**EFFECT OF SOCIAL MEDIA ON EMPLOYEE TURNOVER AND RETENTION**

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*Abstract*

The workplace use of social media is now mainstream, its use has evolved in recent years. While lost productivity was the overriding initial concern, how to harness the power of social media has moved to the forefront.

The increasing use of social media has blurred the lines between the information that is available inside the organisation and the information that we can dig from the external world. Besides, it has resulted in the creation of new role. Changes in media drive shifts in people's behaviour. People share their deepest secrets on social media. We are all getting comfortable handling much more information about each other than we have ever before. Social media has changed how much we know about our colleagues and our organisation. We all have more information than we can comprehend. We look around for people who can make sense of this. That gives rise to a new breed of curators and experts. Employee Retention means strategizing to ensure that such employees do not leave the organization. The question faced by many organizations is, whether it is beneficial or not? The answer to that can be found in the reason why employee is leaving the organization.

Keywords: Social Media, Leadership, Human Behaviour, Selection, Retention

1. **Introduction**

When the organizations look deep into why employees leave the organization they can make a decision whether to retain them or not. Some reasons for employees leaving are in the hands of the organization, other is more or less dependent on the employee and should be left on their discretion.

Table. Reasons of why employee is leaving the organization

|  |  |
| --- | --- |
| **Less Pay** | This has been the major reason why employees leave the organization. Organization has a budget with **regard to employees’ salaries**. Employees think that the salary that they are offered are often too low compared to outside firms. Employees’ even compare their own salaries with that of their co-workers. This creates a situation of disconcerting within the employee and they make a decision of moving out in search of better pay. |
| Lucrative offers from Competitors | There are times when employees within an organization are **tempted by the competitors** to leave their jobs and join them. Mostly the targets here are high performing or experienced professionals who have been the reason for company’s growth and performance. These are the employees who are critical to the organization and should be retained. Employee retention strategies should be designed to ensure that they stay back and remain loyal to the organization. |
| Recruitment Errors | This could work both ways. Sometimes organizations are not clear about their expectations and work profile which makes employees feel that they are a mismatch and they tend to leave the organization realizing that their **full potential is not utilized here**. The other error is from the employee side when they promote themselves on skills and attributes, that they are able to deliver later. |
| Private Issues or Personal issues | Some individuals are always looking for a change; this is a part of their nature. They get bored or very soon start looking for a new job. They always feel underutilized and are quick to make decisions. These individual find the job quite interesting at the start but very soon look for a change as they feel they are now bored. They are likely to be making a mistake and will realize when they move out. |
| Too High Expectations | Employees are also seen to be having high expectations from the organization, co-workers and themselves which on the real platform does not yield the expected results. Employees then create issues for themselves and others and make decisions to leave. |

1a. Social Networking and Employee’s relationship

Recently found through Facebook and coming across the profile of a former co-worker while looking at a mutual friend’s post. Naturally, human was curious to see how they were doing, if they worked for the same company and if they had been promoted.  Unfortunately, this changing of perspectives is a reality in the workplace at all levels of employment. While you may think that your privacy settings are top secret, you may be surprised at what others can see, making it imperative that you portray yourself in a professional manner so you don’t miss out on job offers or lose the respect of the people in your field.

Most of us are aware that social media can impact our chances of being hired for a job; in fact, as a candidate, your social media pages may determine if you are even asked to interview for a position. CareerBuilder recently conducted a survey of over 2,000 hiring managers and human resource professionals and found that 51% of employers who did their due diligence and used social media to research a candidate have not hired candidates due to the content on their social media pages.  Some examples of reasons that they chose not to hire candidates included: the candidate posting inappropriate or provocative pictures or content (46%), evidence of drinking or drug use (41%), discriminatory posts (28%), and inappropriate screen names (21%).  On the other hand, there are ways that social media can work to your advantage as a candidate.  The same study found that 33% of employers found information that made them more likely to hire a candidate.  Some of the most common reasons that employers chose to hire candidates based on their social media pages included: the candidate’s profile conveying a professional image (43%), the candidate’s profile portraying an individual that would be a match for the company’s culture (46%), and the candidate appearing to be well rounded (40%).  Make sure that your profile conveys reasons to hire you, rather than reasons to question your professionalism.

Social networking is a specific type of social media that enables users to connect with others and create a community. It's more about building relationships than simply announcing networking site for their employees, and leverage public-facing social media platforms to market their brand and attract employees and customers. Regardless of which types of social media an employer may use to meet business goals, certain advantages and disadvantages specific to HR are listed below,

**1b. HR view (Advantages)**

1. **Aid in recruitment:** Social media platforms can be used to publicize job openings, source candidates and verify background information
2. **Market the employer brand:** Sharing media about employee events and company values can help establish an employer brand to attract applicants and customers
3. **Deliver internal communications:** HR communications on policies, benefits, company news, social events, professional development and more can be made available to employees at any time
4. **Engage employees:** Internal social networking platforms can be more engaging and inspire greater participation than regular e-mail communications. Employees may feel they have more of a voice when their postings and comments are actively encouraged
5. **Promote social learning and knowledge sharing:** Providing employees with a way to connect with co-workers to solve problems promotes social learning and can increase knowledge sharing globally
6. **Communicate during a disaster:** Displaced employees can see emergency information from their devices to stay in touch with the employer and receive direction.
7. **Professional networking:** HR professionals can network with peers, keep pace with competitors, and help attract clients whose values align with the employer brand.

1c. Policy Guidance from HR

If employees are allowed access to social media platforms, then a comprehensive and well-defined policy should be established to prevent abuse and reduce employer risk. While legal review is always recommended, a social media use policy generally:

* Defines what social media is, so employees know exactly what is covered
* Establishes a clear and defined purpose for the policy and any employer objectives
* Communicates the benefits of having a social media policy
* Indicates who is responsible for the management of social media for the company
* Defines appropriate use and takes into consideration any legal ramifications of inappropriate postings
* Identifies what is considered confidential information, such as trade secrets, and other types of information not to be shared
* Talks about productivity in terms of social media use during work time
* Provides guidance regarding social media use outside of company time that could be associated with the company, employees or customers
* Refers to other company conduct policies directly and makes it clear that they apply to behaviors on social media
* Provides examples of policy violations and outlines disciplinary measures to be taken when violations occur
* Aligns branding in company-related postings same style, format, usernames, etc

1d. Disadvantages of Using Social Media in the Workplace

Too much of everything is dangerous and social media is no exception. A huge amount of time would be lost if workers are permitted to access social media in the workplace. Spending too much time on social media can also divert the mind from work to online attractions. It will bring down **productivity** in no time. In fact, a recent study says, "70% of businesses reported having to take disciplinary action against employees for social media misuse." Thus, business managers should be able to maintain a fine balance between encouraging social media for more productivity and addiction.

Hacking, viruses, and scams are too common these days, and many of them come from social media. If you don't have proper protection, accessing social media in the workplace may be a significant risk. Again, employees with malicious intent pose a more significant threat to personal data rather than cyber criminals.

Irresponsible comments and posts quickly get viral and can destroy the organization's image in seconds. It can annoy your clients and bring massive public outrage against you. There are so many examples of social media fail that got people fired and have ruined corporations. People post personal things on social media. It may be about possessing a new house, a new car, or a new piece of jewellery. It can create envy among peers. One can also use those posts to annoy and mock people in the office. It can drag down **employee morale** and, therefore, the organization's efficiency.

## Benefits or Advantages of employee retention

As an employer, you should reflect on how your social media usage will impact your relationships with your employees. What you choose to post on social media, and even a seemingly simple friend request, can drastically change office dynamics.  Should an employee see something on your profile that they do not agree with, they may worry that you will discriminate against them if they do not share your views (especially in relation to hot button topics like politics and religion); as a result, it is best to avoid posts that may trigger feelings of discrimination and mistrust among your employees.  Another area that can change office dynamics is sending employees friend requests.  Although there are arguments for connecting with employees on social media, even if your relationship is strictly professional, extending or accepting a friend request can lead to questions of favoritism in the office.  In most cases, it is better to avoid a potential misconception that will affect your ability to lead your team by simply being cognizant of what you post and avoiding social media connections with your employees.

This is like stating the obvious that retaining your experienced employees is always beneficial. However, sometimes organizations skip on these advantages and allow their employees to go, which creates a situation of loss for the organization. Keeping in mind these reasons, organization should not make a wrong choice anytime. The importance of a positive and professional profile doesn’t stop once you have been hired for a position. Once you have been hired, make sure that you are aware of your company’s social media and privacy policies to avoid breaking any rules.  While talking or complaining about your job is generally frowned upon (but still legal), discussing certain information about the company and information regarding clients on social media can be grounds for termination.  In addition to limiting posts about your company (unless for marketing purposes), you may want to think twice before accepting or sending friend requests to your coworkers or employer.  Once you become connected with a coworker (or employer) on social media, you are essentially giving them access to your pictures, posts, and anything that you are tagged in which can lead to negative results in the workplace.  After all, you don’t want the people that you work with to form judgments based not on your work performance, but on your social media presence since those judgments can have a direct impact on how well your team works together.

## Table. Advantages and Disadvantages of Employee Retention

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| --- | --- | --- |
| **S.no** | **Advantages of Employee Retention** | **Disadvantages of Employee Retention** |
| **1** | **Costs and Benefits** | **Non performing employees are retained** |
|  | There is a huge cost associated with every employee an organization has. The **hiring cost** which was incurred during the initial phase, training cost that was a part of initial training, on job training and various mid-employment training, exit costs which would include payments, replacements and payouts. All these costs add up to a lot of money for the organization. It is always in the best financial interest to retain employees who are part of your success and failures. The employees also do not get the full benefit of these costs unless they stay with the organization and utilize their potential. | |
| **2** | **Experienced employees** | **Groupism in Workplace** |
|  | When employees leave the organization they take away with them the expertise they have achieved over the years of the organization. These employees know the process in and out and are most likely to achieve targets with best utilization of the resources when they feel that they are not compensated properly or they feel under resourced they take such decision. It is always best for organizations to evaluate advantages and disadvantages of talent management for ensuring the reasons and retain such talent within the organization. | |
| **3** | **Culture of Organization** | **Bad Working Environment** |
|  | It is never in the best interest that employees leave the organization frequently. Culture is built by the people in the system. When there are employees who have been with the organization for long they bring with them a healthy working culture. This is negatively reflected on the culture when employees leave the organization. Building strong culture is one of the priorities of every organization and if retaining employees is beneficial for them then they should make efforts to ensure that a strong culture is built. | |
| **4** | **Loyalty Benefits** | **Destructors the work culture** |
|  | Every organization needs loyal employees to ensure sustainability in long run. These loyal employees add to the company’s brand, satisfied customers and happy work place. There are many hidden benefits of loyal employees which can be seen on different platforms. Strong Employee Retention policies in an organization will ensure that these loyalty benefits are enjoyed by the organization and the employees. | |
| **5** | **Quality at Work** | **Makes employee under performing** |
|  | The work quality is adversely affected when employees who have been trained for a job leave the organization. Employees leave creating a gap in the process, this creates troubles in managing daily tasks which affects the quality of work. Other employees are **over burdened and feel exploited**. Immediate replacement of these employees becomes impossible and thus employee retention becomes advantageous to ensure quality of work. | |
| **6** | **Workflow Issues and Problems** | **Effects the quality of work** |
|  | When the employees leave an organization, the work flow gets affected. Training would be required to ensure that a suitable employee takes over the task. Till the time, a replacement is found, the work does not go as planned and this might affect the relationship with clients. | |

# How to Use Social Media to Boost Employee Retention

At a time when more companies than ever before are requiring their employees to work from home or in other remote locations, it’s perhaps not surprising that these same employees are also embracing social media as a way to recreate the types of interactions and experiences they might have found in a real-world, physical office. In other words, the office water cooler has been replaced by Facebook, with employees hanging out on social media to catch up on the latest office gossip, as well as to keep abreast of current company news and projects.

### The pros and cons of social media

There are some obvious advantages here of social media in the workplace. The most important of these is greater collaboration with other team members and even a new sense of bonding with team members. And social media is also helping to unlock other types of innovation (such as social selling) that might not have been possible before. If you’re looking to line up new clients and partners, but can’t meet in-person or face-to-face, then it makes sense that you should now be using platforms like LinkedIn to connect with these clients and partners.

However, there is a downside to all this additional social media use beyond just lost productivity. According to the latest research from Harvard Business Review, for example, social media usage can have a serious negative impact on employee retention. That’s because all of this expanded use of Facebook, Twitter and LinkedIn can incentivize employees to start searching for new job opportunities. And, even if they are not actively looking for a new job or role, they will be much more open to passive job opportunities that come their way. The grass is always greener on the other side, and if you hear about a company that seems to be doing well in these uncertain times, you might just be tempted to find out more about them.

### How to boost employee retention?

So what can be done to combat this negative impact on job retention? One of the most important things that you can do as an organization is to make sure that you are setting up internal social media groups that focus on collaboration and innovation. The more that you can make your workplace a dynamic and vibrant environment, the better. Show that management is open to new ideas from unfamiliar places. This helps to kill the whole “the grass is always greener on the other side” problem by presenting your workplace as a very interesting place to be at the moment.

Another step that you can take is to use social media to showcase the achievements of your workers and shine a spotlight on employees who have really become superstars during the coronavirus pandemic. By sharing employee success stories and recognizing them for doing great work, you are going to be boosting morale while simultaneously helping to ensure that employees aren’t searching for new jobs in their free time. We all like to feel special and supported by management, but unfortunately, thanks and appreciation are often in short supply. So why not recognize the guys and girls on your IT team who helped to put together Zoom conference calls for your organization, or the rising superstars in your sales department who are absolutely killing it with their new social selling initiative?

# Hold onto your top talent using social media

Social networking sites such as Facebook, Linkedin and Twitter are all the rage – there’s no escaping them, they’re everywhere – even in the workplace, and whether you like it or not, they’re not going away. We think HR departments are missing a trick here, so in a bid to gauge the use of social media in HR employee retention schemes, between October 2010 and February 2011, the CK Group surveyed 87 HR professionals and 60 employees. We wanted to find out if and how social media is being integrated into employee retention schemes nationwide.

So let’s start with the basics. We all know that critical to organisational success is keeping your best employees, plain and simple. But in today’s market the harsh reality is that top talent is hard to come by, and holding on to them is definitely not as easy as it used to be. Why not use every tool available to help ensure this happens? This is where social media can play a starring role in your employee retention strategy. After all, with so many of our employees engaging in social networking during work hours, 81.6% according to our survey, why is it that only an abysmal 10.7% of respondents stated that they use social media as part of their employee retention strategy– surely this is a missed opportunity?

### Encourage your employees to establish and actively maintain their social networks

Actively encourage your employees to establish, maintain and build their social networks – you want them to communicate a personal brand that is a reflection of their role within your organisation but also them as an individual. The key here is to avoid implementing pointless rules:

**Don’t** insist that employees have separate personal and professional networking accounts – this is simply impractical.

**Do**allow employees to state their job title and company information on their Facebook profiles, after all it is part of their identity and will automatically feel more connected and loyal to their organisation by broadcasting this information.

By giving your staff this freedom, you will directly enhance the pride they take in their work, and thus the loyalty they feel towards the organisation.

7a. Communication should come from the top: Social media and internal blogging is a great way for Executives to communicate their vision and aspirations for the company sharing their passions will help to motivate and retain your talented employees. Communicating from the top using social media may also help to erase those hierarchical differences that undoubtedly exist and help to bring everyone to the same level.

### **7b. Create alumni networks:** The concept of employee alumni networks isn’t a new fad – they’ve been around for donkey’s years and can be an extremely valuable retention resource for your company. After all, just because employees may have left your organisation, it doesn’t necessarily mean they aren’t still loyal. All too often, it is employees or ex-employees that are driving this effort and not the company, this is a fundamental mistake. If you as a company haven’t already set them up, you’re missing a trick.  It’s easy enough to do – just take a look at AstraZeneca’s Alumni Network on Linkedin.

### **7c. Ideas sharing:** It’s a fact that actively involving your staff in decision making will increase your chances of holding onto your top talent. Using social media is a great way to do this – it will get your staff talking, and most importantly sharing ideas with one another. The information nature of social networking platforms mean that employees may feel more free to openly brainstorm ideas without feeling that they are being watched or scrutinized.

### **7d. Give your employees the freedom to express their creativity:** Encouraging creativity is key to employee retention. It sounds obvious, but your employees really need to enjoy their jobs in order for them to stay loyal to your organisation. So stifling creativity in the workplace is a big no no. A great way to get those creative juices flowing and really create a buzz in the workplace is to use Youtube. A great example of this in action is the Deloitte Film Festival.

### 7e. Give your company culture some oomph!: You can use social media to do this. A great illustration of this is the clothing retailer Zappos’ innovative use of Twitter. 300 of their employees are active users of Twitter, and the company are passionate that it helps employees get to know each other in a different way than they would within the workplace, therefore creating a more positive friendly culture.

1. **Role of an Employee**

Employee role is a prescribed or expected behaviour of a worker who performs certain functions associated with a particular position or status within a group or organization. A role of an employee means a set of duties and responsibilities the employee is expected to carry out in a particular operation, process or workflow. Generally speaking, employee roles define a variety of assignments and objectives to be accomplished by workforce.

**There are two possible types of employee roles, including:**

* Technical role. The first type requires a worker to be is accountable for doing assigned tasks and duties as prescribed. It actually means this worker needs to be appropriately skilled, have necessary knowledge, and be responsible for work results.
* Social role. The second type refers to the necessity of an employee to socialize with colleagues and supervisors when doing assigned duties and responsibilities. It requires using communication as an effective mechanism to exchange information and share knowledge with other employees.

# 7 Ways Employee Retention Benefits Your Company and social media diversions

Every HR team has specific employee management goals. Maybe you want to cut employment costs, stop spending so much time on recruitment, or find a way to boost employee engagement.

**The framework to launch successful people analytics**

Employee lifetime value & performance management analytics

Work force planning analytics

Talent sourcing analytics

Talent acquisition / hiring analytics

On boarding & engagement analytics

Talent attrition & retention analytics

Employee Wellness, Health & Safety analytics

**Figure. The 7 pillars of people analytics**

For any of these goals (and many more), employee retention is an excellent solution. Businesses can benefit in a wide variety of ways when they focus on employee retention. These include:

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| **Reduced Turnover Hassle** | Employee turnover is a natural aspect of any business, but high turnover can be a hassle for any HR team. Every employee that leaves takes a significant chunk of your time to process, not to mention the time you spend searching for their replacement. |
| **Improved Morale** | Employee Retention Improves Morale When employees see their friends and co-workers leave it creates a poor work environment. Low employee retention not only hurts your workplace environment but is also expensive. On average, losing an entry-level employee can cost 50% of their salary. Consistent staff changes make it hard to develop the type of long-lasting friendships that can make a job that much more pleasant. In fact, employee happiness is 23.3% more correlated to connections with coworkers than direct supervisors. However, focusing on employee retention means building a team of dedicated, confident employees. Employees who stay at a company for longer often:   * Become more comfortable and less stressed * Develop better working relationships with their co-workers * Enjoy seeing more long-term success and pay-off for their hard work * Have a stronger sense of belonging and community * Contribute more to company culture and building the business   In addition to the direct effects of a more veteran workforce, each of your retention efforts shows your employees that they are valued. |
| **Reduced Acquisition and Training Time** | Anyone in human resources knows turnover eats tons of time. First, it takes time to find new employees who are qualified and reliable. Then, it takes time to set up interview rounds and negotiations. After that, it takes even more time to onboard employees. Finally, you have to actually train new employees. Adding up all the hours, turnover is a human resource headache. |
| **Dedicated Company Experts** | Employees who are happy with their long-term work situation will be more likely to recruit from among their own network and put forward candidates, advocate for the business when attracting talent, be more enthusiastic and helpful during training, and help new employees assimilate more quickly into the company culture. You've seen it happen. Imagine if that happened all the time. |
| **Increased Overall Productivity** | A constant turnover of employees comes with a slew of problems, but the most immediately bad for the workforce is the blow to productivity. Naturally, there are understaffing issues: positions going unfilled potentially mean delays, overtime, and more frequent or problematic mistakes. |
| **Better Customer Experience** | By this point, we know that focusing on employee retention makes employees happy. Happy and engaged employees pass those feelings on to their customers. They provide better service, anticipate problems, and go the extra mile to make sure the company has a good reputation. Employee engagement pays off. In fact, a recent report found that employees who are engaged are more likely to improve customer relationships, resulting in a 21% increase in productivity over less engaged employees. |
| **Reduced Costs** | Turnover is expensive. Everyone involved in hiring and training knows how quickly the hours can rack up - particularly if the position goes unfilled for a while. Employees constantly moving in and out mean potentially significant costs associated with:   * Severance or other exit packages * Recruitment and talent acquisition * Hours spent on resume analysis and interviews * Hours spent on on boarding and training * Lost productivity * More frequent (and costly) mistakes * Lost revenue as a result of a downgraded customer experience |

**10: Conclusion**

Regardless of your industry, employee retention should be priority number one for HR. A business can’t expand overnight, conjure up a new customer base out of thin air, or rid itself of competition – but you and your HR team can mitigate all of those on a smaller scale (and help the business enormously in other ways) with increased employee retention.

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| --- | --- |
| **High Turnover** | **High Retention** |
| Cost: 16-212% employee annual salary per lost employee | Greater profits |
| Lost productivity | Better workplace culture |
| Distributed work environment | Stronger employee relationship |
| Low morale | Improved communication |
| Increased miscommunication | Higher workplace morale |
| More mistakes or accidents | Happier customer and more promoters |
| Low employee engagement and little employee driven improvement | Employee-driven innovation |

Facebook, Twitter, and LinkedIn are well-known examples of social media platforms, but social media can be of different types. Such channels may include Internet forums, online profiles, podcasts, blogs, photos and video, text and instant messages services. Other than these, there are music streaming applications, and audio services based on the internet, to name a few. During a workday, employees use social media in different ways. But more frequently, we see employees- Instagram what they had for lunch, share memes, and post selfies on Facebook

Employee turnover is one of the key challenges to growing your business. You can’t put your best foot forward toward growth strategies if your time is constantly consumed with replacing employees. Not to mention, there are both direct and indirect expenses associated with employee turnover such as recruitment, training and onboarding, employee morale and overtime which can be very costly to a company. So, how do you create a high level of employee satisfaction and retention so that you can focus on growth? Bring social networking into the workplace. Growing evidence suggests social networking may have a stronger impact on engagement than corporate incentives. Framingham Heart Study, a 30-year research project based on residents in Framingham, MA, found that behavior – unhealthy OR healthy was contagious. Implementing social networking into the workplace will create an encouraging work culture and make employees want to continue doing a great job and continue supporting their co-workers. Here are a few ways to implement social networking:

* **Solicit success stories** within your organization and share them every which way you can (email, newsletters, social media, etc.). Success inspires success. And, people love to share their stories.
* **Implement a recognition raffle**. This goes hand-in-hand with per recognition. Encourage employees to recognize their peers whether that be privately to their supervisor or publicly via the company intranet or an organizational email. Enter each employee that gets recognized into a raffle.
* **Institute a ‘high-five’ system**. Allow employees to send electronic high-fives to one another for a job well done or for encouragement and display the high-fives to foster ongoing success and recognition.

A culture of appreciation leads people to work together to achieve more, and when recognition goes viral, participation soars. Learn more about maximizing employee engagement, download the webinar, “Maximizing Wellness Program Engagement,” Featuring Jill Micklow, wellness consultant at Assurance.

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Brand surveys and campaigns can also be done on different social media sites. LinkedIn is such an excellent professional networking site that can create a lot of positive buzz about your company. It can easily convey your company culture and can attract talents who will blend in well. Digital natives also use social networking as a means of development opportunities.

Your organization can acknowledge exemplary achievement in social media platforms. It can be anything from outstanding performances, job anniversaries to welcoming new recruits. Such appreciation allows employees to improve communication and helps to create cohesiveness in teams. Social media can reduce employee turnover for businesses. Evolv, a big data company, has identified a correlation between social media site usage and improved retention. **According to their analysis**, workers who used one to four social media platforms stayed longer at their jobs than their peers. They took a sample size of 39,112 employees.

**Employee development and learning** is a must to update and upgrade the existing skills of the workforce. Social media can create learning opportunities for employees, expanding knowledge, and developing personal skills. We come across so many different articles across social media about how to be a better leader, team member, etc. We can find excellent research, business statistics, debates, and news stories to dive in and flourish.

Thus, social media can be a vital forum for information exchange for staff at all levels. They can use blogs, microblogs, and following professionals and communities of similar practice. Such resources and communities allow social networking collaboration platforms to boost quality and workflow for the job. It can work as a collaborative tool, improving workflow.

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