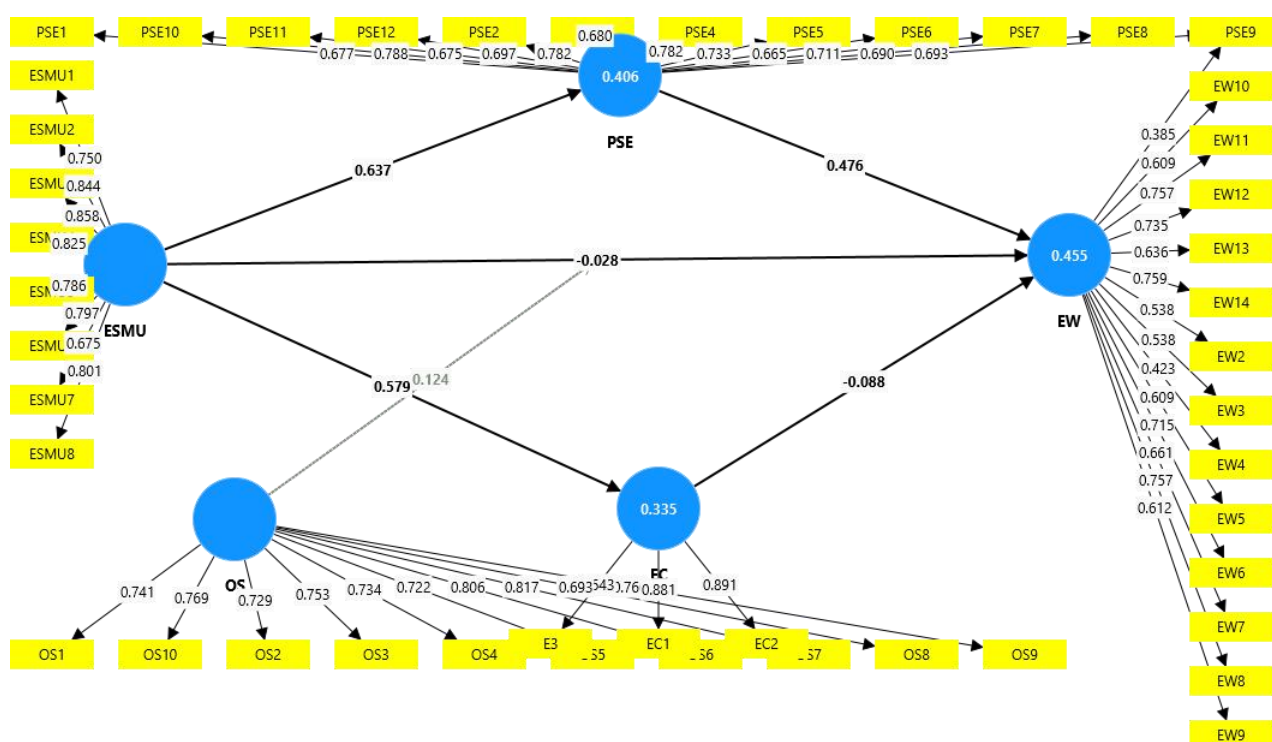
## **Complete Factor Analysis Model**

Discriminant validity pertains to the degree to which the constructs exhibit empirical differences from one another. Additionally, it assesses how much each overlapping construct differs from the other.



# Qualitative Research Review Letter

## Complete Factor Analysis



## Construct reliability and validity

**Table 5.3.1 Construct reliability and validity**

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
EC	0.688	0.786	0.827	0.626
ESMU	0.921	0.929	0.936	0.646
EW	0.882	0.895	0.902	0.403
OS	0.92	0.927	0.933	0.582
PSE	0.914	0.916	0.927	0.515

## Interpretation

A widely used measure for assessing internal consistency, Cronbach's Alpha provides information on how strongly related a group of objects are to one another inside each construct. With a Cronbach's Alpha of 0.683, for example, the construct designated as EC shows a moderate degree of internal consistency, indicating

## *Qualitative Research Review Letter*

that although the items are somewhat connected, there is still opportunity for improvement in fully capturing the construct. The reliability of the constructs may be questioned, though, as the construct EW has a considerably lower AVE of 0.402, indicating that a lesser amount of the variance is explained by the construct.

### **Heterotrait-monotrait ratio (HTMT)**

**Table 5.3.2 Heterotrait-monotrait ratio (HTMT)**

Heterotrait-monotrait ratio (HTMT)					
	EC	ESMU	EW	OS	PSE
EC					
ESMU	0.704				
EW	0.536	0.42			
OS	0.778	0.64	0.615		
PSE	0.852	0.69	0.647	0.701	
OS x ESMU	0.416	0.572	0.241	0.521	0.483

### **Interpretation**

The diagonal elements, which show the monotrait correlations, which are always perfect, are empty as we look at the HTMT values (1). Existing heterotrait connections among the off-diagonal elements. These figures generally suggest that the constructs are unique to one another while evaluating discriminant validity. For example, the HTMT score of 0.699 suggests a reasonably significant relationship between both constructions, EC and ESMU. Although not entirely conclusive, the outcome is less than 1, suggesting significant discriminant validity. In a similar vein, different construct pairs' HTMT ratings exhibit different levels of correlation—some being lower and others higher than 1. The HTMT rating of 0.852 between PSE and EC suggests a comparatively high correlation between these two constructs. This number indicates

## Qualitative Research Review Letter

that psychological empowerment (PSE) and employee commitment (EC) share a significant overlap or variance.

### **Discriminant Validity - Fornell-Larcker Criterion**

**Table 5.3.4 Heterotrait-Monotrait Ratio (HTMT)**

	EC	ESMU	EW	OS	PSE
EC	0.788				
ESMU	0.579	0.794			
EW	0.447	0.401	0.635		
OS	0.622	0.609	0.584	0.753	
PSE	0.708	0.637	0.604	0.651	0.716

### **Interpretation**

The data analysis reveals that each of the diagonal AVE values' square root values lie within 0.887 and 0.846, indicating the extent to which the variance for each construct is taken into account for through its measurable variables. In the meantime, the construct correlations are displayed by the off-diagonal elements that extend from 0.579 to 0.753.

When the correlations between each construct and the others are less than the square of the root of the AVE for each construct, discriminant validity is proven through the use of the Fornell-Larcker criterion. The correlations among each construct and the other constructs tend to be lower than the square root of the total values of the AVE for each construct in this context. Thus, we may conclude that discriminant validity is supported in the framework based on the Fornell-Larcker criterion. This suggests that the examined constructs are sufficiently distinct from each other, demonstrating that the measurement model accurately depicts the theoretical conceptions that govern it.

## *Qualitative Research Review Letter*

### **Discriminant Validity – Crossloadings**

**Table 5.3.4 Heterotrait-Monotrait Ratio (Htmt)**

	EC	ESMU	EW	OS	PSE
EC1	0.881				
EC2	0.891				
EC3	0.543				
ESMU1		0.750			
ESMU2		0.844			
ESMU3		0.858			
ESMU4		0.825			
ESMU5		0.786			
ESMU6		0.797			
ESMU7		0.675			
ESMU8		0.801			
EW1			0.385		
EW10			0.609		
EW11			0.757		
EW12			0.735		
EW13			0.636		
EW14			0.759		
EW2			0.538		
EW3			0.538		
EW4			0.423		
EW5			0.609		
EW6			0.715		
EW7			0.661		
EW8			0.757		
EW9			0.612		
OS1				0.741	
OS10				0.769	
OS2				0.729	
OS3				0.753	

## *Qualitative Research Review Letter*

<b>OS4</b>	0.734	
<b>OS5</b>	0.722	
<b>OS6</b>	0.806	
<b>OS7</b>	0.817	
<b>OS8</b>	0.693	
<b>OS9</b>	0.760	
<b>PSE1</b>		0.677
<b>PSE10</b>		0.788
<b>PSE11</b>		0.675
<b>PSE12</b>		0.697
<b>PSE2</b>		0.782
<b>PSE3</b>		0.680
<b>PSE4</b>		0.782
<b>PSE5</b>		0.733
<b>PSE6</b>		0.665
<b>PSE7</b>		0.711
<b>PSE8</b>		0.690
<b>PSE9</b>		0.693
<b>OS x ESMU</b>		1.000

### **Interpretation**

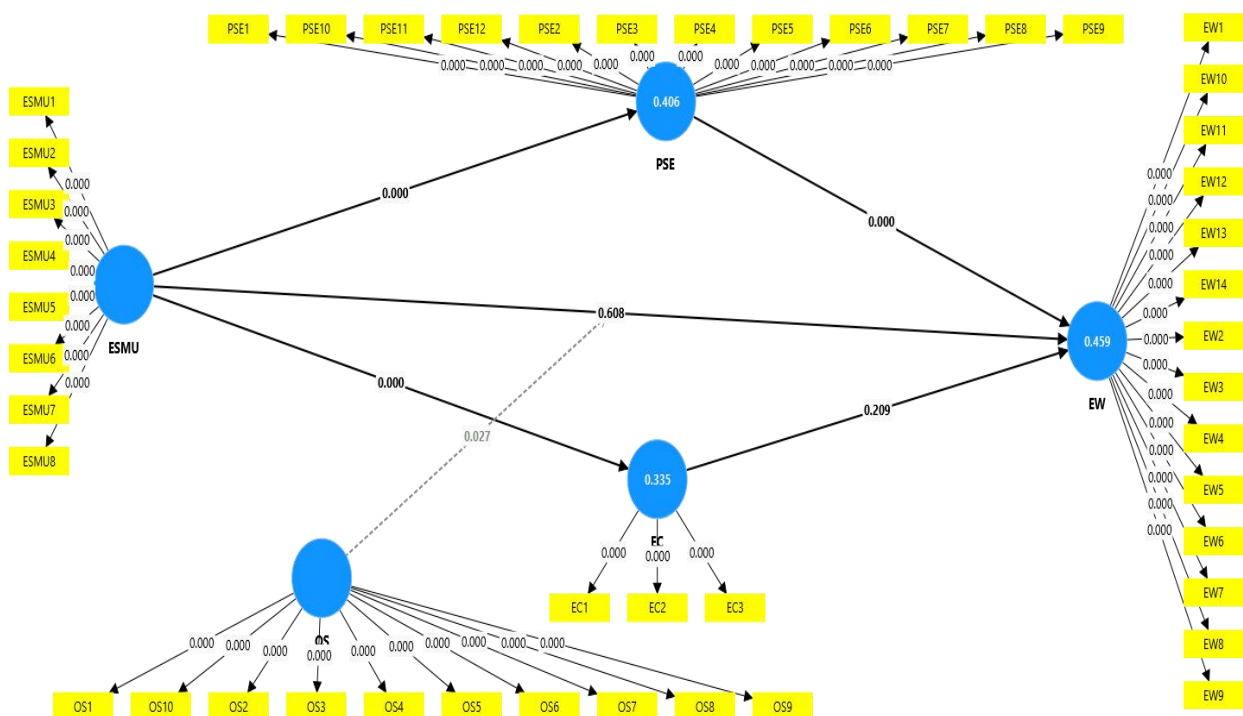
The cross-loadings that are displayed in the matrix demonstrate the relationships that exist among certain items and constructs in the structural equation modeling (SEM) context. Each column denotes a construct, while every row denotes a specific object. The degree of strength of the association amongst each item and its relevant construct is revealed by these coefficients that which are quite insightful. Firstly, items EC1, EC2, and EC3 show exceptionally high correlations for the "EC" construct, with cross-loading coefficients that vary from 0.543 to 0.881. In a similar way the cross-loading coefficients of the "ESMU" construct, which range from 0.675 to 0.858, show strong connections with items ESMU1 to ESMU8.

## Qualitative Research Review Letter

These outcomes imply a strong correlation between the constructs being measured and the tested items.

Regarding the "EW" construct, items EW1 through EW14 exhibit varying correlation strengths, with values ranging from 0.385 to 0.757, showing different levels of construct linkage. Similar substantial correlations are observed for the "OS" construct for items OS1 through OS10, with cross-loading coefficients fluctuating between 0.693 to 0.817, highlighting a relationship between the elements and the construct. In a similar vein, the "PSE" construct shows moderate to strong correlations with items PSE1 through PSE12; the the cross-loading coefficients of these components and the construct range from 0.665 to 0.788, illustrating the strength of the connection. Lastly, a perfect correlation is indicated by the cross-loading coefficient of 1 between the "OS x ESMU" interaction term and itself, which is compatible with the hypothesis that it represents the interaction between the "OS" and "ESMU" constructs.

### Complete Model Path Analysis



## *Qualitative Research Review Letter*

**Table 5.4.1 Heterotrait-monotrait ratio (HTMT)**

Path coefficients - Mean, STDEV, T values, p values					
	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
EC -> EW	-0.111	-0.113	0.088	1.255	<b>0.209</b>
ESMU -> EC	0.579	0.584	0.063	9.15	<b>0.000</b>
ESMU -> EW	-0.038	-0.043	0.074	0.513	<b>0.608</b>
ESMU -> PSE	0.637	0.641	0.051	12.417	<b>0.000</b>
OS -> EW	0.44	0.455	0.077	5.696	<b>0.000</b>
PSE -> EW	0.49	0.492	0.093	5.281	<b>0.000</b>
OS x ESMU -> EW	0.119	0.116	0.054	2.212	<b>0.027</b>

### **Interpretation**

Employee Commitment (EC) and employee well-being (EW) have a negative association (- 0.111) according to the path coefficient, however the relationship is not statistically significant ( $p = 0.209$ ). This implies that there is insufficient data to draw the conclusion that employee commitment is a reliable indicator of employees' well-being. There is a significant positive relationship between Employee Commitment (EC) and Enterprise Social Media Usage (ESMU), as indicated by the positive path coefficient of 0.579. The statistical significance of this link ( $p < 0.001$ ) indicates that there is a correlation between elevated levels of employee commitment and the enterprise social media usage.

Employee well-being (EW) and Enterprise Social Media Usage (ESMU) may have a moderately negative association, according to the trajectory coefficient, which is negative (- 0.038). However, this link is not statistically significant ( $p = 0.608$ ). This indicates that the relationship between these two constructs is not supported by any meaningful evidence. There's a substantial positive correlation with Enterprise Social Media Usage (ESMU) and

## *Qualitative Research Review Letter*

Psychological Empowerment (PSE), as indicated by the positive path coefficient of 0.637. Higher levels of employee satisfaction with their supervisor are linked with higher levels of perceived supervisor support, according to this highly statistically significant connection ( $p < 0.001$ ).

There is a significant relationship between organizational support (OS) and employee well-being (EW), which is demonstrated by the positive path coefficient (0.44). Because of the statistically significant nature of this association ( $p < 0.001$ ), it appears that employee well-being is positively correlated with organizational support levels. There is a positive correlation between employee well-being (EW) and Psychological Empowerment (PSE), as indicated by the positive path coefficient (0.49). The statistically significant nature of this connection ( $p < 0.001$ ) indicates that there is a significant relationship between employee well-being and Psychological Empowerment of the employees.

The path coefficient, which is positive at 0.119, suggests there is a positive correlation among employee well-being (EW) and the interaction of organizational support and Enterprise Social Media Usage (OS x ESMU). Employee well-being is influenced by the interplay between organizational support and Enterprise Social Media Usage, according to this statistically significant association ( $p = 0.027$ ).

**Table 5.4.2. Heterotrait-Monotrait Ratio (HTMT)**

Specific Indirect Effect							
		Original sample (O)	Sample mean (M)	Standard deviation (STDEV)		T statistics (O/STDEV)	P values
ESMU -> EC	-	-0.064	-0.066	0.053		1.208	0.227
>EW							



## Qualitative Research Review Letter

ESMU -> PSE -> 0.312	0.317	0.071	4.375	0.000
EW				

### Interpretation

This suggests that there is not statistically significant indirect relationship between employee well-being (EW) and enterprise social media usage (ESMU) through employee commitment (EC). This indicates that there is a statistically significant indirect impact of enterprise social media usage (ESMU) through psychological empowerment (PSE) on employee well-being (EW).

**Table 5.4.3 Heterotrait-Monotrait Ratio (HTMT)**

Total Indirect Effect					
	Original sample (O)	Sample mean (M)	Standard Deviation (STDEV)	T-Statistics ( O/STDEV )	P values
ESMU -> EW	0.248	0.251	0.075	3.326	0.001

### Interpretation

Employee well-being (EW) and Enterprise Social Media Usage (ESMU) have a combined indirect effect of 0.248. This number represents the total effect of all indirect routes via any intermediate structures that link ESMU and EW. The statistical significance of the overall indirect effect is indicated by the corresponding p-value of 0.001. Thus, through a number of indirect channels, more Enterprise Social Media Use is linked to greater employee well-being.

### Limitation

It is crucial to take into account the limitations of this study when evaluating the results and planning future research projects. First of all, there is an important disadvantage to using self-reported data: it raises the possibility of response bias and inaccurate participant report. While self-report measures offer valuable insights into individual experiences, the inherent subjectivity as

## *Qualitative Research Review Letter*

well as susceptibility to social desirability biases could undermine the reliability and validity of the results. In addition, this study's cross-sectional methodology makes it hard to track variations over time or draw judgments about cause and effect, which emphasizes the necessity of long-term analysis to determine the temporal correlations between variables. Furthermore, the study sample's existence of sampling bias raises doubt on how well the results may be applied to bigger populations.

### **Future Directions**

From this study's results, several kinds of recommendations are made for future research directions and organizational practices. Initially, considering the drawbacks of self-reported data, it would be prudent for future studies to consider the inclusion of objective evaluations and the utilization of mixed-methods techniques in order to triangulate findings and improve the credibility of findings. A more comprehensive knowledge of the relationships between employee results and company use of social media can be accomplished through combining self-report measures with objective indicators, such as behavioral assessments or performance data. Longitudinal research is also required to track variations over time and identify causal relationships among variables, providing significant data on the long-term impacts of technology use on worker satisfaction.

Establishing favorable conditions that promote employee empowerment as well as cooperation should be the primary objective for organizations. Employees can be encouraged to use technology for professional development and information sharing by implementing training programs that enhance digital literacy and offer recommendations on social media usage. In order to handle issues around social media use, executives should

## *Qualitative Research Review Letter*

additionally regularly communicate with staff members, fostering an atmosphere of honesty and transparency.

Finally, other elements including organizational culture and individual variances that may have an impact on the association between staff performance and corporate social networking utilization should be investigated in future studies. Insights into these interactions can be gained from a comprehensive approach that takes into account the complicated dynamics of the use of technology in the workplace. These findings can then be used to promote research-based strategies aimed at improving worker experiences and organizational performance.

### **Conclusion**

It is possible to definitively evaluate if each study hypothesis is accepted or rejected after a thorough analysis of the available data: Hypothesis #1: Employee wellbeing (EW) is impacted by enterprise social media usage (ESMU):

The significant direct route coefficient ( $p = 0.001$ ) between ESMU and EW lends credence to this notion. The results demonstrate the beneficial impact of social media use in the workplace on employee wellness by showing a positive correlation between greater levels of ESMU and improved employee wellbeing.

Hypothesis # 2: The relationship between employee wellbeing (EW) and enterprise social media usage (ESMU) is moderated by organizational support (OS):

The significant direct path coefficient between OS and EW ( $p < 0.001$ ), which indicates that organizational support has a beneficial impact on employee welfare, lends support to the theory. Furthermore, there is a substantial indirect effect of the interaction term OS x ESMU on EW ( $p = 0.027$ ), suggesting that organizational support moderates the link between ESMU and EW. This implies

## *Qualitative Research Review Letter*

that social media use has a favorable and amplified effect on employee wellbeing when there is strong organizational support.

Hypothesis #3: The association between employee wellbeing (EW) and enterprise social media usage (ESMU) is mediated by psychological empowerment (PSE):

The unique indirect effect of ESMU on EW through PSE is significant ( $p < 0.001$ ), supporting the mediation theory. This suggests that ESMU affects psychological empowerment, which has an indirect impact on employee wellbeing in addition to direct influence. Accordingly, the findings imply that workers who use social media more frequently for work-related purposes typically have greater degrees of psychological empowerment, which in turn promotes wellbeing.

**Hypothesis # 4:** Employee Wellbeing (EW) and Enterprise Social Media Use (ESMU) are mediated by Employee Commitment (EC):

The specific indirect effect of ESMU on EW through EC is not statistically significant ( $p = 0.227$ ), which is contrary to expectations. This suggests that the association between social media usage and employee wellbeing is not significantly mediated by employee dedication. Thus, the analysis leads to the rejection of Hypothesis #4.

In conclusion, the results offer strong proof of the beneficial effects of ESMU on worker welfare, which are mediated by organizational support and psychological empowerment. The data, however, do not support the hypothesis on the mediating role of employee commitment. These revelations provide light on the complex relationships that exist between organizational characteristics, employee welfare, and social media use in the workplace.

### **References**

Alam, M., Younas, A., Khan, M., Anwar, A., Gul, S., & Abbas, S.

## Qualitative Research Review Letter

- (2025). INTEGRATING SUPPLY CHAIN DIGITALIZATION INTO PROJECT MANAGEMENT: EFFECTS ON OPERATIONAL PERFORMANCE AND THE ROLE OF ORGANIZATIONAL AGILITY IN PAKISTANI MANUFACTURING FIRMS. *Qualitative Research Review Letter*, 3(2), 1-26.
- Alcácer, J., Cantwell, J., & Piscitello, L. (2016). Internationalization in the information age: A new era for places, firms, and international business networks?. *Journal of international business studies*, 47, 499-512.
- Amabile, T. (2022). Empowerment and creative work involvement: Testing a multidimensional model. *Journal of Applied Psychology*, 107(8), 1187-1208.
- Arshad, A., Gul, S., Mumtaz, M. M., Bhatti, R. A., & Pasha, N. (2025). Sustainable Risk and Quality Management Practices in Green Construction Projects: A Study of the Commercial Construction Sector in Pakistan. *Journal of Business and Management Research*, 4(2), 230-249.
- Atif, M., Altaf, Y., Gul, S., & ul Hassan, S. W. (2024). IMPACT OF INNOVATION ON PAKISTAN'S GDP: THE MEDIATING ROLE OF SME GROWTH. *Journal of Research in Economics and Finance Management*, 3(2), 55-67.
- Autor, D. H. (2015). Why are there still so many jobs? The history and future of workplace automation. *Journal of economic perspectives*, 29(3), 3-30.
- Autor, D. H. (2015). Why are there still so many jobs? The history and future of workplace automation. *Journal of economic perspectives*, 29(3), 3-30.
- Autor, D. H., Dorn, D., & Hanson, G. H. (2015). Untangling trade and technology: Evidence from local labour markets. *The Economic Journal*, 125(584), 621-646.
- Baptista, J., Stein, M. K., Klein, S., Watson-Manheim, M. B., & Lee, J.

## Qualitative Research Review Letter

- (2020). Digital work and organisational transformation: Emergent Digital/Human work configurations in modern organisations. *The Journal of Strategic Information Systems*, 29(2), 101618.
- Becker, H. S. (1960). Notes on the concept of commitment. *American journal of Sociology*, 66(1), 32-40.
- Cai, Z., Huang, Q., Liu, H., & Wang, X. (2018). Improving the agility of employees through enterprise social media: The mediating role of psychological conditions. *International Journal of Information Management*, 38(1), 52-63.
- Cao, X., & Ali, A. (2018). Enhancing team creative performance through social media and transactive memory system. *International Journal of Information Management*, 39, 69-79.
- Cao, X., Guo, X., Vogel, D., & Zhang, X. (2016). Exploring the influence of social media on employee work performance. *Internet Research*.
- Chakraborty, U., & Biswal, S. K. (2023). Impact of social media participation on female entrepreneurs towards their digital entrepreneurship intention and psychological empowerment. *Journal of Research in Marketing and Entrepreneurship*.
- Chen, Y., Liu, D., Tang, G., & Hogan, T. M. (2021). Workplace events and employee creativity: A multistudy field investigation. *Personnel Psychology*, 74(2), 211-236.
- Curcuruto M, Guglielmi D, Mariani MG. Organizational citizenship for safety: psycho- social processes of mediation. *Psicologia Sociale*. 2013;8(2):229-248.
- Diener, E. D., Emmons, R. A., Larsen, R. J., & Griffin, S. (1985). The satisfaction with life scale. *Journal of personality assessment*, 49(1), 71-75.
- Eisenberger, R. (2021). Psychological empowerment in the workplace: Review, critique, and research directions. *Academy*

## Qualitative Research Review Letter

of *Management Annals*, 15(1), 5-40.

Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organizational support. *Journal of Applied psychology*, 71(3), 500.

Fan, C., Ye, C., Zhang, L., & Gong, Y. (2023). The Impact of Family Supportive Supervisor Behavior on Employees' Proactive Behavior: A Cognitive and Affective Integration Perspective. *Sustainability*, 15(17), 12739.

Gul, S., Gilani, U. S., Khokhar, A. M., & Khan, Y. (2021). DIRECT AND INDIRECT EFFECT OF ETHICAL LEADERSHIP ON WORKPLACE CONFLICT IN FOREIGN DIRECT INVESTMENT (TELECOM SECTOR OF KHYBER PAKHTUNKHWA). *Ilkogretim Online*, 20(3).

Gul, S., Jan, S., & Shah, F. A. (2019). The impact of service quality on students satisfaction in higher education institutes of Khyber Pakhtunkhwa. *Review of Economics and Development Studies*, 5(1), 217-224.

Gul, S., Limongi, R., & Syed, H. W. U. (2024). Unraveling the nexus: social entrepreneur intention and socioeconomic development with mediating role of entrepreneurial knowledge. *Kybernetes*.

Gul, S., Zia, M., Awais, M., Munir, S., & Shahid, M. (2025). The Impact of Agile Strategic Entrepreneurship Capabilities on Sustainable Innovation in Pakistan's Textile Industry. *Journal of Management & Social Science*, 2(2).

Gupta, S., Nawaz, N., Tripathi, A., Chaudhry, S. A., & Agrawal, K. (2022). Impact of Inclusive Leadership on Innovation Performance During Coronavirus Disease 2019 Outbreak: Mediating Role of Employee Innovation Behavior and Moderating Role of Psychological Empowerment. *Frontiers in Psychology*, 13.

Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2010).

## Qualitative Research Review Letter

- Multivariate data analysis. Open Access Library Journal, 3(7).
- Hanif, M., Khan, Y., Jamal, S., Gul, S., & Zeeshan, M. (2023). Role of corporate governance in industries facing difference levels of competition: Empirical evidence from Pakistan. *Journal of Social Sciences Review*, 3(1), 639-658.
- Hassan, S. W. U., Kiran, S., Gul, S., Khatatbeh, I. N., & Zainab, B. (2025). The perception of accountants/auditors on the role of corporate governance and information technology in fraud detection and prevention. *Journal of Financial Reporting and Accounting*, 23(1), 5-29.
- Hassan, S., Gul, S., Jameel, K., Akhtar, C. S., & Naveed, S. (2020). Impact of service quality on customer's satisfaction in the airline industry (a case study of PIA, Oman airline and Air-Arabia). *Ilkogretim Online-Elementary Education Online*, 19(3), 3562-3573.
- Hsieh, S. H., Lee, C. T., & Tseng, T. H. (2022). Psychological empowerment and user satisfaction: Investigating the influences of online brand community participation. *Information & Management*, 59(1).
- Irshad, M., Iftikhar, A., Jabeen, M., Jabeen, N., & ul Hassan, S. W. (2024). AN EMPIRICAL INVESTIGATION INTO THE IMPACT OF E-RECRUITMENT ON ORGANIZATIONAL EFFECTIVENESS. *Journal for Business Education and Management*, 4(2), 79-97.
- Johnson, A. (2021). The impact of enterprise social media use on employee creativity: A case study in a technology-driven organization. *Journal of Organizational Innovation*, 15(2), 78-94.
- Kakakhel, S. J., Saeed, T., & Gul, S. (2016). Role of NGOS in the Women Empowerment through Provision of Rural Entrepreneurship Opportunities. *Journal of Applied Environmental and Biological Sciences*, 6, 331-52.
- Khan, S., Ahmad, S., Gul, S., Imtiaz, I., & ul Hassan, S. W. (2020).



## Qualitative Research Review Letter

COMBATING TOXIC WORKPLACE ENVIRONMENT THROUGH SPECIFIC HR PRACTICES: AN EMPIRICAL STUDY OF WORKPLACE RELATIONS IN THE HOSPITALS OF PAKISTAN. *International Journal of Management Research and Emerging Sciences*, 10(4).

Khan, S., Gul, S., & Khan, M. A. (2020). Putting phronetic leadership in action for social innovation: a tale of social enterprises. *Liberal Arts and Social Sciences International Journal (LASSIJ)*, 4(2), 98-113.

Khan, S., Gul, S., ul Hassan, S. W., & Imtiaz, I. (2021). Battling The Toxic WAR at Workplace Through The Introduction of Specific HR Practices: A Case of Higher Education Sector of Pakistan. *International Journal of Management (IJM)*, 12(2), 956-969.

Leonardi, P. M. (2015). Ambient awareness and knowledge acquisition. *MIS quarterly*, 39(4), 747-762.

Leonardi, P. M., Huysman, M., & Steinfeld, C. (2013). Enterprise Social Media: Definition, History, and Prospects for the Study of Social Technologies in Organizations. Viitattu 9.11. 2013.

Levy, O., Lee, H. -J., Jonsen, K., & Peiperl, M. (2019). Transcultural Brokerage: The Role of Cosmopolitans in Bridging Structural and Cultural Holes. *Journal of Management*, 45(2), 417-450.

Li, C., Wu, K., Johnson, D., & Wu, M. (2022). Moral leadership and psychological empowerment in China. *Journal of Managerial Psychology*.

Li, J. (2023). The role of organizational support in the psychological empowerment- employee creativity relationship. *The Journal of Business and Psychology*, 38(1), 83-97.

Li, J., Zhang, Z., Huang, J., & Gong, Y. (2021). The dynamic relationship between enterprise social media use, psychological empowerment, and employee creativity: A longitudinal study.

## Qualitative Research Review Letter

*Journal of Applied Psychology*, 106(3), 345-356.

- Li, Y., Shi, S., Wu, Y., & Chen, Y. (2021). A review of enterprise social media: visualization of landscape and evolution. *Internet Research*, 31(4), 1203-1235.
- Li, Z. (2016). Psychological empowerment on social media: Who are the empowered users? *Public Relations Review*, 42(1), 49-59.
- Liana, Y., & Irawati, R. (2014). Peran motivasi, disiplin kerja terhadap komitmen Karyawan dan kinerja karyawan pada perusahaan air Minum di malang raya. *Jurnal Manajemen dan Akuntansi*, 3(1).
- Liu, J., Wang, H., Hui, C., & Lee, C. (2012). Psychological ownership: How having control matters. *Journal of Management Studies*, 49(5), 869-895.
- Liu, Y., & Bakici, T. (2019). Enterprise social media usage: The motives and the moderating role of public social media experience. *Computers in Human Behavior*, 101, 163-172.
- Lober, W. B., & Flowers, J. L. (2011). Consumer Empowerment in Health Care Amid the Internet and Social Media. *Seminars in Oncology Nursing*, 27(3), 169-182.
- Luqman, A., Talwar, S., Masood, A., & Dhir, A. (2021). Does enterprise social media promote employee creativity and well-being?. *Journal of Business Research*, 131, 40-54.
- Ma , L., Zhou , F., & Liu, H. (2021). Relationship Between Psychological Empowerment and the Retention Intention of Kindergarten Teachers: A Chain Intermediary Effect Analysis. *Frontiers in Psychology*, 12.
- Ma, L., Zhang, X., & Wang, G. (2022). The impact of enterprise social media use on employee performance: a grounded theory approach. *Journal of Enterprise Information Management*.
- Malik, M., Sarwar, S., & Orr, S. (2021). Agile practices and performance: Examining the role of psychological

## Qualitative Research Review Letter

- empowerment. *International Journal of Project Management*, 39(1), 10-20.
- Mäntymäki, M., & Riemer, K. (n.d.). Enterprise social networking: A knowledge management perspective. *International Journal of Information Management*, 36(6), 1042- 1052.
- Meyer, J. P., Stanley, L. J., & Parfyonova, N. M. (2012). Employee commitment in context: The nature and implication of commitment profiles. *Journal of vocational behavior*, 80(1), 1-16.
- Mumtaz, M. M., Gul, S., Arshad, A., Saeed, M. K., Farooq, S. U., & Shahid, M. (2025). AI and Big Data in Project Risk and Quality Management: Opportunities and Challenges in Pakistan. *Journal of Management & Social Science*, 2(2), 214-225.
- Murniati, D., Abdul Razzaq, A., Ismail, A., & Mota, L. (2023). Training Urgency to Bridge the Digital Divide for Social Media Marketing Awareness and Adoption: Case of CBT Rural Homestay Operators Malaysia. *Journal of Technical Education adn Training.*, 15(1), 142-157.
- Myers, J. L., Well, A. D., & Lorch Jr, R. F. (2013). *Research design and statistical analysis*. Routledge.
- Pee. (2018). Affordances for sharing domain-specific and complex knowledge on enterprise social media . *International Journal of Information Management*, 25-37.
- Putra, A. S. B., Kusumawati, E. D., & Kartikasari, D. (2024). Psychological empowerment and psychological well-being as job performance mediators. *Journal of Business Management and Economic Development*, 2(01), 127-141.
- Rana, R. A., Kiran, S., & Gul, S. (2024). THE IMPACT OF EMAIL MARKETING ON CONSUMER BUYING DECISION PROCESS IN THE PAKISTANI MARKET. *Journal for Business Education and Management*, 4(1), 209-226.
- Rasool, S. F., Wang, M., Tang, M., Saeed, A., & Iqbal, J. (2021). How

## Qualitative Research Review Letter

- toxic workplace environment effects the employee engagement: The mediating role of organizational support and employee wellbeing. *International journal of environmental research and public health*, 18(5), 2294.
- Riaz, A., Shahid, M., & Ali, Q. (2021). A moderated mediation model of empowering leadership and employees' innovative work behavior. *Journal of Management and Research*, 8(2), 252-274.
- Riaz, F., Amen, U., Asrar, H., & Khalique, M. (2023). Antecedents to Employee Engagement and Moderating Role of Climate for Innovation and Mediating Role of Employee Psychological Wellbeing. *Market Forces*, 18(2), 51-80.
- Richter, A., Heinrich, P., Stocker, A., & Schwabe, G. (2018). Digital work design: The interplay of human and computer in future work practices as an interdisciplinary (grand) challenge. *Business & Information Systems Engineering*, 60, 259-264.
- Schofield, J. W. (2000). Increasing the generalizability of qualitative research. Case study method, 69-97.
- Shahid, M., Aslam, S., Sheeraz, M., & Bilal, M. (2024). Influence of team identification on proactive work behavior and task performance: The mediating role of team support for innovation. *Pakistan Journal of Commerce and Social Sciences (PJCSS)*, 18(3), 729-751.
- Shahid, M., Chaudhry, S., Bilal, M., Amber, H., Aslam, S., Malik, S., & Shahzad, K. (2022). The link between team identification, entrepreneurial orientation, and innovative work behavior and its dimensions in the context of Pakistan. *Sage Open*, 12(1), 21582440221079893.
- Siluvai, A. M., George, H. J., & Parayitam, S. (2023). Psychological wellbeing and avoidance strategies as moderators between excessive social media use and academic performance among Indian college students. *Journal of Public Mental Health*, 22(4),

## Qualitative Research Review Letter

257- 274.

- Spreitzer, G. M. (1995). Psychological Empowerment in the Workplace: Dimensions, Measurement, and Validation. *Academy of Management Journal*, 38(5).
- Terry, D., & Jimmieson, N. (1999). Work control and employee well-being: A decade review. *International review of industrial and organizational psychology*, 14, 95-148.
- Trenerry, B., Chng, S., Wang, Y., Suhaila, Z. S., Lim, S. S., Lu, H. Y., & Oh, P. H. (2021). Preparing workplaces for digital transformation: An integrative review and framework of multi-level factors. *Frontiers in psychology*, 822.
- ul Hassan, S. W., Gul, S., Ahmed, M., & Tariq, M. (2023). ROLE OF CORPORATE GOVERNANCE ON THE FINANCIAL DISTRESS: EVIDENCE FROM PAKISTAN. *International Journal of Business and Management Sciences*, 4(2), 143-148.
- Umphress, E. E., Labianca, G., Brass, D. J., Kass, E., & Scholten, L. (2003). The role of instrumental and expressive social ties in employees' perceptions of organizational justice. *Organization science*, 14(6), 738-753.
- Watson, D., Clark, L. A., & Tellegen, A. (1988). Development and validation of brief measures of positive and negative affect: the PANAS scales. *Journal of personality and social psychology*, 54(6), 1063.
- Wessel, L., Baiyere, A., Ologeanu-Taddei, R., Cha, J., & Blegind-Jensen, T. (2021). Unpacking the difference between digital transformation and IT-enabled organizational transformation. *Journal of the Association for Information Systems*, 22(1), 102-129.
- Wibowo, T. S., Suhendi, D., Suwandana, I. M. A., Nurdiani, T. W., & Lubis, F. M. (2023). The Role Of Transformational Leadership And Organizational Culture In Increasing Employee

## Qualitative Research Review Letter

Commitment. *International Journal of Economics, Business and Accounting Research (IJEBAR)*, 7(2).

Wright, T. A., Cropanzano, R., & Meyer, D. (2004). State and Trait Correlates of Job Performance: A Tale of Two Perspectives. *Journal of Business and Psychology*, 365-383.

Wright, T., & Cropanzano, R. (2004). The Role of Psychological Well-Being in Job Performance: A Fresh Look at an Age-Old Quest. *Organizational Dynamics*, 33(4), 338- 351.

Zhang, X., & Venkatesh, V. (2013). Explaining employee job performance: The role of online and offline workplace communication networks. *Mis Quarterly*, 695-722.

Zysman, J., & Kenney, M. (2018). The next phase in the digital revolution: intelligent tools, platforms, growth, employment. *Communications of the ACM*, 61(2), 54-63.