

A Study on The Relationship Between Digital Competencies, Mindfulness, Social Media Usage and Work Performance in the Automobile Industry of Pakistan

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ABSTRACT

This study investigates the relationship between mindfulness, digital competencies, social media usage, and work performance in Pakistan's automobile sector. The research explores the roles of trust, mindfulness, shared vision, digital competency, knowledge transfer, and network ties within this industry. The automobile industry demands high levels of employee performance, and social media networks are increasingly used for communication and interaction. This research hypothesizes that social media usage fosters employee trust, leading to better interaction and knowledge transfer. Additionally, mindfulness training is proposed to enhance work performance and reduce employee turnover. A quantitative approach with a conceptual framework will test these hypotheses. The findings will contribute to a better understanding of how these factors influence work performance in the Pakistani automobile industry.

1 Introduction

The pervasiveness of social media has transformed communication and interaction, impacting both personal and professional lives. Social media platforms are increasingly used by organizations for various purposes, including employee communication, knowledge sharing, and relationship building (Tung et al., 2023). Research suggests that employees utilize social media to maintain relationships with colleagues (Yang et al., 2021), expand professional networks, and even inform decision-making processes (Yang et al., 2021).

Employee performance is crucial for success (Bashir et al., 2020). Asmawiah and Mukhtar (2020) emphasize that workforce qualification is essential for organizational

achievement. Pakistan has witnessed significant growth in social media usage, with over 72.9 million active users in 2022 (oosga.com). Despite the potential benefits, the impact of social media use on work performance in the Pakistani automobile industry remains largely unexplored.

The automobile industry is a significant revenue generator (Michael & James, 2015). However, the industry in Pakistan has recently faced negative growth (Eni, 1967). Poor employee performance can hinder productivity and contribute to a company's decline (Hlengane & Bayat, 2013). Mindfulness training has emerged as a potential tool to improve employee well-being, reduce stress, and enhance productivity (West et al., 2014; Wolever et al., 2012). Previous research suggests that mindfulness can lead to increased work performance and reduced employee turnover intentions (Dane & Brummel, 2014).

1.1 Background

There has been a negative growth of about 42.48% during 2022-2023 in the automobile industry (Eni, 1967) and the third quarter of calendar year (CY) 2022, which ended on September 30, had a loss after tax of Rs. 2.48 billion, according to **Pak Suzuki Motor Company Limited (PSMC)**. Compared to earnings per share of Rs. 12.07 per share the previous year, the manufacturer reported a loss of Rs. 30.25 during the third quarter of fiscal year 22. (propakistani.pk). There may be several causes for this loss, but it is impossible to overlook the impact of poor work performance on a company's demise. Poor employee performance certainly slows down the productivity of the organization, and its growth (Hlengane & Bayat, 2013). The performance of workers is essential for any organization as it eventually directs towards the company's success (Bashir et al., 2020).

1.2 Problem statement

The decline in the Pakistani automobile industry's work performance (Eni, 1967) has resulted in unemployment and a decrease in human capital. Several vehicle manufacturing companies have experienced revenue decline, leading to job losses (propakistani.pk). This study aims to identify factors influencing work performance and provide recommendations for improvement. The research gap lies in the limited exploration of digital competencies, mindfulness, and social media usage with work performance within the Pakistani automobile industry.

1.3 Gaps

Most studies show social media usage in different sectors and its impact, like insurance, hospitality, banking and restaurants (Houston et al., 2018). As per researchers, no specific research exists on the effect of social network usage on workers' performance in Pakistan's automobile industry.. However, Social media usage or the impact of knowledge transfer on the workforce and its effects on work performance and employee productivity in the public sector in Vietnam have been discussed in previous studies (Moqbel et al., 2013). The effect of mindfulness and digital competencies on work performance for web editors has also been discussed in previous studies (He et al., 2023).

However, it is yet uncertain if using synchronous media can impact the automobile industry's employee social capital and performance outcomes can be affected by synchronous media, mindfulness, and digital competency in the context of using it to increase work performance in the automobile sector in Pakistan.

1.4 Theoretical Underpinnings

1.4.1 *JD_R Model*

The job demand-resource model offers another approach to employee health. This model is founded on elements from the job-demand control and effort-reward imbalance models. Its strong focus on well-being makes it a viable alternative. This model was initially presented by (Demerouti et al., 2001). This study applies the motivation-based JD-R model. It aims to enhance job performance. This is possible by decreasing job burnout. Burnout usually results from exhausting job requirements. Providing job resources is the proposed solution. Job resources can be any work element. They make task completion faster. They reduce the psychological strain from job requirements. They also improve work performance. In this study, mindfulness is presented as the independent variable. This psychological resource benefits employees in the automobile sector. It aligns with work resources. Mindfulness helps Pakistan's automobile industry employees focus on present tasks. It lessens negative emotions at work. This improves work performance. Job demands refer to various job conditions. These conditions require consistent physical or mental effort (Huang et al., 2022) and digital competency is also an independent variable, an important resource discussed in this study. The work performance depends largely on these abilities. Job resources often drive them. Occupational individuals largely fuel this motivation. Cultivating these individuals requires continuous efforts. The dependent variable concludes the study. The study uses work performance to measure an organization's positive outcomes. The logic driving the research respects mindfulness as a psychological resource. Automobile sector employees who embrace mindfulness and digital competency find internal motivation. This quality accentuates their spirituality at work, which further affects their performance. Mindfulness also promotes external motivation. This drive pushes employees to better their digital competencies. Thus

enhancing the employees' work performance. The study model is based on the JD-R model and media synchronicity theory.

1.4.2 Media Synchronicity Theory (MST)

Media Synchronicity Theory highlights the role of media in driving communication. Performance measurable through various media highlights this theory. The media type chosen can strongly impact communication. This effect can be seen in the level of consistency in messaging. It also affects how effective the communication is. All these propositions stem from the theory of (Dennis et al., 2008) which claims that diverse media with synchronization capabilities can promote specific communication processes. This impacts the uniformity of communication in an organization. It can also affect the outcome of the work. Media synchronicity influences an individual's thoughts. It plays a role in shaping feelings. It also affects behaviors. (Ng & Detenber, 2005). Media types like phone calls or face-to-face meetings can sync well. This high synchronicity can present emotions effectively. It also helps in building trust. On the other hand, media types such as emails and text messages don't sync as well. This low synchronicity may not convey emotions effectively. Utilizing information technology as a source of knowledge creation is a proposal by (Ryoo & Koo, 2010) worth considering. Evaluating communication performance involves assessing not just goals. It's essential also to consider media capabilities. It's crucial to balance the influence of interpersonal relationships. We must note the role of social interactions among individuals. Communication dynamics can influence job success. Social factors carry weight in this equation. MST is useful when investigating social network usage. It is important to remember that social media combines several media forms (Cao et al., 2016).

1.5 Research questions

The aim of this study is to investigate the following questions in order to find solutions to the problem statement.

- RQ1. What effect does mindfulness have on work performance?
- RQ2. What effect does digital competency have on work performance?
- RQ3. What effect does trust have on work performance?
- RQ4. What effect do network ties have on work performance?
- RQ5. What effect does shared vision have on work performance?
- RQ6. What effect does knowledge transfer have on work performance?

1.6 Research objective

This study has the following objectives.

- RO1. To ascertain the effect of mindfulness on work performance
- RO2. To ascertain the effect of digital competency on work performance.
- RO3. To ascertain the effect of trust on work performance.
- RO4. To ascertain the effect of network ties on work performance.
- RO5. To ascertain the effect of shared vision on work performance.
- RO6. To ascertain the effect of knowledge transfer on work performance.

2 Literature Review

2.1 Mindfulness and work performance

Mindfulness is defined as a state of consciousness achieved by focusing on the present moment with an objective awareness of the experience (Kabat-Zinn, 2021). Mindfulness training can enhance focus and reduce distractions, leading to increased productivity (Huang et al., 2022). At the organizational level, mindfulness can benefit

leaders and employees by promoting focus, reducing errors, and improving responses to unexpected situations (Rerup & Levinthal, 2014). Work performance is typically measured by employee effectiveness in fulfilling their responsibilities and contributing to organizational growth (Shooshtarian et al., 2013). Research has shown a positive correlation between mindfulness and team performance (Shao & Skarlicki, 2009). Mindfulness training can also enhance work engagement and performance by improving focus and positive affect (Tuckey et al., 2018). Studies suggest that mindfulness practices can reduce negative emotions, increase positive emotions, and promote genuine work engagement, all of which contribute to improved work performance (Coo & Salanova, 2018). Research by Huang et al. (2022) indicates that social workers who practice mindfulness experience higher levels of work engagement and performance, even under demanding work conditions. Therefore, the following hypothesis is proposed.

H1: Mindfulness has a positive effect on work performance.

2.2 Digital competency and work performance

Digital competence is considered a foundation for other crucial competencies, including language, mathematics, and the ability to learn independently (Csordás, 2020). While some research suggests a weak relationship between digital competence and work performance (Garini & Muafi, 2023), others emphasize its importance. Vathanophas (2006) argues that employee competence directly affects organizational performance, highlighting the need for competency training programs tailored to specific jobs. Since most workplaces rely on digital communication and information technologies, employees require at least a baseline level of digital competency to perform their duties effectively. In the automobile industry, employees' digital skills directly impact their daily tasks and overall performance (Yusanti & Suprapti, 2023). Studies by He et al. (2023) and Yusanti & Suprapti (2023) suggest a positive and direct correlation between employee digital

competency and work performance. Conversely, poor digital competency can hinder employee performance and reduce service quality (Marguna & Sangiasseri, 2020). Therefore, we propose the following hypothesis:

H2: Digital competency has positive effect on work performance.

2.3 Trust and work performance

Trust is a multifaceted concept studied by various disciplines. Sociologists define trust as a shared expectation among parties involved in an exchange (Koranteng et al., 2023). In simpler terms, trust refers to the willingness to be vulnerable in the presence of others based on the belief that they will act in accordance with expectations (Koranteng et al., 2023). While Cao et al. (2016) argue that trust does not significantly impact work performance, most research highlights its importance. Trust fosters a future-oriented mindset, reducing anxieties about being deceived (Wang, 2007), ultimately leading to lower stress levels and improved performance. Social media interactions and networking can provide access to resources, but trust-building can be challenging due to the lack of physical connection and potential for self-presentation bias (Gómez-Galán et al., 2021).

However, trust can be a key factor in promoting employee cooperation and reducing concerns about knowledge transfer (Morrow & Scorgie-Porter, 2017), ultimately impacting employee performance and outcomes (Min et al., 2020). Therefore, the following hypothesis is proposed:

H3: Trust fostered through social networks positively affects work performance.

2.4 Network Ties and work performance

Social network researchers differentiate between positive and negative network ties (Clarke et al., 2021). Positive network ties, either formal or informal, connect individuals through instrumental, trust-based, supportive, and advisory relationships,

facilitating collaboration, communication, and resource acquisition (Frangi et al., 2022). These connections provide the work guidance, support, and resources needed to complete tasks. Negative network ties are associated with enduring negative feelings, recurring judgments, and behavioral intentions toward others (Llopis et al., 2021), leading to avoidance, conflict, and difficulty. Labianca and Brass (2006), Cross et al. (2013), and Labianca (2014) emphasize the value of strong network ties and advocate for HR policies that promote their development. While broader network ties within the company occasionally influence employees, these interactions typically occur when seeking information necessary for their work (Authors, 2014). However, Cao et al. (2016) suggest that network ties do not significantly impact work performance. Therefore, the following hypothesis is proposed:

H4: Positive network ties fostered through social networks have a positive effect on work performance

2.5 Shared vision and work performance

A shared vision emerges within a team when team members have access to the same information utilize identical resources, procedures, and work practices (Ali-Hassan et al., 2015). Shared vision fosters a work environment where employees share common goals and aspirations, facilitating cooperation to achieve them (Chang et al., 2012). Organizations must establish a shared vision to motivate employees and create a sense of purpose (Tijunaitis et al., 2019), which can further enhance work enthusiasm (Berraies et al., 2020). Employees with a shared vision possess a common understanding of company goals, leading to improved work performance (Kasim et al., 2022). Shared interests, goals, and objectives within online communities allow members to appreciate the value of resource exchange and participate more actively. Additionally, shared perspectives can facilitate mutual understanding in communication, ultimately promoting knowledge

transfer (Cao et al., 2016). Shared vision can also enhance team members' interaction, cooperation, and teamwork, ultimately improving work performance and organizational outcomes (Mohd Adnan & Valliappan, 2019). Therefore, the following hypothesis is proposed.

H5: Shared vision fostered through social networks positively affects work performance.

2.6 Knowledge transfer and work performance

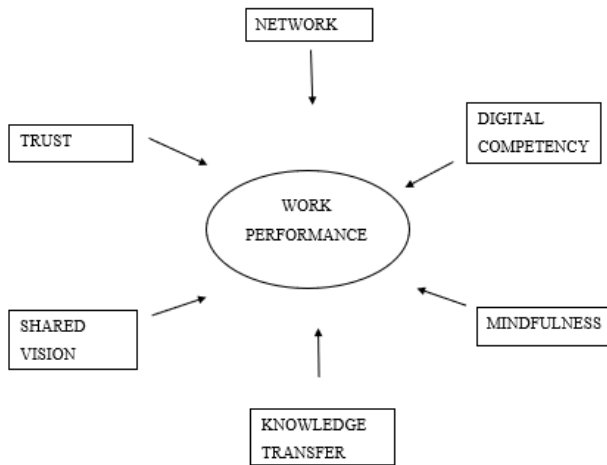
Knowledge transfer influences one unit through another's knowledge in organizations. The challenge of knowledge transfer in companies extends beyond the individual level of analysis to encompass knowledge at upper levels of the organization, for example, a team, manufacturing line, sector, or division. For instance, a geographical sector may acquire information about a different method of product model from its equivalent in another sector. The production team can also learn from others how to build better products. (Argote & Ingram, 2000).

Knowledge transfer is considered one of the main factors of business innovation and success. Some research has discussed the fact that sustainable competitive leads can be generated by efficient knowledge transfer. Moreover, knowledge transfer processes correlate with collaborative networks (Ferrer-Serrano et al., 2022). Knowledge transfer is claimed to be the most important source of competitive lead for both individuals and organizations. Social media-based knowledge transfer has boosted employee's capability to give effective solutions to problems favourable for the organization and ultimately leads to enhanced work performance. Hence, knowledge transfer positively affects work performance, which makes a convincing argument that social media should be adopted in the workplace. (Cao et al., 2016). Thus, the next hypothesis is proposed:

H6: knowledge transfer through social networks has a positive effect on work performance.

The conceptual framework below (Figure 1) illustrates the hypotheses presented above.

Figure 1 Conceptual Framework



3 Methodology

This study will employ a quantitative approach to collect, analyze, and evaluate data. A Likert scale questionnaire will be used for data collection. The questionnaire will consist of statements with varying points assigned to indicate the level of agreement or disagreement. The findings will be analyzed using IBM SPSS version 20 to assess normality, reliability, validity, correlations, and regression calculations to examine the proposed relationships.

3.1 Sample and Participants

The target population for this study will be employees working in the Pakistani automobile industry, specifically focusing on Pak Suzuki Motors. A sample size calculation will be conducted based on the questionnaire's number of constructs and items, ensuring a sample-to-item ratio of at least 5:1 (Faller et al., 2006). We aim to collect approximately 220 responses to the 43-item questionnaire, covering the seven variables.

3.2 Measures

The questionnaire will be divided into two sections. The first section will consist of five demographic questions about age, gender, qualification, income, and marital status. The second section will comprise 43 items assessing the seven latent variables. Trust will be measured using five items adapted from Levin & Cross (2004). Shared vision will be evaluated using six items based on the research of Daradkeh (2023). Network ties will be assessed using four items from Lester (2013). Knowledge transfer will be measured using six items adapted from Dhanaraj et al. (2004). Mindfulness will be assessed using 10 items based on the research of Brown & Ryan (2003). Digital competencies will be evaluated using six items adapted from Castaño-Muñoz et al. (2017). Finally, work performance will be measured using six items based on the research of Rodwell et al. (1998). The questionnaire will utilize a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree).

3.3 Ethical Considerations

This research will adhere to ethical research principles. Informed consent will be obtained from all participants prior to data collection. The study will maintain participant anonymity and confidentiality throughout the research process. The data will be used solely

for this study and will not be shared with any third parties without explicit participant consent.

4 Results and Discussion

4.1 Descriptive statistics

Table 1 exhibits the demographic findings that describe the respondent's profile. The summarized data shows the dominant profiles: Men (51.2%) between the ages of 20 and 30 (48.8%), with educational backgrounds, and bachelor's degree holders make up nearly 55%. 39.4% of respondents with an income between \$50,000 and \$75,000 were dominant. Most of the respondents (62.7%) are single.

Table 1 Demographics of Respondents

Demographics	Group	Frequency	Percentage
Age	<20	56	26%
	20-30	102	47%
	31-40	34	16%
	41-50	18	8%
	>50	7	3%
Gender	Male	109	50%
	Female	93	43%
	Prefer not to say	18	8%
Qualification	Matric/O level	13	6%
	Inter / A level.	37	17%
	Bachelors	119	55%
	Masters /diploma	31	14%
	others	20	9%
Income	<50000	82	38%
	50000 – 75000	94	43%
	75001 – 100000	15	7%
	100001 – 150000	10	5%
	150001-200000	11	5%
	>200000	8	4%
Marital status	Single	130	60%

Married	50	23%
Divorced	18	8%
Widowed	11	5%
Separated	11	5%

4.2 Descriptive Statistics

To determine if the adopted constructs are univariate and normally distributed, skewness and kurtosis analysis are utilized. Table 2 below provides a summary of the findings showing that normally distributed.

Table 2 Normality Test

Constructs	Mean	SD	Skewness	Kurtosis
Mindfulness	2.691	0.827	.210	-.447
Digital competency	3.278	0.877	-.173	-.500
Trust	3.125	0.784	-.182	-.159
Network ties	3.111	0.958	-.269	-.419
Shared vision	3.307	0.764	-.346	.387
Knowledge transfer	3.298	0.818	-.319	.093
Work performance	3.327	0.835	-.359	.039

4.3 Reliability analysis

The findings of measuring the internal consistency of the applied variables using Cronbach's alpha are shown in Table 3 below. The results display that Cronbach's Alpha values ranged from 0.708 to 0.843, which is the highest for mindfulness (Mean= 2.69, St. dev= 0.827, alpha= 0.843) and the lowest for trust (Mean= 3.12, St. dev= 0.784, alpha= 0.708). Thus, this means that the variables used in this research have good internal consistency and are reliable.

Table 3 Reliability Test

Items	Cronbach's Alpha	No of items	Mean	St. Dev
Mindfulness	.843	10	2.691	.827

Digital competency	.775	6	3.278	.877
Trust	.708	5	3.125	.784
Network ties	.756	4	3.111	.958
Shared vision	.754	6	3.307	.764
Knowledge transfer	.789	6	3.298	.818
Work performance	.745	6	3.327	.835

4.4 Validity Analysis

Table 4: Validity Test

ITEMS	KMO	Sig.	CR
Mindfulness	.857	.000	52.915%
Digital competency	.839	.000	53.665%
Trust	.841	.000	52.986%
Network ties	.680	.000	50.353%
Shared vision	.835	.000	52.974%
Knowledge transfer	.841	.000	51.510%
Work performance	.739	.000	51.194%

4.5 Correlation Analysis

To analyze the connection between applied variables, the Pearson correlation coefficient was used. The direct links between variables are studied using the maximum likelihood method. The summarized data shows that the strongest connection is between shared value and trust Pearson correlation= 0.618, and the weakest connection is between mindfulness and digital competency Pearson correlation= 0.306.

Table 5 Correlation Analysis

		MM	MDC	MT	MNT	MSV	MKT	MWP
MM	Pearson Correlation	1						
	Sig. (2-tailed)							
MDC	Pearson Correlation	.306**	1					
	Sig. (2-tailed)	.000						

MT	Pearson Correlation	.511**	.337**	1				
	Sig. (2-tailed)	.000	.000					
MNT	Pearson Correlation	.345**	.442**	.406**	1			
	Sig. (2-tailed)	.000	.000	.000				
MSV	Pearson Correlation	.536**	.506**	.618**	.411**	1		
	Sig. (2-tailed)	.000	.000	.000	.000			
MKT	Pearson Correlation	.388**	.532**	.423**	.485**	.582**	1	
	Sig. (2-tailed)	.000	.000	.000	.000	.000		
MWP	Pearson Correlation	.459**	.490**	.437**	.308**	.609**	.522**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	

Error! Reference source not found. shows the results of examining hypotheses 1 to 6. Concerning hypothesis 1, the regression is 0.327 with a sig value of 0.000 (less than 0.05). The relationship between mindfulness and work performance is positive and supported. This is consistent with research done by Huang et al. (2022) social workers can utilize mindfulness practice to increase their level of work engagement and perform well on the job even in situations where the demands of their jobs are high (Huang et al., 2022). The results of this study indicate that mindfulness has a significant and positive effect on work performance in the automobile sector of Pakistan. Thus, companies are suggested to give mindful training to their employees as it will bring positive work outcomes. Therefore, we conclude that H1 is supported.

Considering hypothesis 2, the regression is 0.187 with a p-value of 0.004 (less than 0.05). The relationship between digital competency and work performance is supported. This is consistent with research done by Marguna and Sangiasseri (2020). Poor digital competence will affect or lower employee work performance, and service quality can be reduced (Marguna & Sangiasseri, 2020). Here, the automobile sector in Pakistan is required to enhance and build digital competency among its employees to gain a productive work environment. Therefore, we conclude that H2 is supported.

Considering hypothesis 3, the regression is 0.096 with a p-value of 0.006 (less than 0.05). The relationship between trust and work performance is supported. This is

consistent with research done by Min et al., (2020). Trust can be a main source to promoting coordinative attitude among employees and reducing concerns about (KT) knowledge transfer (Morrow & Scorgie-Porter, 2017) and the performance of employees and work results can also be affected. Therefore, we conclude that H3 is supported.

Considering hypothesis 4, the regression is -0.053 with a sig value of 0.532 (more than 0.05). The relationship between network ties and work performance is not supported. This is consistent with research done by Cao (2016). Network ties have no important or no effect on work performance. This means that network ties do not play motivating roles (Cao et al., 2016). Negative network ties are related to avoidance, clash, difficulty and argumentation (Frangi et al., 2022). Therefore, we conclude that H4 is supported.

Considering hypothesis 5, the regression is 0.399 with a sig value of 0.000 (less than 0.05). The relationship between shared vision and work performance is supported. This is consistent with research done Mohd Adnan & Valliappan (2019). Shared vision can improve interaction, cooperation and teamwork among teammates, leading to enhanced performance of work and better results for the association. Therefore, we conclude that H5 is supported.

Considering hypothesis 6, the regression is 0.201 with a p-value of 0.007 (less than 0.05). The relationship between knowledge transfer and work performance is supported. This is consistent with research done by (Cao et al., 2016). Social media-based knowledge transfer has boosted employee's capability to give effective solutions to problems that are favorable for the organization and ultimately lead to enhanced work performance. Therefore, we conclude that H6 is supported.

Table 6 Regression Analysis

Variables	Std error	Sig.	B	Conclusion
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Mindfulness	.055	.000	.327	Accepted
Digital competency	.065	.004	.187	Accepted
Trust	.075	.006	.096	Accepted
Network ties	.057	.352	-.053	Rejected
Shared vision	.086	.000	.399	Accepted
Knowledge transfer	.074	.007	.201	Accepted

Adjusted R square = .425

5 Conclusion

As competition and productivity needs have increased for the automobile industry in Pakistan, this research concludes that the role of trust, shared vision and knowledge transfer through social networks has helped employees to sustain social dealings with their colleagues through promoting a coordinative attitude, mutual understanding and enhanced capability to give effective solutions to problems among the employees. The study also argues that mindfulness and digital competencies help employees become skillful and useful in this digital era, enhancing efficiency, facilitating their duties, and promoting focus at all moments. Thus, trust, shared vision, mindfulness, knowledge transfer and digital competency positively affect work performance.

5.1 Implications for Managers

Following are some recommendations and implications for automobile sector managers of Pakistan

5.1.1 *Encourage Mindfulness and Digital Competencies*

Management should encourage mindfulness practices among their teams, as well as engage in digital competency training. Because these elements have been found to have a strong positive impact on work performance, developing these abilities can lead to better results.

5.1.2 *Enrich Shared Vision*

Managers must guarantee their teams have a common vision and knowledge of the organization's goals. This common vision has been demonstrated to link with job

performance positively. Managers can help by facilitating efficient communication and aligning team goals with the company's mission.

5.1.3 Facilitate Knowledge Transfer

It is critical to create an environment that encourages knowledge sharing and transfer. Managers should implement techniques and mechanisms that allow people to share their knowledge and experiences since this has been related to enhanced work performance

5.1.4 Cultivate Trust

Although trust was found to have a favorable but insignificant effect on work performance, it is still an important aspect of team dynamics. Managers should attempt to instill trust in their teams through transparency, dependability, and consistent communication. Given that network relationships were found to have a small and negative effect on work performance, managers should be cautious about their emphasis on social connections within the organization. While networking can be beneficial, it should not come at the expense of professional effectiveness.

5.1.5 Monitor and Adjust

Constantly monitor these aspects and their impact on work performance within your own organizational setting. The research findings provide general ideas, yet each workplace is unique. is distinct. Managers must be prepared to modify their strategy in response to ongoing assessment and feedback.

5.1.6 Training and Development

Consider providing training programs that emphasize mindfulness, digital skills, and teamwork, as these have been shown to improve work performance. Investing in employee development can pay off in the long run.

5.1.7 Performance Metrics

Review performance metrics to ensure they are in line with the stated variables. Include mindfulness, digital competencies, shared vision, and knowledge transfer criteria to ensure they are adequately tested and rewarded.

5.2 Limitations and Future Research Directions

Although the results of this study make a significant contribution, there are still some shortcomings that merit discussion. First, because our research was done in the automobile industry of Pakistan, we cannot completely rule out the potential that particular corporate contexts and cultures have an impact on activities relating to mindfulness, digital competencies, social media usage, and work performance. Future studies should, therefore try to confirm and broaden the findings across various organizations. Secondly, future research can be broadened by using variables like creativity and work engagement. Thirdly, the responses were collected from one company (Pak Suzuki Motors). The researchers can collect information from more automobile companies to generalize the results for the whole sector. Additionally, this research only focused on the benefits of social media usage in jobs. Further researchers can also examine the risks and advantages of social media usage in the work environment to get in-depth knowledge of factors affecting performance of work.

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Appendix

Scales and Measures

Construct Name	Sources	Items Questions
Trust	Levin & Cross (2004)	<p>I assumed that members in the virtual community created by social media would always look out for my interests.</p> <p>I assumed that members in the virtual community created by social media would act in their ways to make sure I was not harmful.</p> <p>I felt like members in the virtual community created by social media cared what happened to me.</p> <p>I believed that members in the virtual community created by social media approached their jobs with professionalism and dedication.</p> <p>Given members in the virtual community created by social media records of accomplishment, I saw no reason to doubt their ability and diligence.</p>
Network ties	Tsai & Ghoshal (1998)	<p>I maintain close social relationships with my colleagues through social media.</p> <p>I spend a lot of time interacting with my colleagues through social media.</p> <p>I know some colleagues through social media on a personal level.</p> <p>I have frequent communication with my colleagues through social media.</p>
Shared vision	Daradkeh, M (2023)	<p>Employees have a clear understanding of the strategic planning and industry positioning of the firm's development.</p> <p>Functional areas of the business have a common vision for organizational development.</p> <p>Employees in all departments and at all levels of the firm are working hard to achieve a consensus strategic goal.</p> <p>The firm's employees are able to fulfill their corporate social responsibility guided by the organization's vision.</p> <p>A mechanism has been established within the firm to bring management and employees together to share the vision of the firm.</p> <p>The firm has formed a vision of development shared and followed by all employees</p>
Knowledge transfer	(Dhanaraj et al., 2004)	<p>I learned about technology effectively from my colleagues.</p> <p>I learned business manuals effectively from my colleagues in an effective way.</p> <p>I learned knowledge about management techniques effectively from my colleagues.</p> <p>I learned new working expertise effectively from my colleagues.</p>

		<p>I learned about corporate culture effectively from my colleagues.</p> <p>I learned managerial techniques effectively from my colleagues</p>
Mindfulness	Brown and Ryan (2003)	<p>I could be experiencing some emotion and not be conscious of it until sometime later.</p> <p>I break or spill things because of carelessness, not paying attention, or thinking of something else.</p> <p>I find it difficult to stay focused on what's happening in the present.</p> <p>It seems I am "running on automatic" without much awareness of what I'm doing.</p> <p>I rush through activities without being really attentive to them.</p> <p>I get so focused on the goal I want to achieve that I lose touch with what I am doing right now to get there.</p> <p>I do jobs or tasks automatically, without being aware of what I'm doing.</p> <p>I find myself preoccupied with the future or the past.</p> <p>I find myself doing things without paying attention.</p> <p>I snack without being aware that I'm eating.</p>
Digital competency	(Castaño-Muñoz et al., 2017)	<p>I can conduct an internet search using one or more keywords.</p> <p>I can judge the reliability of a website.</p> <p>I can reflect on my search process.</p> <p>I can participate in a discussion forum.</p> <p>I can participate in an online chat session.</p> <p>I can use social media to interact with fellow students.</p>
Work Performance	(Rodwell et al., 1998)	<p>I am currently working at my best performance level.</p> <p>Employees should only do enough to get by.</p> <p>I try to be at work as often as I can.</p> <p>My work is always of high quality.</p> <p>I set very high standards for my work.</p> <p>I am proud of my work performance.</p>



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