

The Impact of Social Media Usage on Employee Focus : Applied Study

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Abstract: The current research aims to study the effect of using social media represented by (thinking, collaboration, and interaction) on the concentration of employees within a group of employees at some private commercial banks in Al-Diwaniyah Governorate, recognised in the Iraq Stock Exchange in Al-Diwaniyah, specifically focusing on five banks: (Baghdad, Union of Iraq, Dar Es Salaam Investment, Gulf Commercial, World Islamic). The research concentrated on addressing an important issue formulated as a fundamental question: (Is there an impact of using social media on the concentration of employees in the aforementioned commercial banks?). In order to achieve the research objective and address the proposed problem, a descriptive analytical approach was adopted to measure the levels of the research variables, which primarily relied on the questionnaire tool for data collection necessary for analysis, A total of 130 questionnaires were distributed to the relevant employees in commercial banks, of which 124 were returned, including 5 damaged questionnaires, and 119 valid questionnaires for analysis. This indicates a response rate of 92%. The research relied on two packages, namely SPSS and AMOS.V.29, to extract the targeted tests. The research found significant results, foremost of which was the existence of a significant correlation and impact between the use of social media and employee engagement. This highlights the contribution of social media in improving cooperation and communication mechanisms between employees and management, thereby enhancing opportunities for collaboration and the exchange of information and ideas, which improves the banks' capabilities to build a collaborative work environment that contributes to enhancing and increasing productivity, The research recommended that banks should train employees on the effective use of social media through workshops and training aimed at improving focus and reducing waste in their invested efforts. Additionally, it is essential to develop policies and mechanisms for using social media, relying on the efficiency and effectiveness of employees in minimising distractions and working to build internal communication platforms aimed at collaborating in addressing the challenges and threats presented.

Keywords: Social Media, Employee Focus, Thinking, Collaboration, Interaction.



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Introduction

In the era of digital transformation that we are experiencing today, social media has become an important issue in our daily lives as it is an integral part of it (Cagatin, 2024: 105). It plays a significant role in shaping social and economic behaviours and interactions. With the increasing use of these media, tools, and technologies, it has required employees to enhance their focus and productivity (Ausat, 2023: 37). Engaging with social applications such as Facebook, Twitter, and Instagram may lead to distractions in an employee's productivity and reduced attention, thereby directly or indirectly affecting their abilities, skills, and focus in completing the tasks and responsibilities assigned to them (Naeem & Ozuem, 2021: 1030).

Social media can serve as an important tool in developing and improving the performance of employees by enhancing cooperation, innovation, and creativity in the workplace, which in turn fosters a competitive spirit among colleagues within the internal work environment (Okonkwo & Awad, 2023: 21). This necessitates organisations to cultivate a flexible work culture that fundamentally employs social media as a significant means of operation by developing ideas and promoting the organisation's services and products, thereby increasing market share and the popularity and branding of the organisation (Hau & Savage, 2023: 533). This, in turn, highlights the need for businesses to utilise social media as a vital mechanism for enhancing employee capabilities and focus, which requires a thorough examination of the psychological and social factors that may influence employees' behaviours (Pekkala & van Zoonen, 2022: 69).

It is well known that the combination of social media and employee focus is of utmost importance as it triggers psychological effects and social dynamics, as well as regulatory policies (Avalle et al., 2024: 585). Therefore, understanding this relationship contributes to building and developing effective strategies that enhance employee performance and focus within dynamic work environments (Song et al., 2023: 420). Consequently, this research aims to shed light on the impact of social media usage on employee focus, which in turn leads to an improved work environment and the achievement of organisational goals.

Part One: Research Methodology

First: The Research Problem

With the use of modern technologies, including social media which has become an integral part of daily practices, there has been a significant direct or indirect intertwining of these tools within the actual work environment. This situation encourages the notion that the use of social media raises a great deal of controversy, especially regarding the increase in employee productivity and focus. On the other hand, these tools allow employees to communicate directly with their colleagues to exchange ideas, engage in promoting collaboration, and enhance innovation and creativity, thereby reducing work-related stress and loss of concentration that negatively affect job performance.

It is often observed that employees with unique abilities in using social media while performing their jobs tend to utilise these skills to complete tasks with the highest quality and in the shortest time possible. These mediums act as a mechanism to motivate employees to accomplish these tasks and receive the rewards provided by management, leading workers in the workplace to constantly seek interactions and digital technologies that enhance focus on work and contribute to

the development and introduction of new methods and avenues for accomplishing tasks. Thus, social media represents one of the important means through which employee focus on task performance can be enhanced by utilising these tools. However, the use of these tools requires employees to engage in a series of workshops and training courses that enable them to develop their skills and internal capabilities. Consequently, the research problem can be framed in a significant question: Is there an impact of using social media on employee focus in the relevant commercial banks? In order to achieve the main objective, it is necessary to respond to the following questions:

1. What is the impact of social media use on employee concentration in commercial banks?
2. What factors influence the impact of social media on employee productivity?
3. How does the impact of social media on employee concentration vary depending on the type of work?
4. Can social media be used as a tool to improve collaboration and creativity among employees?
5. Can social media use be effectively managed in the workplace?
6. What role does the impact of social media use (thinking, collaborating, and interacting) have on employee concentration?

Second: The importance of research

The current research represents a fundamental pivot through which employees can invest their time and efforts in completing tasks in the shortest possible time and achieving the best quality performance, by using social media in a way that enhances their focus in the workplace. Therefore, the topics related to Bahrain gain increasing importance in light of the rapid changes in the digital work environment, and the significance of the research can be identified as follows:

1. Working to increase employee productivity by using social media as a means to improve employee performance and focus.
2. The current research works to apply a culture of innovation and creativity in dealing with social media messages by leveraging cultural values and practices to increase employee focus.
3. The current research improves employees' awareness of the importance of reducing psychological and social pressures that can affect their behavior in performing their duties, making social media a means of relieving work-related stress.
4. The current research develops various strategies to improve the reputation and standing of the commercial banks involved, ensuring increased employee focus through appropriate training and guidance.
5. The current research contributes to expanding the scope of knowledge, skills, and academic and practical gaps regarding the relationship between social media and employee focus by providing analyses and graphic interpretations that will help future studies develop new tools and methods to address challenges.

Third: The objectives of Research

The current research aims to study the impact of using social media, represented by (thinking, collaboration, and interaction), on the concentration of employees within a group of workers in certain public commercial banks in the Diwaniyah Governorate. Additionally, the current research seeks to assess the potential benefits that can be achieved from the impact of using social media as an important tool in enhancing relationships and cooperation among colleagues, which contributes to increasing the level of creativity and the exchange of ideas and information more quickly and efficiently. Through employee experiences and opinions, a clear perspective can be offered on

what is fruitful for banks in the workplace environment and what can influence their effectiveness in developing strategies to achieve their goals.

1. Analyze the impact of social media use on employee focus in commercial banks.
2. Identify the factors that influence the impact of social media on employee productivity.
3. Identify the extent to which the impact of social media on employee focus varies depending on the type of work.
4. Explain the role of using social media as a tool to improve collaboration and creativity among employees.
5. Determine the extent to which social media use can be effectively managed in the workplace.
6. Identify the role of social media use in the context of (thinking, collaboration, and interaction) on employee focus.

Fourth: Hypothetical plan and development of hypotheses

The hypothetical framework aims to address the research problem by achieving the objectives that the research seeks to accomplish, as well as highlighting the importance of research topics for commercial banks in order to achieve a positive level in navigating to safety and obtaining the largest market share. Figure (1) illustrates the hypothetical framework through which the necessary hypotheses for addressing the research problem can be developed, as follows:

Independent variable: represented by the **use of social media**, and was measured based on three dimensions: (thinking, cooperation, interaction).

Dependent variable: This included **employee focus**, and was measured as a unidimensional variable.

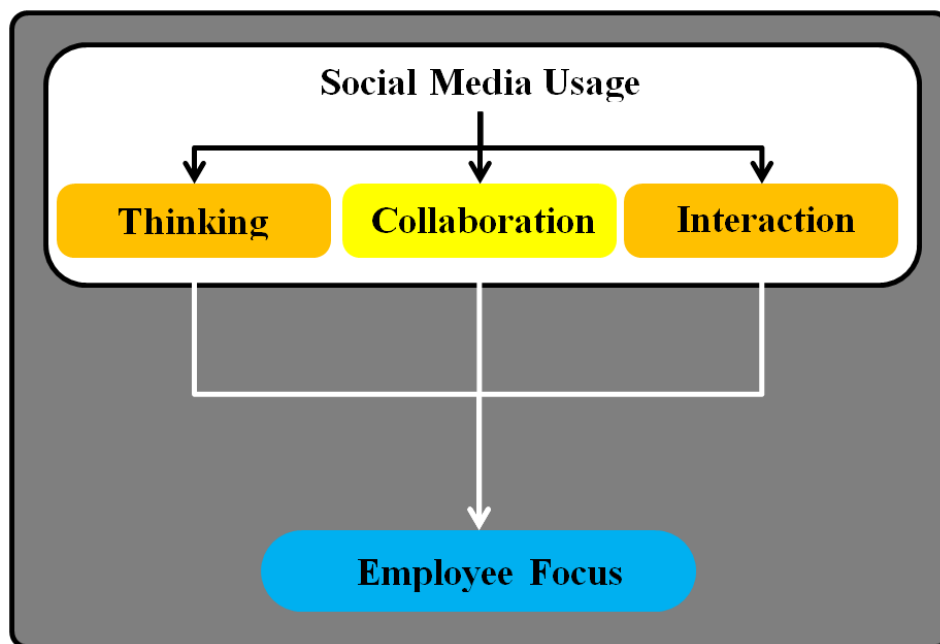


Figure (1) Hypothetical research plan

Source: Prepared by the researchers

From Figure (1), two hypotheses can be developed:

H1: There is a significant correlation between social media use and employee focus, which results in:

1. There is a significant correlation between the thinking dimension and employee focus.
2. There is a significant correlation between the collaboration dimension and employee focus.
3. There is a significant correlation between the interaction dimension and employee focus.

H2: There is a significant effect of social media use on employee focus, which results in:

1. There is a significant effect of the thinking dimension on employee focus.
2. There is a significant effect of the collaboration dimension on employee focus.
3. There is a significant effect of the interaction dimension on employee focus.

Fifth: Research Sample

The study population consisted of the private commercial banks recognised in the Iraq Stock Market in Al-Diwaniyah governorate, specifically five banks: Baghdad Investment, Iraqi Union, Dar Al-Salam, Gulf, and Islamic World. The study sample included employees at these banks, with (130) questionnaires distributed to the relevant staff at the commercial banks. A total of (124) questionnaires were returned, of which (5) were damaged, leaving (119) valid questionnaires for analysis, indicating a response rate of (92%). The research relied on two software packages, namely (SPSS & AMOS.V.29), for extracting the targeted tests.

Part Two: The Theoretical Aspect

First: Social Media Using

1. The Concept of Social Media

Social media is considered one of the most prominent manifestations of interaction in the age of the technology and digital communication revolution (Muftah, 2024:213). It is no longer limited to being tools for communication, exchanging opinions and entertainment among individuals and communities; rather, it has surpassed that to become one of the most important marketing tools (Ghahramani et al., 2022:2405). Through these platforms, millions with shared interests connect, as these sites provide users with the opportunity to comment freely and share files, images, and videos, in addition to sending messages and participating in instant messaging conversations (Aidel & Bouguerra, 2025:1097). Social media also plays a prominent role in marketing, having achieved multiple successes, most notably supporting companies in building relationships and connections with their customers, as well as providing them with the opportunity to reach new customers (Aulia et al., 2024:161). Social media is defined as the digitisation of traditional media channels (Al-Quran, 2022:157), relying on mobile and web technology to create a social network in the virtual world through a variety of online communication channels (Balasubramanian et al., 2022:58). (Azzaakiyyah, 2023:3) notes that social media includes electronic communications, particularly applications and websites, that allow users to create and share information, ideas, and personal messages.

Khanom (2023:90) indicated that social media represents a communication platform where individuals collect and disseminate information of their choosing. Social media is also considered modern technological applications aimed at enhancing communication among individuals and groups with shared interests online (Temnikova & Vandsheva, 2022:275), facilitating the exchange of information and knowledge through audio, visual, video, and text, including resumes, publishing, and blogging on personal pages, alongside providing a range of services for users such as instant messaging, private message exchange, and email (Moussa, 2020:10).

Social media also contributes to enhancing organisations' responsiveness to customer demands, necessitating adaptations in turbulent conditions and the ability to adapt to rapid changes and exhibit flexibility in the face of unexpected internal and external environmental changes (Gündüzyeli, 2025: 3139). Thus, it can be stated that social media represents a combination of

modern digital technical applications that can be utilised by businesses and their employees to establish the organisation's reputation and promote its services and products.

2. The Importance of Social Media

Social media platforms have gained significant prominence among various segments of society, having successfully brought users together under one umbrella in recent years. In a short span of time, they have attracted a wide demographic and have become the preferred choice for spending time online. Consequently, the importance of social media in the following aspects is highlighted:

- a) Many companies and organizations seek to find qualified employees through these networks, as this process is quick and requires little effort (Rahman et al., 2022:1700).
- b) E-learning enhances the social aspect and participation of all parties within the organization.
- c) It encourages individuals, especially young people, to engage in charitable work and volunteer campaigns (Rigitta, 2025:522).
- d) Social media networks play an important role in shaping political awareness among young people by providing them with political information, which contributes to strengthening, changing, or shaping their culture (Fatima & Sultana, 2018:39).
- e) Focusing on transforming the communication process into interactive and easy-to-understand ideas (Kethüda & Bilgin, 2023:3).
- f) Facilitating interaction, collaboration, and information exchange among users.
- g) Providing services that allow people to freely express their opinions.
- h) Allowing subscribers to create their own websites to express their interests and hobbies (Stamenković & Mitrović, 2023:12).
- a) Providing people with the opportunity to express themselves and their interests and share their thoughts and feelings with those who share their interests and ideas (Purwanto et al., 2023:2).

3. The Dimensions of Social Media

Identifying indicators for measuring the use of social media related to enhancing employee focus through the following:

- a) **Thinking:** Social media enables the organization to leverage and share information across its departments, enhancing its ability to use flexible technology efficiently and providing an environment conducive to change (Joshi et al., 2023:11). Additionally, employee flexibility contributes to improving the organization's competitiveness in terms of costs, quality, and time, by gathering and sharing relevant information with colleagues about customer preferences and working to meet them (Aulia et al., 2024:161).
- b) **Collaboration:** This tool allows for sharing content among friends, whether via computers or smartphones (Khanom, 2023: 90). Collaboration also refers to positive attitudes and effective collaborative behaviors among colleagues (Taran, 2019: 33). Cho et al. (2024: 944) stated that business organizations need to collaborate with employees to continuously monitor their environment and interpret its dynamics, with the aim of predicting future skill needs. This enhances the organization's ability to implement classic vertical integration strategies, which helps in predicting diverse customer requirements and meeting them with high quality (Potla & Pottla, 2024: 1389).
- c) **Interaction:** Interaction represents a communication process based on role exchange and two-way discourse. This characteristic of social media supports the idea of an active audience (Budiana, 2022: 18), as these media are considered a variable that positively influences users' emotions and enhances their sharing behavior, contributing to a desire to continue

communicating (Wang & Xie, 2023: 1438). Social media also plays an important role in the exchange of ideas, opinions, and suggestions, leading users to share and exchange not only information, but also products, companies, brands, and previous experiences (Muliadi et al., 2024: 825). Users often find this business-related content to be a source of interaction and exchange (Onofrei et al., 2022: 104). (Okonkwo & Awad, 2023:22) indicate that interaction is essential for establishing effective communications between brands and organizations and their customers. It also motivates customers to create content on social media platforms. This interaction contributes to achieving an important goal for companies, which is to get customers talking about the company and its products and sparking discussions about them (Chaker et al., 2022:130). Companies also aim first to build interaction between them and customers, and then seek to develop interaction between these customers and other customer groups (Sergius, 2021:367).

Second: Employee Focus

1. The Concept of Employee Focus

Teamwork and colleagues are influential factors on employee concentration, as personal relationships, trust, and the presence of a supportive team encourage employees to focus (Adamovic, 2018: 2160). A suitable work environment promotes employees to build positive social relationships with their colleagues, which enhances their concentration in building relationships with others, contributing to high engagement (Salas-Vallina et al., 2021: 333). When an employee is focused, it indicates their full awareness of their duties towards the organisation's goals, inspiring their colleagues to work hand in hand to achieve them (Lorinkova & Perry, 2019: 235). Therefore, employee focus is one of the essential requirements for creating a creative and supportive work environment that leads to efficiency and effectiveness (Mburu, 2020: 53).

Similarly, employee focus represents the ability to direct attention and efforts towards completing the tasks assigned to them (Beltrán-Martín et al., 2018:101), which contributes to enhancing performance and increasing productivity in the workplace, as focus is a vital skill that helps individuals accomplish tasks efficiently, enabling them to think clearly and offer innovative solutions to complex problems (Adamovic, 2018:2163). Consequently, supporting focus requires creating a conducive work environment that fosters positive interaction (Rasool et al., 2021:2295), providing necessary tools, and implementing effective time management strategies (Yadav et al., 2023:856), thereby enhancing employees' ability to achieve their goals consistently and effectively (Chowdhury et al., 2022:33). It is noted by (Kark et al., 2018:188) that when employees manage to maintain a high level of focus, they experience motivation and accomplishment, which positively reflects on team spirit and increases interaction among individuals. Furthermore, (Al-Saffar & Obeidat, 2020:79) indicated that focus also helps in reducing errors and improving work quality, as employees are more precise in executing tasks, leading to better final outcomes.

It can be said that employee focus represents the sum of skills, abilities, and knowledge that enable workers to enhance their internal capabilities in order to perform their tasks in the least possible time and effort.

2. The Importance of Employee Focus

Focusing on employees represents an important pillar that enables the organisation to enhance employees' sense of belonging and their integral part within the organisation, as well as boosting employees' self-confidence by granting them the freedom and independence to participate in decision-making and express their opinions (Orucho, 2020:2). Consequently, the importance of focusing on employees can be identified as follows:

- a) Improving employee morale, efficiency, and productivity.
- b) Reducing employee turnover.
- c) Building and enhancing the organization's competitive advantage (Hlupic, 2020: 41).
- d) Maintaining and directing employees' cognitive, emotional, and behavioral efforts to enhance the organization's standing and value (Gagné, 2018: 85).
- e) Improving organizational performance by increasing employee loyalty and satisfaction, financial results, and profitability, and improving employee safety and well-being.
- f) Building a positive organizational image: Employees convey a positive image of their relationships with managers and customers within the organization (Wu, 2024: 63).
- g) Achieving organizational success by increasing the productivity and efficiency of work teams (Leitão et al., 2019: 3805).
- h) Empowering employees to complete tasks more effectively, which reduces errors and improves performance quality.
- i) Enhancing employees' ability to innovate and create at work, which generates new solutions that move the organization forward (Holmquist & Johansson, 2019:47).

Part Three: The Practical Aspect

First: Coding Variables

The study variables consisted of two variables: (the use of social media) as the independent variable, which was measured through three dimensions (thinking, cooperation, and interaction), and (employee focus) as the dependent variable, which was measured as a unidimensional variable. In order to provide a clear understanding for the reader regarding the study variables and the applied analysis, it is necessary to represent the study variables with a set of symbols that illustrate them more clearly, as can be shown in table (1).

Table (1): Coding of Research Variables and Dimensions

Variables	Dimensions	NO.	code		Source
Social Media Usage	Thinking	4	SMT	USM	Haraz,2023
	Collaboration	4	SMC		
	Interaction	4	SMI		
Employee Focus	One-dimensional	6	EF		Mustafa,2020

Second: Testing Data Moderation and Reliability

The results from Table (2) indicate that the data related to the use of social media and employee engagement follow a normal distribution, as they achieved a significance value greater than (0.05). This demonstrates the acceptance of the null hypothesis, which states that the data under analysis follows a normal distribution at a significance level greater than 0.05, and the rejection of the alternative hypothesis, which posits that the data under analysis does not follow a normal distribution at a significance level less than 0.05. Consequently, the current study can generalise the results to the studied population, in addition to the capability of the current study to use parametric tests, as the data, as previously mentioned, is normally distributed.

The results indicate that the use of social media, represented by (12) items distributed across three dimensions, achieved a stability rate of (0.918) with structural stability ranging from (0.862 to 0.901) for the dimensions of thinking and collaboration, respectively.

Additionally, the results show that employee focus, represented by (6) items, achieved a structural stability rate of (0.852), demonstrating alignment and convergence of opinions among the research sample.

Table (2): Results of Moderation and Reliability of the Measurement Tool

Variables	Kolmogorov-Smirnov				Cronbach's Alpha			
Social Media Usage	Thinkin g	0.29 0	Collaboratio n	0.21 2	Thinkin g	0.86 2	Collaboratio n	0.90 1
	Interaction		0.201		Interaction		0.895	
	Social Media Usage Rate							
	0.165				0.918			
Employee Focus	0.230				0.852			

Third: Exploratory Factor Analysis Test

Exploratory factor analysis represents the basis through which the alignment of the items in the measurement tool with the sample used to assess the level of research variables among employees in commercial banks can be evaluated. Hence, it is evident that all items possess loadings and saturations higher than 0.60, which is the criterion upon which one can rely to determine the acceptance or rejection of the saturation for each item. Therefore, the statistical value of the saturations of the variables should not be less than 0.60 (Chan et al., 2007).

Table (3): Exploratory Factor Analysis Satency of Research Variable Factors

Component Matrix				
NO.	USM			EF
	SMT	SMC	SMI	
SMT1	0.840			
SMT2	0.893			
SMT3	0.801			
SMT4	0.828			
SMC1		0.913		
SMC2		0.817		
SMC3		0.866		
SMC4		0.776		
SMI1			0.817	
SMI2			0.763	
SMI3			0.779	
SMI4			0.783	
EF1				0.795
EF2				0.764
EF3				0.778
EF4				0.782
EF5				0.936
EF6				0.806

Fourth: Statistical Description

Table (5) presents the statistical description of the variable of social media use (USM), which has a mean of (3.49) and a standard deviation of (0.51). This reflects the interest of employees in commercial banks in the dimension of thinking (SMT), which achieved a mean of (3.56) and a standard deviation of (0.50). Meanwhile, the interaction dimension (SMI) ranked last with a mean

of (3.44) and a standard deviation of (0.62). This indicates that the concerned banks are keen to enhance a sense of belonging by granting employees independence and freedom to express their opinions, which generates an acceptable motivation for improving their focus and performance.

The results of Table (5) show the descriptive statistics for the variable of employee concentration EF, which is represented by a mean of (3.22) and a standard deviation of (0.62). This result is attributed to the interest shown by employees in commercial banks in section two EF2, which achieved a mean of (3.30) and a standard deviation of (0.68). Meanwhile, section six EF6 ranked last with a mean value of (3.06) and a standard deviation of (0.84). This indicates that commercial banks are keen on providing feedback platforms by offering feasible solutions that enhance the internal processes for employees by identifying and addressing issues as much as possible through the innovations and creativity presented by the staff, thereby contributing to informed actions and decisions.

Table (5): Statistical Description

No.	Mean	S.D	No.	Mean	S.D
SMT1	3.56	0.62	SMI3	3.44	0.64
SMT2	3.46	0.66	SMI4	3.46	0.74
SMT3	3.61	0.53	SMI	3.44	0.62
SMT4	3.59	0.57	USM	3.49	0.51
SMT	3.56	0.50	EF1	3.20	0.74
SMC1	3.53	0.65	EF2	3.30	0.68
SMC2	3.55	0.58	EF3	3.21	0.79
SMC3	3.43	0.64	EF4	3.27	0.68
SMC4	3.43	0.73	EF5	3.30	0.71
SMC	3.48	0.54	EF6	3.06	0.84
SMI1	3.37	0.73	EF	3.22	0.62
SMI2	3.47	0.65			

Fifth: Hypothesis Testing

H1: There is a significant correlation between social media use and employee focus.

The results of Table (6) indicate a statistically significant correlation between the use of social media and employee concentration, with a magnitude of (0.834), representing a strong positive relationship. This implies that commercial banks recognise the importance of providing all work facilities for employees, including the necessary devices and software. Furthermore, there is a correlation between the dimensions of social media use and employee concentration, ranging from (0.639) towards the dimension of SMT thinking to (0.847) towards the dimension of SMI interaction.

Table (6) Correlation Matrix

	SMT	SMC	SMI	USM	EF
SMT	1				
SMC	.731**	1			
SMI	.686**	.865**	1		
USM	.866**	.846**	.838**	1	
EF	.639**	.791**	.847**	.834**	1

H2: There is a significant effect of social media use on employee focus.

The results from table (7) indicate that as bank employees become more aware of the importance of using social media, this leads to an improvement in employee focus in banks. In other words,

increasing the use of social media by one standard unit results in an improvement in employee focus by (0.845) with a standard error of (0.044). This means that the awareness of bank employees regarding the impact of social media usage on employee focus contributes to enhancing the employees' ability to invest time, effort, and adequate information to accomplish their assigned tasks.

The contribution of social media usage in explaining a value of (0.696) of the variance in employee engagement is evident, while the remaining value of (0.304) is attributed to variables outside the scope of the study.

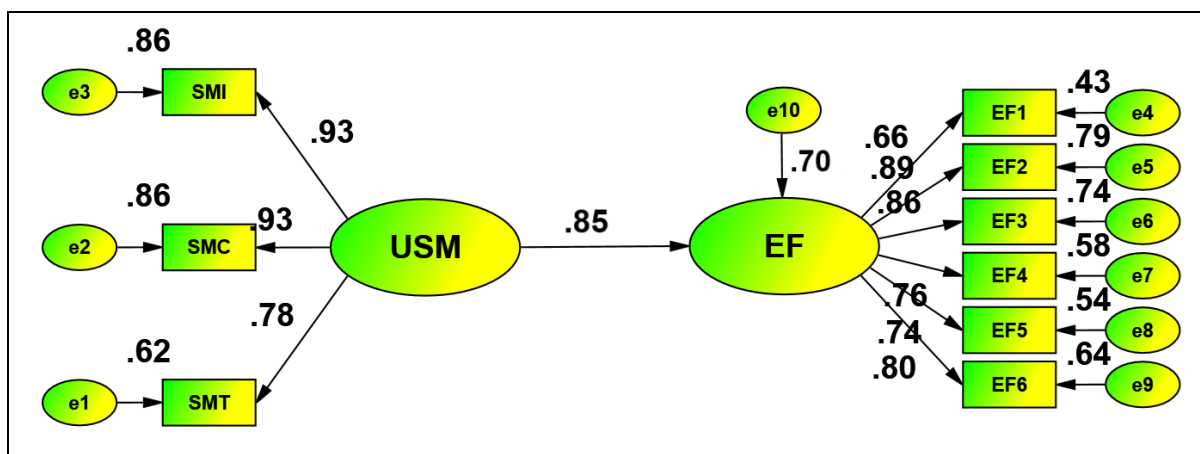


Figure (2): Path Analysis of the Effect of Social Media Use on Employee Focus

Table (7): Results of Path Analysis of the Effect of Social Media Use on Employee Focus

Path			Standard weights	standard error	critical value	R ²	P
USM	--->	EF	0.845	0.044	19.205	0.696	***

Part Four: Conclusions and Recommendations

First: Conclusions

1. There is a significant correlation and impact between the use of social media and employee focus, as social media contributes to improving collaboration and communication mechanisms between staff and management, enhancing opportunities for cooperation and encouraging the exchange of information and ideas, which improves banks' capabilities to create a collaborative work environment that contributes to increasing productivity.
2. The concerned banks are keen to foster a sense of belonging by granting employees independence and freedom to express their opinions, which generates an acceptable motivation for their focus and enhances their performance.
3. Commercial banks are interested in providing feedback platforms by offering feasible solutions that improve internal processes for employees, by identifying and addressing problems as much as possible through the innovations and creative ideas presented by staff, which contributes to making informed decisions.
4. Commercial banks are keen to enhance flexibility and adaptability in the workplace by improving mechanisms for communication with colleagues at the right time and place, which in turn helps alleviate psychological work pressures.
5. Commercial banks strive to achieve a balance between work and the lives of employees by empowering and managing their time in a way that prioritises their goals, thereby enhancing their capacity to focus on meeting the requirements of their assigned tasks.

6. Commercial banks focus on building mechanisms of collaboration and relationships between teams by empowering employees to harmonise better through fostering creativity, innovation, and the exchange of ideas and suggestions within the work environment.

Second: Recommendations

In order to build better outcomes and address the shortcomings that commercial banks may suffer from, this research presents several recommendations that the banks are hoped to adopt as a mechanism for addressing workplace issues and the deficiencies they face. These recommendations are reflected in the necessity for commercial banks to focus on:

1. Training employees on the effective use of social media through workshops and training aimed at improving focus and reducing waste and losses in the investment of their efforts.
2. Developing policies and mechanisms for social media use based on the efficiency and effectiveness of employees in minimising distractions and working towards building internal communication platforms aimed at collaboration in addressing the problems and threats posed.
3. Encouraging a flexible work environment and adaptability in the performance of assigned tasks by using collaborative mechanisms that enhance employees' ability to invest and manage their time and efforts more effectively.
4. Supporting mechanisms that achieve work-life balance for employees by providing a work environment conducive to employees' comfort to ensure increased focus and productivity at work.
5. Providing high-quality performance measurement tools based on continuous improvement areas and quality standards that align with the targeted work environment and compete with organisations in the same industry sector.
6. Focusing on organising workshops and discussion sessions aimed at exchanging experiences, knowledge and skills that enhance employees' focus on achieving their common goals, which requires social initiatives that foster a sense of belonging.

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