

The Impact of Social Media Use on Employee's Commitment in Non-Governmental Organizations in Afghanistan (A Case Study of International Medical Corps)

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Abstract

The rapid growth of social media has significantly influenced information accessibility, providing ideal platforms for connection and collaboration across various sectors including non-governmental organizations (NGOs). The aim of this research is to study the impact of social media use on employee commitment among employees working at the International Medical Corps (IMC). Data was collected with a structured questionnaire from 88 employees at the International Medical Corps (IMC). The Data was analyzed using SPSS version 26. The result revealed that there is a significant positive relationship between social media & employees' commitment. The findings show that social media has the potential as an effective tool for fostering communication and enhancing workplace dynamics.

Keywords: Social Media, International Medical Corps (IMC), commitment, Employee, Afghanistan

1. Introduction

Social media platforms, including Facebook, Twitter, LinkedIn, and Instagram, have fundamentally transformed how individuals and organizations communicate, share information, and build networks. These platforms facilitate instant, global connections, allowing users to create and share content, engage in discussions, and access a vast array of information in real-time. In the workplace, social media has emerged as a powerful tool for professional networking, collaboration, and knowledge sharing, enabling employees to connect beyond traditional boundaries of time and geography. However, the impact of social media is not solely beneficial; it also presents challenges, such as distractions, privacy concerns, and the potential for negative interactions.

The influence of social media on workplace dynamics is profound and widespread, affecting communication and teamwork across various sectors, including non-governmental organizations (NGOs).

Studies have shown that social media can enhance employee commitment by fostering a sense of belonging and improving communication among employees. For instance, Zhou et al. (2022) found that social media usage can alleviate work-family conflict, thereby enhancing employees' happiness and sense of belonging, which, in turn, increases organizational commitment. Similarly, Ma et al. (2023) reported that social media usage for both work-related and social purposes positively influence job engagement and organizational commitment.

In Afghanistan, NGOs play a critical role in addressing social problems and humanitarian issues. Consequently, the use of social media as a workplace tool is becoming increasingly prevalent in this context. While the benefits of social media, such as improved communication and networking opportunities, are well-documented,

the impact on employee commitment within Afghan-based NGOs has not been thoroughly examined.

Social media use within the International Medical Corps (IMC) in Afghanistan serves as a crucial tool for communication, coordination, and outreach. It facilitates the dissemination of critical information, updates on sector initiatives, and engagement with both local and international stakeholders.

The purpose of this study is to explore the relationship between social media use and employee commitment within the IMC. Given that NGOs face unique operational challenges and emphasize mission-driven work, managers in this sector need to understand how social media usage influences employee commitment. Although this relationship has been the subject of studies, this research aims to provide further insights that can contribute both practically and academically to enhancing employee commitment through effective social media strategies.

1. LITERATURE REVIEW

The psychological connection that a person has to their organization, which affects their willingness to stick with it and give it their all to achieve its objectives, is known as organizational commitment. It plays a pivotal role in determining employee retention and overall organizational success, fostering a sense of purpose among employees and aligning their goals with the organization's mission, which is crucial for achieving competitive advantages, particularly in dynamic environments (Kamau et al., 2024).

Studies reveal that employee engagement is a factor that sustains higher levels of commitment among employees as well as improves organizational effectiveness. (Rahul et al., 2024).

Employee commitment, commonly understood as the extent to which an employee is dedicated to their organization and its values, has

been linked to positive organizational outcomes, including lower turnover rates and enhanced job satisfaction, which are essential for long-term success (Margarida et al., 2024).

Studies suggest that organizational commitment can mediate the effects of other factors, such as perceived organizational support and talent management, on employee retention (Susan et al., 2023). Additionally, leadership styles and team cohesion are influential factors that shape organizational commitment, further affecting employee retention (Lisa et al., 2024).

The impact of social media on employee commitment within non-governmental organizations (NGOs) is multifaceted, influencing various aspects of organizational engagement. A study by Albanna et al. (2022) found that non-governmental organizations (NGOs) effectively utilizing social media can enhance awareness and community engagement, which in turn strengthens employee commitment to the organization's mission.

Alshami et al. (2024) examined the effect of social media on employees' organizational commitment, analyzing factors such as communication, content creation, file sharing, and hedonic practices. Using a quantitative approach with data from 247 employees, the study revealed a positive effect of social media on employees' organizational commitment.

Social media also serves as a powerful tool for promoting volunteerism and improving work-life integration by enabling non-profits and employers to expand their reach, engage with volunteers in real-time, and foster a sense of community around a shared cause (Norzaila et al., 2023).

However, the effects are not universally positive. Srđana et al. (2022) conducted research in several West Balkan countries, including Bosnia and Herzegovina, Croatia, Montenegro, North Macedonia, and Serbia,

with a total of 313 complete questionnaires collected from employed individuals. The study found that excessive social media use can lead to distractions, reducing job satisfaction and organizational loyalty, particularly among older employees. Similarly, research by Yousef et al. (2023) highlighted that social media addiction can disrupt focus and productivity, causing anxiety and cognitive overload, which negatively impacts employee morale and commitment.

In summary, the relationship between social media use and work engagement can yield both positive and negative outcomes on employee commitment at the workplace. While social media can enhance communication, engagement, and career performance, thereby boosting employee motivation, it also poses risks, particularly if usage is uncontrolled or excessive.

Based on the reviewed studies, the present research aims to test the following hypothesis:

Ha1: Social media use has a significant and positive effect on employee commitment at the International Medical Corps (IMC).

2. RESEARCH METHODOLOGY

To achieve the objective of this study, a quantitative survey methodology was employed, using a structured questionnaire to collect data. The data was gathered from office-based employees of the International Medical Corps (IMC) working at the country office in Kabul, Afghanistan. The target population for this study comprised 113 employees as of January 2024, as reported by the IMC Human Resources department. The sample size was determined using Cochran's formula for random sampling, resulting in a sample of 88 respondents.

Data analysis was conducted using SPSS version 26.0 and included descriptive statistics, correlation analysis, reliability testing through

Cronbach's alpha, validity testing, normality testing, and hypothesis testing using single linear regression.

The study was designed to collect primary data through questionnaires administered to employees across the IMC organization to capture a wide range of perspectives. The questionnaire was divided into two sections: the first section collected demographic information such as age, education level, working department, position, working duration at IMC, and time spent on social media, while the second section focused on assessing the impact of social media on employee commitment. A Likert scale ranging from "strongly agree" to "strongly disagree" was employed to capture respondents' varying opinions, providing both quantitative data and qualitative insights.

The structured design of the questionnaire, using a scaled approach, ensured the collection of comprehensive data, enabling an in-depth analysis of the impact of social media on employee commitment throughout the organization.

3. RESULTS

The demographic analysis of the respondents revealed that women constituted a small proportion of the sample at 6.8%, with men representing the majority at 93.2%. The age distribution showed that 6.8% of respondents were aged 18-25 years, 67.1% were aged 26-35 years, 19.3% were aged 36-45 years, and 6.8% were aged 46-55 years, indicating that the majority of participants fell within the 26-35 age range.

Regarding educational qualifications, 72.7% of respondents held bachelor's degrees, while 27.3% held master's degrees, suggesting a well-educated sample group. The respondents represented various departments within the organization: 57.9% were from the program department, 19.3% from Monitoring and Evaluation, 9.1% from IT,

3.4% from Admin and HR, 4.6% from Finance, and 5.7% from Logistics and Fleet.

In terms of cadre levels, 13.6% of the respondents were junior-level employees, 59.1% were in middle management, and 13.6% were in senior management, indicating a predominance of middle-level management within the sample. The tenure of respondents varied, with 15% having less than one year of service, 53% having 1-5 years, 9% having 6-10 years, another 9% with 11-15 years, and 2% with more than 15 years of experience, reflecting a diverse range of experience levels among the participants.

3.1. Validity Test

Validity is a huge part of credibility in research. For this study, draft questionnaires were shared with professors and specialists for their feedback before compiling it into one final version!

3.2. Reliability Test

A relatively high degree of internal consistency among the variables was indicated by Cronbach's Alpha coefficient (α) value of 0.842 and 0.825 obtained from the reliability analysis of the employee commitment and social media. This result indicates that all assertions of the study's variables show good reliability. As a result, it is established that the variables being examined possess continuous measuring characteristics.

Variable	Cronbach's Alpha	N of Items
Employee Commitment	.842	4
Social Media	.825	10

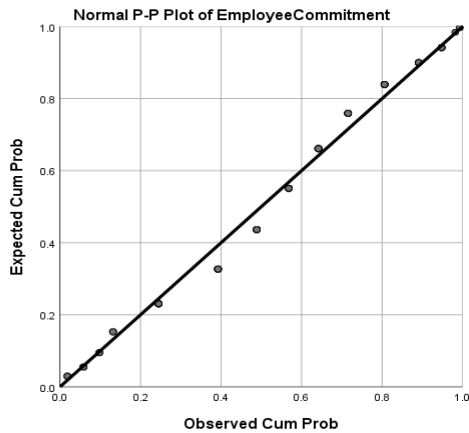
Source: Primary Data, processed with SPSS Version 26

3.3. NORMALITY TEST

Normality is a statistical assumption that data should follow the normal distribution, which is a key assumption in many statistical analyses, including parametric tests such as t-tests, ANOVAs, and regression analyses. A normal distribution, often referred to as a bell curve, is symmetric around the mean, with most of the data points falling close to the mean and fewer as you move further away in both directions.

Figure 2: Normal P-P Plot

Source: Primary Data, processed with SPSS version 26



According to Figure 2, there are regularly distributed black dots or patterns, meaning there is a strong positive association with each other as they spread across the diagonal line.

3.4. Descriptive Statistics

Table 2 presents the results of descriptive statistics for age, gender, education level, and other characteristics. The mean, standard error, min, and max values are displayed in the table.

Table 2: Descriptive Statistics

	N	Minimum	Maximum	Mean		Std. Deviation
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic
Gender	88	1.00	2.00	1.0682	.02702	.25350
Age	88	1.00	4.00	2.2614	.07317	.68639
Education Level	88	3.00	4.00	3.2727	.04775	.44791
which department do you work in	88	1.00	6.00	2.5114	.20761	1.94756
What position do you currently hold	88	1.00	3.00	2.1364	.06700	.62848
How long have you worked at this organization	88	1.00	5.00	2.2045	.09853	.92425
How often do you indulge in social media, either by posting, reading, blogging or looking at people's profiles while at work	88	1.00	5.00	2.7500	.17501	1.64177
How much time do you spend on social media per click or logging	88	1.00	5.00	3.1250	.14165	1.32884
Who do you communicate the most using social media	88	1.00	4.00	2.2386	.11197	1.05039
What do you utilize social media for?	88	1.00	4.00	2.7159	.13993	1.31262
Valid N (listwise)	88					

Source: Primary Data, processed with SPSS version 26

3.5. Correlation Analysis:

The given value of Table 3 shows that there is a strong positive (85.8%) relationship between social media and employee commitment, while the conducted research model is significant at the 0.01 level or 99% confidence level.

		SocialMedia	Employee Commitment
SocialMedia	Pearson Correlation	1	.858**
	Sig. (2-tailed)		.000
	N	88	88
Employee Commitment	Pearson Correlation	.858**	1
	Sig. (2-tailed)	.000	
	N	88	88

** . Correlation is significant at the 0.01 level (2-tailed).
Source: Primary Data, processed with SPSS version 26

4.6 Overall Model Good Fit Test

The R-Square value of 73.6% accounts for the variance in employee commitment, proving that social media has made a significant prediction regarding employee commitment. (Table 4). Thus, a high percentage tells us that the model, to a large extent, is effectively able to explain variance in employee commitment, and hence can be considered an accurate predictor. The findings indicate that as social media use increases or changes, it has a substantial impact on how committed employees feel towards their work. The model's high explanatory power shows that social media usage plays a crucial role in influencing employee attitudes and behaviors, which could be due to factors such as better access to information, increased communication, or more chances for involvement and collaboration at the workplace. This strong fit of the model underscores the importance of considering social media as a key variable when assessing factors that drive employee commitment.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.858 ^a	.736	.733	.44870	.736	239.871	1	86	.000
a. Predictors: (Constant), SocialMedia									

Source: Primary Data, processed with SPSS version 26

4.7 Hypothesis testing, T-Test

The study revealed that social media, as an independent variable, has a significant effect on employee commitment at the International Medical Corps. The calculated t-value for the variable was 15.488, which exceeds the critical t-value of 1.968498 for a significance level of 0.05. Hence the alternative hypothesis (Ha1), which posits a significant and positive effect of social media on employee commitment, is accepted. Thus, means use of social media has a significant and positive effect on employee commitment at the International Medical Corps (IMC). The statistical analysis showed that social media use was highly related to higher employee commitment. As a result, the alternative hypothesis (Ha1), which believes that social media use has a considerable positive and direct impact on employee commitment at the International Medical Corps (IMC) is accepted. According to this statistical analysis, there is a direct correlation between increased employee commitment at the International Medical Corps (IMC) and the use of social media.

Table 5: T-Test Results

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B				
					B	Std. Error	Beta	Lower Bound	Upper Bound
					1	(Constant)	-.278	.194	
	SocialMedia	1.198	.077	.858	15.488	.000	1.044	1.352	

a. Dependent Variable: Employee Commitment

Source: Primary Data, processed with SPSS version 26

5 DISCUSSION

The study aimed to examine the impact of social media use on employee commitment. The research findings indicate that social media use has a significant positive effect on employee commitment at the International Medical Corps (IMC). The results underscore social media's potential as a valuable tool for enhancing workplace dynamics and fostering communication among employees. The findings suggest that social media can play a critical role in strengthening organizational commitment at the International Medical Corps (IMC). Moreover, the results are consistent with previous studies by Albanna et al. (2022) and Alshami et al. (2024), which also reported that social media use positively impacts employee commitment. For future research, it is recommended to include a broader range of non-governmental organizations to provide a more comprehensive understanding of the impact.

6 MANAGERIAL IMPLICATIONS

Considering the research findings, indicating a positive and significant impact of social media use on employee commitment at the International Medical Corps (IMC) in Afghanistan, this study offers valuable insights for organizational leaders and managers at the International Medical Corps. It highlights how vital it is to figure out

how social media use affects employee loyalty. To leverage the positive effects of social media, managers at the International Medical Corps need to establish clear and comprehensive social media policies that define acceptable use, address privacy concerns, and set guidelines for professional conduct. Additionally, social media can be a powerful tool for continuous learning and career development. Managers at IMC are required to encourage employees to engage with industry groups, follow thought leaders, and participate in webinars or online courses. It is also recommended that managers at IMC should keep an eye on the extent to which social media usage serves consistent with organizational objectives as well

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