An empirical study on the influence of social media addiction on employee engagement and organisational citizenship behaviour among public service workers in Zambia

Misozi Muwowo[1*], Victor Chikampa[2] and Audrey Muyuni[1]

[1] Mulungushi University, School of Social Sciences, Department of Social Development Studies, P.O Box 80415, Kabwe, Zambia; Email: joymisozimuwowo@gmail.com

[2] Mulungushi University, School of Social Sciences, Department of Social Development Studies, P.O Box 80415, Kabwe, Zambia; Email: victorchikampa@gmail.com

[1] Mulungushi University, School of Social Sciences, Department of Social Development Studies, P.O Box 80415, Kabwe, Zambia; Email: muyuniaudrey@gmail.com

**Correspondence: Misozi Muwowo, Email: joymisozimuwowo@gmail.com

ABSTRACT

Background: Employee positive behaviours in the form organisational citizenship behaviours determines how well the organisation can compete because employees who exhibit extra role behaviours helps other workers to go an extra mile in terms of their input. Extra role behaviours play a critical role in determining the competitiveness of any organisation as well as the financial performance of the organisation hence the importance of determining its antecedents in the Zambian context and how these determinants normologically relate. This study was motivated by the fact that little attention has been directed at examining the three variables namely social media addiction, job engagement and organisational citizenship behaviour in Zambia.

Methods: A quantitative survey design was used to achieve the research objectives. Item analysis was performed to determine reliability while dimensionality analysis was used to investigate the factor structures underlying the dimensions of the three variables. Confirmatory factor analysis was performed for the measurement model and through structure equation modelling (SEM) the postulated structural model was investigated.

Results: High levels of reliability were found among the scales except for one OCB sub scales. Uni-dimensionality of the subscales was demonstrated through exploratory factor analyses. Research results revealed that there was a statistically significant relationship between job engagement and OCB. Negative but statistically insignificant relationship between social media addiction and job engagement as well as between social media addiction and organisational citizenship behaviour (OCB) was established.

Conclusion: Academically the study makes a significant contribution to industrial psychology, human resource management and public administration literature. The results of this study have provided empirical support to the proposition that job engagement is a predictor of employee performance specifically extra role work behaviours. Secondly negative path coefficients between social media addiction and job engagement and OCB implies that human resource practitioners ought to pay attention to interventions that would curb unwarranted social media usage among employees for it negatively affects their performance by first impacting on how engaged there are due to misplaced energies.

Keywords: Social media addiction, Job engagement, organisational citizenship behaviour

INTRODUCTION

Organisations in a global yet competitive business world need high performing employees who exhibit positive social behaviours (Bakker & Schaufeli, 2008). According to Yadav and Punia (2013) organisational citizenship behaviour (OCB) refers to anything positive and constructive that employees do of their own decision which supports co-workers and benefits the company. Organisation citizenship behaviour is an important dimension of job performance because it determines how well the organisation is able to compete as seen in the many important outcomes such as improved performance (Chahal & Mehta, 2011), attract and retain talented employees(Chen, Hui & Sego, 1998), reduced absenteeism (Podsakoff & Mackenzie, 1997), reduced turnover (Khalid, Jusoff, Ali, Ismail, Kassim & Rahman, 2009), employee satisfaction (Khalid & Ali, 2005), client satisfaction and loyalty (Walz & Niehoff, 2000) and commitment (Chen, Hui & Sego, 1998). Given the importance of OCB it is therefore important for organisation to possesses an understanding on factors that influence employees in exhibiting OCB and how they normologically relate. Literature has reported several antecedents such as supervisory behaviours (Bhal, Guati & Ansari, 2009), Organisational justice (Bolino & Turnley, 2003), Job satisfaction (Jha & Jha, 2009), employee characteristics (Podsakoff, Mckenzie & Bommer, 1996), task characteristics (Podsakoff et al., 1996), organisational commitment (Meyer, Stanely, Herrscovitch & Topolnytsky (2001), job engagement (Ariani,2013; Banwa, Chipunza & Chamisa, 2014). Although there are numerous latent variables that acts as antecedents of OCB yet due to practical and theoretical reasons as well as limiting the scope of the study to a governable and meaningful level a selection of variables was necessary. Two considerations were used. The first one was to consider known antecedents of organisational citizenship behaviour and secondly to examine available organisational citizenship behaviour literature for future research direction. Based on the above, two variables were considered namely job engagement and social media addiction.

Research-initiating question

The research-initiating question for this study is therefore: why variance exists in employee citizenship behaviours, with specific reference to the role that job engagement and social media addiction play in this regard not to the exclusion of other factors in the organisation. The need for this research study is justified on grounds that to the researcher's knowledge there has been no Zambian study yet that has investigated this specific research problem.

Objective
The general objective was to examine the relationship between social media addiction, job engagement and OCB. From this general research objective, more specific operational research objectives were derived for this study.

1. To evaluate the influence of social media addiction on job engagement.

2. To evaluate the influence of social media addiction on organisational citizenship behviour.

3. To evaluate the influence of job engagement on organisational citizenship behaviour

LITERATURE REVIEW

Conceptualising Organisational Citizenship Behaviour
Borman and Motowidlo as cited in Myburgh (2013) conceptualized employee job performance in terms of task and contextual performance. While task performance deals with the effectiveness with which the job incumbents perform activities that contribute to the organisation's technical core, contextual performance deals with activities that contribute to organisational effectiveness in ways that shape the organisational social and psychological context and serves as the catalyst for task activities and processes (Chikampa,2013). Contextual performance is similar in definition to organisational citizenship behaviour and other related concepts such as prosocial behaviour, organisational spontaneity and extra role behaviour and as a result they are often placed under the label of citizenship performance (Borman,Penner, Allen &

Motowidlo,2001;Chikampa,2013;Organ,198 8;Vanscotter, Motowidlo & Cross, 2000). Bolino and Turnley (2003) define organisational citizenship behaviour as employee efforts that go above and beyond the call of duty. There are a variety of OCB taxonomies in literature but with no consensus concerning its dimensionality. However, Organ (1988) five factor model is commonly used and includes altruism, conscientious, sportsmanship courtesy and civic virtue. Altruism refers to discretionary assistance towards fellow employees who are in need of help in terms of organisational tasks and duties (Organ, 1988). According to Kidder & Park (2001) conscientious is characterised by exerting effort on behalf of the organisation beyond requirements of the job. Courtesy includes acts such as being mindful how one's behaviour affect other people's jobs (Kidder & Park, 2001). Sportsmanship include behaviour such as focusing on what is right rather than whats wrong in the organisation (Kidder & Park, 2001). Civic virtue on the other hand refers to participating in organisations life that shapes political preferences (Bez, 2010).

Conceptualising Job Engagement

Employee job engagement is an important psychological element that is key for an organization to gain competitive advantage and overall success (Macleod & Clarke, 2009). According to Hogan (2005) the key to success in business is money and people. It should not just be employees at work but those that will invest their energies physically, cognitively and emotionally to attain the much-required performance at work (Chikampa, 2013). Schaufeli, Martinez, Pinto, Salanova and Bakker (2002) define engagement as a positive fulfilling work related state of mind characterized by vigour, dedication, and absorption. Vigour is characterized by energy and mental resilience while working as well as the willingness to invest effort in one's work and persistence even in the face of difficulties (Bakker, Schaufeli, Leiter & Taris, 2008). Dedication refers to being strongly involved in one's work and experiencing a sense inspiration, pride, challenge, significance and enthusiasm (Bakker et al., 2008). Absorption according to Mauno,Kinnunen and Ruokolainen (2007) refers to total concentration on and immersion in work characterized by time passing quickly and finding it difficult to detach oneself from ones's work.

Conceptualising Social Media Addiction

There are a number of social media platforms such as whatsapp, face book, twitter and youtube that provides employees with an online opportunity for information sharing, learning from others, collection of research data as well as monitoring personal progress (Househ,Borycki & Kushniruk, 2014). Despite the reported positives yet problematic and excessive usage of these social platforms at work can lead to negative work outcomes such as reduced work performance due to misuse of time and energy to socialized and recreational activities (Javed,Yasir, Majid, Shah, Islam, Asad & Khan, 2019). Social media addiction is considered as a behavioural addiction and defined as individuals use of the social network sites for than two hours a day or feeling obliged to enter social networks every 12 minutes (Majid, Yasir, Javed & Ali (2020).

Empirical Relationship between Job Engagement and Organisational Citizenship Behaviour

The occurrence of OCB through job engagement can be explained through the principle of reciprocity based on the social exchange theory. According to Ariani (2013) as well as Rhoades and Eisenberger, (2002) employees reciprocate to favourable organisation treatment through engagement resulting into OCB. A standardised path estimate in Rich, Lepine and Crawford (2010) between job engagement and citizenship behaviour was positive and statistically significant (β=.27). A study by Schaufeli, Taris and Bakker (2006) reveal that work engagement is positively and statistically significantly related to extra-role performance (β =.32) (p<.05).

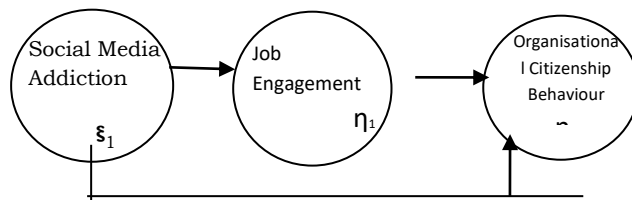## Empirical Relation between Social Media Addiction and Organisational Citizenship behaviour

By channeling their energies to non-work activities employee's performance in this case is lowered (Javed et al., 2019). Results in Javed et al., (2019) indicated that social network sites lowered nurse's performance.

Empirical Relation between Social Media Addiction and Job Engagement

Since social media addiction acts as a distractor to employees their levels of engagement are reduced. In Hosgor, Dorttepe and Memis (2021) a negative significant correlation between social media addiction and work engagement.

Conceptual model
After an in-depth investigation of the literature, a conceptual model was derived. The conceptual model in figure 1 depicts the specific hypothesised causal linkages between social media addiction, job engagement and organisational citizenship behaviour. Social media addiction is portrayed as the independent variable whilst job engagement and organisational citizenship behaviour are dependent variables.

FIGURE 1: The structural model representing the relationships between social media addiction, job engagement and organisational citizenship behaviour.

Statistical hypotheses

Hypothesis 1: The overarching research hypothesis was interpreted to indicate that the structural model depicted in Figure 1 above provides a perfect explanation of the manner in which social media addiction and job engagement influences organisational citizenship behaviour. The research hypothesis was translated into the following exact fit null hypothesis:
H01:RMSEA=0
Ha1:RMSEA>0

Where RMSEA is the root mean square error of approximation.

Hypothesis 2: The overarching research hypothesis for the close fit null hypothesis is:

H01:RMSEA<0.05
Ha1: RMSEA > 0.05

Where, RMSEA is the root mean square error of approximation. In order to test the validity of the proposed relationships in the structural model, the following specific research hypotheses were tested:

• **Hypothesis 3**: job engagement (η_1) is positively related to organisational citizenship behaviour (η_2) (H03: β_{21} = 0; Ha3: β_{21} > 0).

Hypothesis 4: Social media addiction (ξ_1) is negatively related to organisational citizenship behaviour (η_2) (H04: γ_{21} = 0; Ha4: γ_{21} > 0).

• **Hypothesis 5:** Social media addiction (ξ_1) is negatively related to job engagement (η_1)(H05:γ_{11}=0;Ha5:γ_{11}>0).

DATA AND METHODOLOGY

Study design

Structural equation modelling (SEM) was used to achieve the objectives set out for this study. A quantitative ex post facto survey design was used to achieve the research objectives

Study population

The research hypotheses were empirically evaluated using a sample of public service employees from a parastatal organisation. A non-probability sampling method, specifically convenience sampling, was used. The sample had a mean age of 38.29 and standard deviation of 11.24. The sample was comprised of male (55%) and female (44%) participants. Level of qualification in the sample was distributed as follows, with certificate (17.5%), diploma (40%), bachelor's degree (32.5%), master's degree (3%), PhD (2.5%) and others (3.5%).

Data Collection Procedure

250 Questionnaires with cover letters were distributed to identified participants and 187 completed questionnaires were returned.

Data was collected using three instruments. The Bergen Social media addiction scale was used to measure social media addiction, the Utrecht job engagement scale to measure job

15

engagement and the organisational citizenship scale developed by Podsakoff and Makenzie (1994) to assess organisational citizenship behaviour.

Data Analysis

The success with which the indicator variables comprising the latent variables was evaluated empirically via item analysis, exploratory factor analysis (EFA) and confirmatory factor analysis. Item analysis was performed using the statistical package of the social sciences (SPSS 25.0) to evaluate the internal consistency of the Bergen social media addiction scale, job engagement and Podsakoff and Mckenzie (1994) OCB scale by means of the Cronbach's alpha coefficients (*a*). Exploratory factor analysis (EFA) was used to examine the unidimensionality assumption with regards to each of the three scales. In particular, the principal-axis factoring extraction method with the direct oblimin-rotated solution was used in SPSS 25.0. The cut-off point for substantial factor loadings was loadings ≥ 0.40 (Hinkin, 1998).

Data was also analysed with confirmatory factor analysis (CFA) and structural equation modelling (SEM) in Lisrel 8.80 (Jöreskog & Sörbom, 2006). CFA is usually performed to test the measurement model underlying a measure, whilst the structural model is tested with SEM (Mahembe, Engelbrecht & De Kock,2013).

An assessment of model fit was based on various goodness fit indices (Bollen, 1989),such as the root mean square error of approximation (RMSEA), root mean squared residual (RMR), standardised root mean square residual (SRMR) goodness-of-fit index(GFI), adjusted GFI, normed fit index (NFI), non-normed Fit Index (NNFI), comparative fit index(CFI), incremental fit index (IFI), and relative fit index (RFI).

The root mean square error of approximation (RMSEA) focuses on the discrepancy between the observed population covariance matrix and the estimated population covariance matrix implied by the model per degree of freedom (Diamantopoulos & Siguaw, 2000). Values under .05 are indications of good model fit, those above .05 but less than .08 indicate reasonable fit,values greater than .08 but smaller than .10 indicate a mediocre model

fit and those above .10 indicate poor fit(Browne & Cudeck,1993;Diamantopoulos & Siguaw,2000).

The root mean square residual (RMR) is a summary measure of fitted residuals and represents the average value of the residual matrix while the SRMR represents the fitted residual divided by their estimated standard errors (Diamantopoulos & Siguaw, 2000). Values less than .05 on the latter index are regarded as indicative of a model that fits the data well.

The goodness of fit index (GFI is an indication of the relative of the relative amount of variance and covariances explained by the model (Diamantopoulos & Siguaw, 2000). Values of the GFI should range between 0 and 1, with values greater than .90 indicating that the model fits the data well (Diamantopoulos & Siguaw, 2000).

The normed fit index (NFI) represents the portion of total covariance among observed variables explained by a target model when using the null model as a baseline model (Hoyle,1995). The Non-normed fit index (NNFI) uses a similar logic as the NFI but adjust the normed fit index for the number of degrees of freedom in the model (Kelloway,1998). The two measures should range between 0 and 1. Values greater than .90 are interpreted as reflecting acceptable fit (Diamantopoulos & Siguaw, 2000).

For model comparative assessment purposes the Incremental fit index (IFI), the comparative fit index (CFI) and the RFI are recommended (Diamantopoulos & Siguaw,2000; Schumacker & Lomax, 2004; Balogun,Mahembe & Allen IIe,2020).

RESULTS

Missing Values

Missing values can potentially present a problem that will have to be solved before the data analysed (Burger, 2012). In this study multiple imputation was used as the method to solve the problem of missing values.

Reliability analysis
Reliability Coefficients results are shown in table 1. Scale reliability analysis results can generally be considered satisfactory. All the three scales meet the benchmark

reliability standard of greater than 0.70 (Nunnally, 1978) except for the OCB sportsmanship subscale.

Exploratory factor analysis

Explanatory factor analysis (EFA) was performed to assess the unidimensionality assumption with regards to each of the three scales. The objective of EFA is to evaluate the assumption that a single underlying factor can satisfactorily account for the variance shared by each item in each scale. (Chikampa, 2013). All three scales were found to be uni dimensional. The items comprising the three scales all reflect a single underlying factor. All factor loadings were acceptable (> 0.50) and variance explained in each factor was satisfactory (> 40%).

Multivariate normality

Robust maximum likelihood (RML) estimation method was performed to normalise the data.

Confirmatory factor analysis (CFA) results

Goodness-of-fit: The measurement model

The goodness of fit statistics for the measurement model are presented in Table 3. The RMSEA value of 0.0829 indicates reasonable but mediocre model fit in the sample. This is reflected in the incremental fit statistics all below the .90 threshhold. The NFI achieved (0.767), NNFI(0.852) , CFI (0.865), IFI(0.866), and the RFI (0.745).

Measurement model factor loadings

The completely standardised factor loading for the items contained in the overall measurement model are generally satisfactorily large >.50 (Hair, Black, Babin, & Anderson, 2010).

TABLE 1: Reliability of the measurement scales

Scale	Number of items	α
Bergen Social media Addiction scale	5	.79
Utrect Absorption Sub scale	5	.70
Utrect Dedication Sub scale	4	.80
Utrect Vigour Sub scale	5	.74
OCB Helping Subscale	3	,76
OCB Civic Virtue Subscale	3	.71
OCB Sportsmanship	2	.67

Goodness-of-fit indices for the structural model

A thorough interpretation of all the fit indices as shown in table 3, led to the conclusion that the structural model fitted the data well. The RMSEA value of this model 0.0829 is just slightly above reasonable fit but extends into mediocre fit. The goodness of fit index GFI of this model achieved a below .90 value of 0.716. The incremental fit indices, namely the NFI; 0.767, NNFI;0.852, CFI; 0.865, IFI; 0.866, RFI; 0.745 all registered values below the 0.90 threshold. However overall acceptable fit was achieved.

TABLE 2: Exploratory factor analysis output

Dimension	Number of items	Factor loadings	% variance explained
Social Media Addiction	5	0.53-0.73	48.49
JE-Vigour Sub scale	5	0.52-0.68	36.14
JE-Dedication Subscale	4	0.68-0.77	51.28
JE-Absorption Subscale	5	0.50-0.71	33.57
OCB-Helping Subscale	3	0.64-0.80	52.14
OCB-Civic Virtue Subscale	3	0.59-0.77	45.58
OCB-Sportsmansh	2	0.71-	50.34

		0.71	
ip Subscale			

TABLE 3: Goodness-of-fit indices for the measurement and structural model

Model	RMSEA	PClose Fit	SRMR	GFI	NFI	NNFI	CFI	IFI	RFI
Measurement	**0.829**	**0.000**	**0.0946**	**0.716**	**0.767**	**0.852**	**0.865**	**0.866**	**.745**
Structural	**0.829**	**0.000**	**0.0946**	**0.716**	**0.767**	**0.852**	**0.865**	**0.866**	**.745**

Note: RMSEA, root mean square error of approximation; Pclose fit, *P*-Value for test of close fit (RMSEA < 0.05); SRMR, standardised root mean residual; GFI, goodness-of-fit index; NFI, normed fit index; NNFI, non-normed fit index; CFI, comparative fit index; IFI, incremental fit index; RFI,relative fit index

Other key findings

The structural equation modelling path (SEM) between social media addiction and job engagement was insignificant (t = -0.875; p > 0.05) as shown in table 4, thus hypothesis 5 was confirmed. An insignificant negative relationship between social media addiction and OCB was found (t = -1.744; p > 0.05) hence hypothesis 4 was supported. The SEM path between job engagement and OCB was significant thus supporting hypothesis 3 (t = 3.782; p < 0.05) (see Table 4 as well as figure 2.

DISCUSSION

This study aimed at evaluating the empirical relationship between social media addiction, job engagement and organisational citizenship behaviour. All the scales registered cronbach alphas above the .70 threshold except the OCB sportsmanship subscale. Under exploratory factor analysis the loadings were adequate with acceptable variance. The goodness fit indices for both the measurement and structural models indicate acceptable fit. These results are an indication that the proposed theoretical model underlying the relationship between the three variables is supported. A statistically significant positive path coefficient between job engagement and OCB was found. These results resonate with those of Rich et al., (2010) and Schaufeli et al., (2006) who found a positive statistically significant path estimate between job engagement and

organisational citizenship behaviour. Hypotheses 4 and 5 were also supported. An insignificant negative relationship between social media addiction and job engagement as seen in this study is in line with results obtained by Hosgor et al., (2021). Javed et al., (2019) also found a negative relationship between social media addiction and OCB as in this study. This means that misplaced worker energies due to social media addiction leads to poor worker performance and worker job engagement.

Table 4: The gamma and beta matrix of path coefficients for the structural model

Latent Variable	Social Media Addiction	Job Engagement
Job Engagement	**-0.087** **(0.099)** **-0.875**	
OCB	**-0.158** **(0.091)** **-1.744**	**0.509** **(0.134)** **3.782**

Completely standardised path coefficients in bold. Standard error estimates in brackets *t*-values ≥ | 1.96| indicate significant parameter estimates. *, p < 0.05

Chi-Square=649.62, df=321, P-value=0.00000, RMSEA=0.083
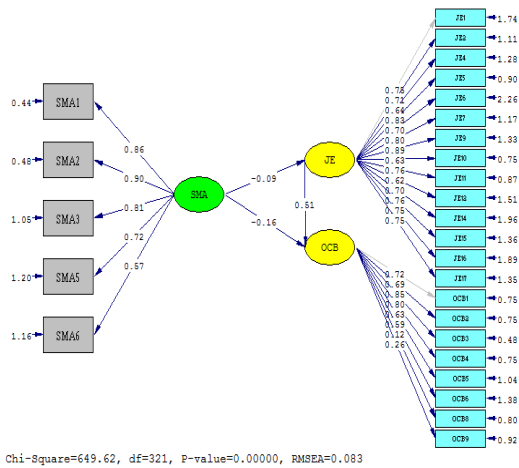
Figure 2. **SMA-Structural model**

Theoretical and practical implications
Practical implications

Theoretically the study makes a significant contribution to industrial psychology, public administration and human resource management literature by providing empirical support to the proposition that insignificant relationships between social media addiction and job engagement as well as between social media addiction and OCB were found. These results have implications in the world of work and as such people experts at work need to monitor the extent to which employees use time at work.

Availability of data and materials

The data used and analysed during the current study is available from the corresponding author on reasonable request.

Abbreviations

OCB: Organisational citizenship Behaviour

SMA: Social Media Addiction
RMSEA: Root Mean Square Error of Approximation

SRMR: Standardised Root Mean Residual

GFI: Goodness of Fit Index

NFI: Normed Fit Index

CFI: Comparative Fit Index

Appendices

social media addiction has negative consequences on how well employees will be engaged on the job as well as lowering performance. Human resource practitioners will have to consider workplace interventions aimed at curtailing social media addictions among employees.

Limitations of the study and suggestions for future research
Small sample size could have had a huge effect on the result. Future studies should replicate the study using bigger and culturally diverse samples. Future studies should avoid using an ex post facto research design and a non-probability procedure since it is difficult to generalize the results.

CONCLUSION

With hypothesis 3 supported the results of this study have provided empirical evidence that job engagement positively influences worker performance in the form of OCB. On the other hand,

None

REFERENCES

Ariani, D.W.(2013). The relationship between employee engagement, organisational citizenship behaviour and counterproductive work behaviour. *International Journal of Bussiness Administration,4*(2),46-56. doi:10.5430/ijba.v4n2p46

Bakker, A. B., & Schaufeli, W. B. (2008). Postive organisational behaviour: Engaged employees in flourishing organisations. *Journal of Organizational Behaviour,29*(2), 147-154. DOI: 10.1111/jan.14167

Bakker, A. B., Schaufeli, W.B., Leiter, M.P., & Taris, T.W. (2008). Work engagement: An emerging concept in occupational health psychology. *Work and Stress, 22*(3), 187-200.

Banhwa, P. F., Chipunza, C., & Chamisa, S.F.(2014). The influence of organisational employee engagement strategies on organisational Citizenship 262 behaviour within retail banking. A case of Amatole district municipality. Mediterranean

Journal of Social Sciences, 5(6), 53-62. Doi:10.5901/mjss.2014.v5n6p5

Balogun, T. V., Mahembe, B., & Allen-IIe,C. (2020). A confirmatory factor analytical study of an Authentic leadership measure in Nigeria. *South African Journal of Human Resource Management, 18*(0), 1-9.

Bez, O. (2010). Organizational citizenship behaviour and its relationship with major attitudinal factors: a comparative study between two police regions of Turkish national police. Doctoral dissertation. Virginia: Virginia Commonwealth University.

Bhal, K. T., Gulati, N., & Ansari, M. A. (2009). Leader-member exchange and subordinate outcomes: Test of a mediation model. *Leadership & Organization Development Journal, 30*(2), 106–125. https://doi.org/10.1108/01437730910935729.

Bollen, K. A. (1989). *Structural equations with latent variables*. New York:John Wiley & Sons.

Bolino, M. C. & Turnley, W. H. (2003). Going the extra mile: Cultivating and managing employee citizenship behavior. *Academy of Management Executive,17*(3), 60-71.

Borman, W. C., Penner, L.A., Allen, T.D. & Motowidlo, S. (2001). Personality predictors of citizenship performance. *International Journal of Selection and Assessment, 9*(1/2), 52-69.

Browne, M. W., & Cudeck, R. (1993). Alternative ways of assessing model fit. In K.A. Bollen and J.S. Long (Eds.). Testing Structural Equation Models. Newbury Park: Sage Publications, Inc.

Burger, R.(2012). *Modifications, elaboration and empirical evaluation of the De Goede learning potential structural model.* Masters's thesis. Stellenbosch: Stellenbosch University

Chahal H., & Mehta, S. (2011). Antecedents and consequences of organisational citizenship behaviour (OCB): A conceptual framework in reference to health care sector. *Journal of Services Research, 10*(2), 25-44.

Chen, X., Hui, C., & Sego, D. J. (1998). The role of organizational citizenship behavior inturnover: Conceptualization and preliminary tests of key hypotheses. *Journal of Applied Psychology, 83*(6), 922-931. doi:10.1037/0021-9010.83.6.922.

Chikampa, V. (2013). *The development and empirical evaluation of an affirmative development coaching competentency questionnaire.* Masters's thesis. Stellenbosch: Stellenbosch University.

Diamantopoulos, A., & Siguaw, J. A. (2000). *Introducing LISREL*: London: Sage Publications.
Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). *Multivariate data analysis:*New Jersey: Pearson Education Inc.

Hinkin, T.R. (1998). A brief tutorial on the development of measures for use in survey questionnaires. *Organizational Research Methods,1*,104-121.

Hogan, R. (2005). In defense of personality measurement: new wine for old whiners. *Human Performance, 18*(4), 331-341.

Hoşgör, H.,Dörttepe, Z. U., Memiş, K. (2021). Social media addiction and work engagement among nurses. *Perspect Psychiatr Care*,1-8. https://doi.org/10.1111/ppc.12774

Hoyle, R. H. (1995). *The structural equation modelling.*Carlifornia:Sage.

Househ, M., Borycki, E., & Kushniruk, A. (2014). Empowering patients through social media: The benefits and challenges. *Health Informatics Journal, 20* (1), 50-58.

Jha,S., & Jha,S.(2010). Determinants of organisational citizenship behaviour: A review of literature. *Journal of Management and Public Policy, 1*(2), 27-36.

Javed,A., Yasir, M., Majid, A., Shah,H.A., Islam, E. U., Asad, S., & Khan, M. W. (2019). Evaluating the effects of social networking sites:task distraction and self management on nurses performance. *Journal of Adv Nursing,75*(11), 2820-2833. ☐ DOI: 10.1111/jan.14167

Jöreskog, K. G., & Sörbom, D. (2006). LISREL 8.80 for Windows [Computer

Software]. Lincolnwood, IL: Scientific Software International.

Kelloway, E. K. (1998). Using LISREL for structural equation modeling: A researcher's guide. London : Sage.

Khalid, S.A., Jusoff, K., Ali, H., Ismail, M.,Kassim,K.M., & Rahman, N. A. (2009). Gender as a moderator of the relationship between OCB and turnover intention. *Asian Social Science, 5*(6), 108-117.

Khalid, S. A., & Ali, H. (2005). The effects of organizational citizenship behaviour on withdrawal behaviour: A Malaysian study. *International Journal of Management and Entrepreneurship, 1*(1), 30 - 40.

Kidder, D.L. & Parks, J.M. (2001). The good soldier who is she? Journal of Organisational Behavior, 22(8).

Macleod, D & Clark (2009). *Engaging for success. enhancing performance through employee engagemen*t. London: Crown.

Mahembe, B., Engelbrecht, A.S., & De Kock, F. S.(2013). A confirmatory factor analytical study of a self-leadership measure in South Africa. *South African Journal of Human Resource Management,11* (1), 1-10.

 Majid A, Yasir M, Javed A, Ali P. From envy to social anxiety and rumination: how social media site addiction triggers task distraction amongst nurses. *Journal of Nursing Management,28*(3),504-513.

Mauno, S., Kinnunen, U., Ruokolainen, M. (2007). Job demands and resources as antecedents of work engagement: A longitudinal study. *Journal of Vocational Behavior, 70*,149-171.

Meyer, J. P., Stanely, D. J., Herscovitch, J., & Topolnytsky, L. (2002). Affective, continuance and normative commitment to the organization: A meta-analysis of antecedents, correlates and consequences. *Journal of Vocational Behavior, 61*(1), 20-52.

Meyer, J. P. & Herscovitch, L. (2001). Commitment in the workplace. Toward a general model. *Human Resource Management Review, 11* (3), 299–326.

Myburgh, H. M. (2013). *The development and evaluation of a generic individual nonmanagerial performance measure.* Unpublished master's thesis, University of Stellenbosch.

Nunnally, J.C. (1978). *Psychometric theory.* New York: McGraw-Hill.

Organ, D. W. (1988*). Organizational citizenship behaviour. The good soldier syndrome.* Lexington: Lexington Books.

Podsakoff, E M., & MacKenzie, S. B: (1994). Organizational
citizenship behavior and sales unit effectiveness. *Journal of Marketing Research, 31*, 351-363

Podsakoff, P. M., MacKenzie, S. B., & Bommer, W. H. (1996). Transformational leader behaviors and substitutes for leadership as determinants of employee satisfaction,commitment, trust, and organizational citizenship behavior. *Journal of Management, 22*(2), 259-298. doi:10.1016/S0149-2063(96)90049-5

Rich, B. L., Lepine, J. A., & Crawford, E. R. (2010). Job engagement: Antecedents and effects on job performance. *Academy of Management Journal, 53*(3), 54,793-802.

Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support: A review of the literature. *Journal of Applied Psychology, 87*(4), 698-714. https://doi.org/10.1037/0021-9010.87.4.698

Schaufeli, W. B., Taris, T. W., & Bakker, A. B. (2006). Dr Jekyll or Mr Hyde? On the differences between work engagement and workaholism. In R. J. Burke (Ed.), Research companion to working time and work addiction (pp. 193–217). Edward Elgar Publishing. https://doi.org/10.4337/9781847202833.00018.

Schaufeli, W. B., Martínez, I., Marques-Pinto, A., Salanova, M., & Bakker, A. B. (2002). Burnout and engagement in university students: A cross national study. Journal of Cross-Cultural Psychology, 33(5), 464-481.

Schumacker, R. E., & Lomax, R. G. (2004). *A beginner's guide to structural*

equation modeling. New Jersey: Lawrence Erlbaum Associates.

Van Scotter, J. R., Motowidlo, S. J., & Cross, T.C. (2000). Effects of task performance and contextual performance on systemic rewards. *Journal of Applied Psychology, 85*(4), 526-535.

Walz, S. M., & Niehoff, B. P. (2000). Organizational citizenship behaviors: Their relationship to organizational effectiveness. *Journal of Hospitality & Tourism Research, 24*(3), 301-319

Yadav, P., & Punia, B. K. (2013). Organisational Citizenship Behaviour: A review of Antecedents,correlates,outcomes and future research directions. *IJHPD, 2*(2),1-19.

Author's contributions

M.J.M. was responsible for Data collection and writing of the article

V.C. was responsible for Statistical analyses, interpretation of results and writing of the article.

A.M. was responsible for writing the article

Ethical consideration
All respondents in this study consented before attempting items from the three measures. Ethical clearance was obtained from Mulungushi University ethical clearance committee.

Consent for publication
No images, individual details or videos for clients' data are part of this paper.

Competing interests
The authors declare that they have no financial or personal relationships which may have inappropriately influenced them in writing this article.
Declaration of interests

Not applicable

Submission declaration and verification
We declare that this paper has not been submitted to any journal besides this one
Use of inclusive language

Not applicable