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# The Use of Social Media by Managers During the Pandemic to Accomplish the Tasks

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## Abstract

Since the outset of severe acute respiratory syndrome-coronavirus-2 (SARS-CoV-2), commonly referred to as the “COVID-19” pandemic, people spend more time online. The pandemic has spurred growth in the use of social media. Organizations now train employees to use digital media to coordinate work and connect from home. The study aims to produce effective discussion regarding the importance of social media and how it can assist in the recent times of Covid-19 regarding job performance. Research predicts the new ways of business conducted and how communication and coordination, knowledge exchange, training, and development are helpful in carryout effective job productivity at the workplace. We analyzed responses of more than 800 managers who reported on “go-to” social media tools and remote office practices. The research employed quantitative methodology (i.e., emailed questionnaires) and found that social media has become an important tool for conducting business operations due to social distancing and isolation. As per the results, it is clear that the utilization of social media allows Saudi Arabia's management to improve the training and development and communication and coordination among the employees while also being perceived as a highly useful tool. Therefore, we recommend that researchers conduct studies in inter-organizational and cross-national settings. Looking ahead, organizations will continue to engage in practices that ensure personal safety amid a complex web of new requirements and processes, as understanding and treatment of COVID-19 and ongoing outbreaks continues to affect and minutely transform the current work-life balance.

**Keywords:** Social Media, Leaders, Business Management, Productivity, Telecommunications

## Introduction

Our paper fills a gap in know-how and research by presenting a study of managerial practices during COVID-19 quarantine. Usually, leaders, managers, and directors give instructions face-to-face, share expectations, and identify the path forward on workplace tasks. COVID-19 has reached out over the globe that adversely impacted the corporate sector. There are many confirmed cases for each nation, yet the pandemic is unevenly dispersed because most economies are consistent at various phases of confronting the disease. The world has engaged in the process of adjusting to the new world of digital marketing [1]. Consider Singapore and Hong Kong, which have just observed a renaissance and will undertake new endeavors in the face of COVID-19.

At the same time, Western European economies have seen variable measures of neighborhood pandemics, either on the rise or decrease. Every nation has suffered greatly during the crisis; each must consider how to restart their economy and determine the best path to recovery. The use of

45 social media is recognized as crucial in influencing business operations globally. Moreover, the  
46 role of digital marketing (social media) that includes communication and coordination that  
47 enhances job engagement and performance is recognized as new normal for businesses around the  
48 world [2]. Numerous countries have appointed advisory and health task forces and appointed well-  
49 being ambassadors who quickly develop stopgap health measures and crisis management plans  
50 through knowledge sharing and exchange. Numerous territories of the planet see a sensational  
51 ascent in COVID-19 occurrences. Economies like Russia and Turkey are seeing an acceleration in  
52 current periods. India, however, has had a tremendous spike in the number of mishaps until the  
53 start of April, and its global response has only narrowed through territorial isolation [3]. The study  
54 aims to produce effective discussion regarding the importance of social media and how it can assist  
55 in the recent times of Covid-19 regarding job performance. Research predicts the new ways of  
56 business conducted and how communication and coordination, knowledge exchange, training, and  
57 development are helpful in carryout effective job productivity at the workplace [3].

58 The COVID-19 outbreak and its infection fallout have become a social tragedy broadly influencing  
59 the lives of billions of individuals. No end to the crisis appears to be in sight. Loss of human lives  
60 and administration of organizations have evidenced the pandemic. Foremost, work-from-home  
61 (online) or remotely has not been easy [3]. CEOs and business partners alike have adopted various  
62 job performance approaches to support their organizations through mediums like strong  
63 coordination and teamwork [4]. These new norms and values have been communicated for job  
64 performance, various indicators contribute to the development of productivity, and their  
65 significance has changed the landscape of businesses [4]. At the same time, workplaces have been  
66 transformed by physical isolation, transportation limits, goods procurement, organizational and  
67 public policies governing social distance, usage of personal protective equipment (PPE), as well  
68 as peak operation and practices of hospitals and long-term recovery and care facilities. The  
69 pandemic has stressed organizations and ruined businesses whose knowledge-exchange practices  
70 and disease prevention methods have lagged behind the steep curve of the outbreak [5]. Self-  
71 isolation can be most difficult in busy urban areas, for example, and contact tracing in places such  
72 as Germany and the US, and touch tracking applications and automated devices used in places  
73 such as China, might not be suitable elsewhere.

74 The dependencies of these initiatives are another struggle for nations and organizations—for  
75 instance, considerations of their reliability and observances, such as physical distancing steps,  
76 influence whether other methods can be applied [5, 6]. The study focused on the consequences  
77 that Covid-19 has impacted on the development of job performance that can be directed to shape  
78 discussion that outlines social media usage and importance that can be evaluated through perceived  
79 usefulness [7]. Moreover, organizations and public actors have seen learning consortia and  
80 coalitions taking shape over recent months, with numerous actors—including states, retailers,  
81 educational experts, infrastructure companies, and network operators—working to leverage new  
82 channels as a potential response to the problem” [8]. Due to the spread of COVID-19, people in  
83 organizations often work from home to stay safe, increasing their productivity of employment [8].  
84 Due to the lockout, leaders and managers use social media to communicate with remote workers  
85 [9].

86 As stated in previous studies, the Saudi Government has banned external visits and travel to the  
87 workplace due to the outbreak. Office closures and travel bans were motivated by the desire to  
88 keep workers safe [10]. As a result, Saudi companies required employees to work from home [11].  
89 The ICT sector is still making progress on the software and telecom side. People contact each other  
90 via different networks. However, the telecom sector is always operational. Similarly, the internet

91 has assumed more central importance for business operations in the COVID era. Remote workers  
92 are supposed to be available on chats and assume and fulfill assignments over the phone and the  
93 internet, making it feasible to work from home [12]. So, it is more important for these two sectors  
94 to share, work on the entire demand, and remain operative. By comparison, performance in the  
95 education sector may increase, in keeping with other organizations [13] but, due to COVID- 19,  
96 social media channels will be called upon to boost employee motivation and capacity through  
97 perceived usefulness to fulfill workplace tasks [14].

98 However, at the same time, mass media platforms have experienced a bit of a dive with individuals  
99 all over the world observing virtual isolating, yet only in nationwide shutdown has there been a  
100 large concomitant increase in companies' investment efforts and time on social media (e.g.,  
101 accessing articles, building knowledge repositories, and utilizing Facebook and Twitter). There  
102 have been multiple channels on social media helping to connect people that increase  
103 communication and coordination from the outset of the pandemic; however, the current scenario  
104 has increased the use of these social media platforms [15]. As people are spending more time  
105 online, organizations that used to work in company offices have trained employees through  
106 training and development to use digital media to coordinate and connect to each other while  
107 working from home [16]. The need for new and creative ideas and availability to meet virtually  
108 during office hours has further spurred growth by effective techniques and tools fostering high  
109 yield achievements in job performance [17]. To carry out this research, we have conducted a study  
110 on four different media platforms that have primarily helped managers conduct office tasks and  
111 coordinate with external colleagues and internal staff members [18]. These tools are WhatsApp,  
112 Skype, IMO, Facebook, and some others. Social media are now in demand, and internet service  
113 providers are providing pivotal connectivity to the users.

## 114 115 **Literature Review**

116 The Saudi government has worked rapidly to resolve the unforeseen COVID-19 impact and  
117 repercussions, informed by Saudi Finance Minister Mohammed bin Abdullah Al-Jadaan, and in  
118 coordination with the Acting Minister of Economy and Planning [19]. The country has taken  
119 urgent steps to ensure the protection of its people and inhabitants and resolve political,  
120 macroeconomic effects. Foremost, the Saudi government took preventive, rigorous steps to protect  
121 people in the Kingdom and fully ensured available financial options. The official statement by the  
122 ministry includes "vital industries" and "important services industries like energy, water, and  
123 communications" (Saudi News Agency).

124 One of the most important variables that influence job performance is that of training and  
125 development. According to notable researchers and scholars in the domain of human resource  
126 management and staffing, employee morale is boosted when fully trained and groomed for a task  
127 assigned to them. On the other hand, the theoretical postulations of another school of thought are  
128 that training and development practically satisfy the condition of intrinsic motivation needs of the  
129 individual employees of an organization, thereby leading them to perform effectively in order to  
130 contribute their level best towards the organizational objectives [20].

131 ***Hypothesis 1: training and development have a significant statistical relationship between job***  
132 ***performances.***

133 The second important concept is that of the perceived usefulness of social media. Social media  
134 may also be considered an essential tool for consumers and conventional business organizations  
135 to market the products. However, this is the actual usefulness of social media. On the other hand,  
136 the perceived usefulness of social media refers to the usefulness of the same as perceived by the

137 customers and the businesses alike [21]. The perceived usefulness of social media to enhance the  
138 job performance of individual employees has not been targeted in the previous research studies in  
139 this domain. It is because of this reason that this particular concept remains quite new and untapped  
140 [22]. Due to this reason, this present research study frames its second hypothesis in the following  
141 manner:

142 ***Hypothesis 2: there is a statistically significant impact of perceived usefulness of social media***  
143 ***on job performance.***

144 The exchange of knowledge and prevalent information symmetry between the employers and the  
145 employer is another important factor that influences the employees' job performance. Businesses  
146 operating in any industry must, and now information is dispensed at frequent intervals [23]. At the  
147 same time, the employees must be allowed to communicate with the business's senior leadership  
148 to inform them of any areas of concern for the business, including but not limited to operational  
149 bottlenecks. According to Hang Chu (2020), this keeps the employees motivated and engaged,  
150 thereby affecting their job performance.

151 ***Hypothesis 3: frequent and mutual exchange of knowledge influences job performance of***  
152 ***employees.***

153 Communication and coordination are final variables that have been chosen as the independent  
154 variable for this study. Effective communication in the organizational context has no replacement;  
155 this is the most critical factor that can rule out all the other variables involved in this study and  
156 directly affect the organization's performance in the organization head-on [24]. The employee must  
157 focus extensively on improving communication and coordination by utilizing Google Docs,  
158 Facebook Groups, WhatsApp Chat Groups, etc. An in-depth communication eventually engages  
159 the employees and helps them understand that they are a useful asset to the company.

160 ***Hypothesis 4: communication and coordination significantly impact job performance.***

161 First, our data suggest that workers' social networking usage is strongly linked to the need for  
162 personal fulfillment and workplace morale [25]. Throughout the shutdown, major players reported  
163 use of social media, and participation levels of media streaming and other live sessions increased  
164 dramatically with a growing number of information and viewer-generated opinions. Even with  
165 growing internet use, advertisers and sponsors privileged digital advertising, which predicted a  
166 revolt [26]. The COVID-19 era is frightening and unpredictable. However, one of the good aspects  
167 of the crisis has been the desire and determination of communities to work together to support each  
168 other.

169 Second, our data substantiated how we live distracted, greedy, and disconnected lives yet how  
170 people and companies uncharacteristically stepped up to support their neighborhoods [27]. At face  
171 value, working from home may interfere or blunt workers' ability to complete tasks while  
172 simultaneously honoring family members' commitments. We discovered in our research that  
173 globally shared internet forums or message boards foster remote collaboration; meantime, these  
174 online collaboration spaces allow several devices to be active simultaneously for all workplace  
175 functions. Meanwhile, globally shared forums help keep workers as versatile as possible [28] to  
176 meet the organization's needs [29]. For instance, workers can connect via laptop to a wide display  
177 for dynamic and interactive work and allow worker switches through multiform audio, messaging,  
178 project management, and coordinated use of whiteboard equipment. Khusid explains, "*Focus with*  
179 *your smart device—with all its low power consumption and webcam—to just get quick Slack*  
180 *explanations or minutes of Zoom calls unless you are on the go.*"

181 Survey participants also identified many blogs available to help people understand the current  
182 health and workplace standards because many organizations require workers to operate from

183 home. For remote job tips and remaining associated with coworkers and customers, LinkedIn has  
184 published a robust collection of papers. LinkedIn produces a daily news page devoted to the  
185 coronavirus outbreak, where the site collects and disseminates current outbreak coverage [30] and  
186 [31]. With a plan geared to different regional areas, many organizations in Saudi Arabia have  
187 established disaster reduction units, task groups, and commissions, including a national committee  
188 to track global updates [32]. Such task forces work periodically to formulate strategies to offer up-  
189 to-date details about COVID-19, best practices, personal safety, infection avoidance strategies,  
190 PPE, hygiene practices for managers, administrators, and front-line staff [33].

191 Moreover, our data analysis supports the finding that performance metrics are hugely different in  
192 virtual work [34]. There have been few Saudi governmental regulations to curtail the development  
193 of a giant remote job community. Among our findings, Stanford indicated a noticeable rise in  
194 virtual workplace production, including among workers who worked just a few days a week from  
195 home. The telecommuting company reported a thermodynamic efficiency gain of 13 percent over  
196 department-based regulation during the test [35]. In reality, remote employees were reported to  
197 have earned a full day's worth of extra efficiency over the two-year study span. However, Global  
198 Workplace Analytics reports that perhaps a median workplace will save an average of \$11,000 per  
199 telecommuter half time per annum [36]. Eventually, per the results of the same report, 80 percent  
200 of remote employees are satisfied at work compared to just 55 percent of onsite workers [37].  
201 Remote employment helps organizations, in part, because it is performed on a lower cost, part-  
202 time basis.

203 Although devices are readily enabled to conduct remote research, this is not just a matter of plug  
204 and play. Staff ought to feel confident, connected, and encouraged to perform well away from the  
205 workplace. Of course, the joint effort is central to the success of every enterprise, but given people  
206 functioning remotely, such coordinated effort could be challenging to facilitate. When transition  
207 takes shape, leaders need to direct the staff through the transition. That requires preparation and  
208 oversight of the correct selection of devices [38]. Luckily, there are multiple ways for digitally  
209 forming and bringing teams together and keeping workers informed, linked, and motivated. Our  
210 research shows how combining this coordinated approach with a Learning Management System  
211 (LMS) allows the training to increase skill and trust [39, 40-55].

212

## 213 **Research Methodology**

214 To carry out the research study, the leaders and managers of businesses were contacted over the  
215 phone via Skype and WhatsApp. The research methodology used both quantitative and qualitative  
216 methods to analyze and interpret the data. Following the literature review, data collection was  
217 carried out by using social media, voice and text messages, and survey questionnaires. The survey  
218 tool was designed 1) to apprehend the use of daily apps for official collaboration; 2) to determine  
219 ways in which social media helps organizational leaders conduct business, set tasks, and “get the  
220 job done”; and 3) to calibrate the performance (i.e., ease of access, efficiency) and rate of usage of  
221 different social media applications.

222 The data collection instrument used for the study was a survey questionnaire. A survey  
223 questionnaire was designed in order to collect primary quantitative data from the research  
224 participants. On the other hand, the qualitative data collected for analysis in this study was  
225 secondary, so that no need for a primary data collection instrument arose. The survey questionnaire  
226 designed to collect primary quantitative data from the research participants aimed first to collect  
227 demographic information of the participants, followed by collecting data for the variables involved

228 in this study using a Likert scale. Open-ended questions and leading/loading questions were  
229 avoided.

230 Survey participants were asked certain questions to correlate to the problem statement, and the  
231 survey questionnaires were emailed to >800 participants. However, since many of the survey  
232 requests were either rejected or not responded to, and many of the filled responses could not be  
233 assured of the quality of the results, they had to be discarded. 800 was the exact size of the study/  
234 Nonprobability sampling strategy of purposive sampling used for the sampling finalization. The  
235 rationale behind using this strategy was that it allows the researcher to use his or her judgment to  
236 identify the prospective potential candidates for the sample [56-68].

237 The table below highlights five sample questions that directed our research and in talk/text  
238 interviews and questionnaires. It took 28 days to distribute and compile the questionnaire results.

### **Sample survey questions for research on managers' use of social media**

1. What social media tool do you most often use for coordinating with your teammates?
2. What is the most helpful tool to use to host team meetings?
3. Which tool is easily accessible to all team members?
4. How do you rate each tool concerning efficiency (WhatsApp, Skype, IMO, Facebook)?
5. How do you rate each tool regarding ease of access (WhatsApp, Skype, IMO, Facebook)?

239 Our research fills a disconnect in the literature between the creative workarounds that have arisen  
240 during COVID-19 and the emerging practices and theory now streamlining and enhancing  
241 efficiencies in business operations.

242

## **Data Analysis**

### **Demographics**

245 The following data was collected to call liberate the demography of the respondents.

246 Table 1: Demographics

Variable	Frequency	Percentage
Female	331	41.4%
Male	469	58.6%
Age brackets		
18 - 24	138	17.3%
25 – 39	169	21.1%

30 – 34	182	22.8%
35 – 39	157	19.6%
40 years and above	154	19.3%
Grade		
Mid-Level Managers	275	34.4%
Senior Managers	241	30.1%
C-Level Executive	284	35.5%

247

248 The demographic data were collected on respondents. Of 800 participants in the survey  
 249 questionnaire, 331 were female (41.4%), and 469 were male (58.6%). In terms of age brackets,  
 250 17.3 percent of participants were age 18 - 24, 21.1 percent were 25-29, 22.8 percent were 30-34,  
 251 and 19.6 percent were 35-39, while lastly, 19.3% were 40 years and above. In terms of job title,  
 252 there were 275 mid-level managers (34.4%), 241 senior managers (30.1%), and 284 executives  
 253 (35.5%).

#### 254 **Correlation Analysis**

255 The correlation technique is a common technique of statistics that is mainly utilized for evaluating  
 256 the association of the variables with each other. There are a wide number of correlation techniques  
 257 available for the researcher to utilize, which consist of Spearman, Kendall and Pearson's  
 258 correlation [38, 39]. By utilizing the IBM SPSS for generating the results, the Pearson's correlation  
 259 (PC) is utilized for measuring the association of the variable with each other. There are mainly  
 260 three major aspects analyzed through Pearson's correlation which comprises significance,  
 261 direction, and strength. Hence, on these three components, the correlation technique is examined.

262 Table 2: Correlation Analysis

Correlations		TD	PU	KE	CandC	JP
Training and Development	PC	1	.986**	.912**	.964**	.970**
	Sig. (2-tailed)		0.000	0.000	0.000	0.000
Perceived usefulness	PC	.986**	1	.936**	.984**	.983**
	Sig. (2-tailed)	0.000		0.000	0.000	0.000
Knowledge exchange	PC	.912**	.936**	1	.939**	.923**
	Sig. (2-tailed)	0.000	0.000		0.000	0.000
	PC	.964**	.984**	.939**	1	.982**

Communication and Coordination	Sig. (2-tailed)	0.000	0.000	0.000		0.000
	PC	.970**	.983**	.923**	.982**	1
Job performance	Sig. (2-tailed)	0.000	0.000	0.000	0.000	

263

264 The fundamental objective of the study is to mainly examine the influence of social media among  
 265 the managers at the time of Covid-19, where the main region was targeted in Saudi Arabia. On this  
 266 basis, the factors examined in the context of social media by the usefulness of management are  
 267 training and development, perceived usefulness, knowledge exchange, communication and  
 268 coordination, and job performance. Due to job performance being the major determinant in the  
 269 study; therefore, its association with the other components has been assessed in social media on  
 270 the Covid-19 pandemic. As shown in the correlation results, it is determined that the variables  
 271 training and development, perceived usefulness, knowledge exchange, and communication and  
 272 coordination have significant association with the variable job performance. This can be reflected  
 273 on the Sig. (2-tailed) value representing the significance value where it is computed as 0.000 and  
 274 below the threshold of 0.05. Therefore, this indicates that the variables training and development,  
 275 perceived usefulness, knowledge exchange, communication, and coordination are highly  
 276 connected with job performance. In addition, the coefficient value for training and development,  
 277 perceived usefulness, knowledge exchange, and communication and coordination are computed as  
 278 0.970, 0.983, 0.923 and 0.982, respectively. Hence, this shows that the variables have a positive  
 279 and stronger connection with the job performance, which determines the direction and strength.  
 280 As per the results, it can be illuminated that through social media, the organization managers in  
 281 Saudi Arabia can enhance the training and development, perceived usefulness, knowledge  
 282 exchange, and communication and coordination that overall led to the boost of job performance.

283 **Multiple regression**

284 Other than the correlation technique, the regression analysis technique is also applied to the data  
 285 collected. The purpose behind conducting the regression was to mainly determine the role of social  
 286 media influencing training and development, perceived usefulness, knowledge exchange, and  
 287 communication and coordination on the overall job performance. Hence, on this basis, the  
 288 dependent variable is determined to be job performance. In contrast, the independent is training  
 289 and development, perceived usefulness, knowledge exchange, and communication and  
 290 coordination in respect to social media. By conducting the regression analysis from IBM SPSS,  
 291 three major tables were provided, which comprise model summary, ANOVA, and coefficients.  
 292 Therefore, the results of these three tables are examined for evaluating the results of the regression.  
 293 The equation model for the regression analysis is the following:

294

$$JP = \alpha + \beta_1 TD + \beta_2 PU + \beta_3 KE + \beta_4 CandD + \epsilon$$

295

296 Table 3a: Regression Diagnostics

Model Summary	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.987a	0.974	0.974	0.14961

297

298 The above table represents the model summary where the main factor assessed from the model is  
 299 the R-square or the coefficient of determination. The R-square mainly reflects on the model's  
 300 prediction, where the high value of the R-square demonstrates a higher prediction of explanation.  
 301 As per the results, the R-square is computed as 0.974 or also determined as 97.4%. The value being  
 302 significant close to 1 indicates that the model has a strong prediction. In general terms, it can be  
 303 stated that the variables of social media such as training and development, perceived usefulness,  
 304 knowledge exchange, and communication and coordination are significantly able to predict or  
 305 explain the job performance among the organizations in Saudi Arabia.

306 Table 3b: Regression Diagnostics

ANOVA		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	660.7	4	165.171	7379.69	.000b
	Residual	17.79	795	0.022		
	Total	678.5	799			

307 The table above reflects on the ANOVA where the major function of the table is to evaluate the  
 308 significance of the model where the major component that is assessed is the significance value.  
 309 The significance value is computed as 0.000, which illuminates that the model is significant as it  
 310 is below 0.05.

311 Table 4: Regression Analyses

Coefficients	B	Std. Error	Beta	t	Sig.
(Constant)	0.027	0.011		2.409	0.016
Training and Development	0.101	0.033	0.108	3.058	0.002
Perceived usefulness	0.419	0.053	0.42	7.904	0.000
Knowledge exchange	0.047	0.019	-0.043	-2.483	0.013
Communication and Coordination	0.518	0.034	0.505	15.055	0.000

312

313 The above table reflects the major parts of the regression results where the influence of social  
314 media factors is assessed regarding training and development, perceived usefulness, knowledge  
315 exchange and communication, and coordination on the job performance. The results illuminate  
316 that training and development [ $r=0.101$ ;  $p\text{-value}=0.002$ ], perceived usefulness [ $r=0.419$ ;  $p\text{-}$   
317  $\text{value}=0.000$ ], knowledge exchange [ $r=-0.047$ ;  $p\text{-value}=0.013$ ] and communication and  
318 coordination [ $r=0.518$ ;  $p\text{-value}=0.000$ ] are determined to have significant influence on job  
319 performance as the  $p\text{-value}$  is lower than 0.05 threshold. Moreover, the values of beta indicate that  
320 training and development, perceived usefulness, and communication and coordination are found  
321 to positively influence job performance by 0.101, 0.419, and 0.518 units. In contrast, knowledge  
322 exchange has a negative impact on job performance by -0.047 units. Thus, it is clear that the  
323 utilization of social media allows Saudi Arabia's management to improve the training and  
324 development and communication and coordination among the employees while also being  
325 perceived as a highly useful tool.

## 326 Discussion

327 In Saudi Arabia, like many other countries, the situation of COVID-19 is unruly and dangerous,  
328 as seen when the Saudi Government announced a complete lockdown of major commercial and  
329 residential areas and ordered a national work-from-home policy (voluntary or involuntary). The  
330 problem statement that spurred our research study was whether business leaders' productivity  
331 would remain the same if they worked from home. It seems that the use of apps like IMO,  
332 WhatsApp, and Skype smooth the transition to working from home and facilitate business leaders'  
333 ability to assign new tasks to their team members and schedule remote meetings. In the IT and  
334 Telecom sector, digital devices are of much importance. Our study manifests how social media  
335 platforms have influenced the performance during the COVID-19 situation and work-from-home  
336 policy. Similarly, software engineers manage tasks through project management software and get  
337 ready for meetings with clients, preferably, in Skype and IMO. In addition to this, the  
338 communication and coordination has been considered pivotal for completion of assigned tasks and  
339 to get desired work quality. It has been theorized that work-from-home policy may be considered  
340 an effective from point of health issues, but it may also be the fact that telecommuting reduces the  
341 coordination and cooperation since there always remains a lack of communication due to  
342 geographical constraints.

343 The lack of communication, coordination and lack of training and development regarding the use  
344 of technology and social media for telecommuting are major concerns that remained for the  
345 organization. Hence, to empirically study this fact, the following study was carried out by over  
346 800 managers from different organizations of Saudi Arabia. In the study sample, the majority of  
347 participant 58.6% were male, and in terms of age and grade, different managers were included in  
348 the study. The study's survey consists of different participants with different managerial roles and  
349 belongs to different age groups; this makes the study unbiased and reliable because it considered  
350 the opinion of diversified people working in different industries. Hence, this makes the study to be  
351 generalized in the context of Saudi Arabia from which certain implications and recommendations  
352 could be formed for the organizations that how could telecommuting be improved if further  
353 required amid Coronavirus.

354 In empirical results, it has been found that there is a positive interrelation of training and  
355 development, perceived usefulness, knowledge exchange and communication, and coordination

356 positively correlated with job performance. This implies that during the pandemic, work from  
357 home has not affected the employees' job performance. Coordination and communication are free  
358 and easier today as users have access to free WhatsApp during the quarantine. Hence, employees  
359 have no issue in communication and coordination concerning work. Communication and  
360 coordination allow to continue work and ensure the exchange of knowledge between the  
361 employees. In addition, previous studies have also suggested that users of social networking during  
362 the pandemic have increased, which has affected the firms to manage their employees to ensure  
363 productivity. However, employees are also required to ensure job performance [16, 17, 68-75].

364 Furthermore, it has been found in regression analysis that training and development, perceived  
365 usefulness, and communication and coordination have a positive and significant impact on job  
366 performance. However, knowledge exchange has been found to have a negative effect on job  
367 performance. It can be interpreted that during the pandemic, the managers' job performance was  
368 not affected due to COVID-19 and work-from-home policy. However, the use of social media  
369 platforms has turned to be an effective means of communication between employees, subordinates,  
370 and management. Therefore, it has been suggested that the need for time to collaborate takes  
371 precedence, no matter the medium or social platform. However, it is crucial that attention should  
372 be given to the amount of time the app uses while launching and shutting off. The use of Skype  
373 takes a little bit longer time to launch than WhatsApp, which is because WhatsApp is considered  
374 to be more effective for communication and coordination. In addition, opportunities offered by  
375 Skype are unmatched by any other app or medium. However, to the same extent, the new feature  
376 of WhatsApp to video call and group video call tends to be closer to Skype. Therefore, it is  
377 determined that social media platforms during the pandemic have helped managers maintain their  
378 job performance.

## 379 **Conclusion, Limitations, and Recommendations**

380 There appears to be a universal sense that everyday life seems like a thing of the past only after a  
381 short time of emotional and social distancing in the COVID-19 era. Computer-mediated activities  
382 put the outer environment inside, too, as well as supplying remote users with a glimpse of what  
383 events are like beyond their personal space. Meanwhile, Google, Skype, WhatsApp, and many  
384 other applications' usage has increased dramatically more than double in recent months. The  
385 people might joke that it took a pandemic for such mechanisms to ever really take off. For  
386 marketers, apps and web platforms have become among the most coveted aspects of homegrown  
387 content and remote work-life projects. Today's business managers consent to function and work  
388 remotely because of the constraint of living safely in COVID-19 times while granted assurances  
389 that an individual has the right resources to execute tasks related to the position. Hence, the  
390 following study was conducted that does emergence of COVID-19 has affected job performance.  
391 Today's desktops and laptops link securely from home to the corporate network. The top apps  
392 identified for the purpose of communication and coordination include Skype, Imo, WhatsApp, and  
393 G-Suite. These tools are accessible on client machines and provide telephone and video  
394 conferencing capabilities and other features for business interaction. However, one problem that  
395 all workers might face is a lack of expertise in using some remote collaboration tools. It follows  
396 that managers and business leaders must facilitate the training of colleagues to help them out.

397 This COVID-19 pandemic is over, but most business leaders must be adept at using apps and  
398 remote engagement tools. This is the age of digital appliances and electronics, but there can be no

399 guarantees that our globe triggers only one worldwide pandemic. However, many other tools can  
400 be utilized in the industry. However, respondents seem interested in sticking to four or five  
401 platforms (WhatsApp, Skype, IMO, Facebook, and others). Meanwhile, in regards to, following  
402 study was conducted to determine how use of social media by managers in era of COVID-19 has  
403 affected the job performance. The empirical results suggest that even during the pandemic, the  
404 coordination, communication, usefulness and training and development has positive influence on  
405 the job performance. Since workers are not in any one place, it is also possible to miss interactive  
406 moments (small personal exchanges boost morale and stay largely in the ether) that inform  
407 meetings, report planning, and core business operations. It is imperative that organizations must  
408 have a highly interactive platforms that does not only ensure coordination among the teams but  
409 are also user-interactive as well.

#### 410 **Recommendations**

411 As a recommendation, more measured and narrow attention in terms of app usage will ensure that  
412 everybody stays connected and focused solely on important activities. We also urge business  
413 practitioners working remotely not to forget to celebrate quality work, particularly when complete.  
414 Meanwhile, upon consideration of the peer-to-peer relationship, the top priority will be to ensure  
415 everyone's health. It becomes quick and easy to lose interest in each other's safety and welfare  
416 when we do not see each other every day. Therefore, it is recommended that managers arrange  
417 personal five-minute video chats to link with remote workers and screen to make sure they can  
418 manage the office tasks well and not find any ambiguity or roadblocks to deliver the required  
419 results. This recommendation has brought the positive impact of digital media to the forefront,  
420 rather than just web browsing or watching videos on YouTube and TikTok.

#### 421 **Limitations**

422 The importance of social media platforms cannot be denied during the COVID19 era of  
423 using social media to get the job done remotely. The scope of the following study has been limited  
424 to how use of social media in the pandemic era has affected the managers in terms of job performance  
425 given the reason for the work-from-home policy. We strongly recommend that researchers identify  
426 more apps and comprehensive platforms independently and holistically to explore functionality,  
427 dissemination, accessibility, and usage in organizations that could also give employees maximum  
428 efficiency even at home. Although this paper fills a gap in the research, our current findings will  
429 need to be validated in other studies. We also recommend that researchers look to apply similar  
430 methodologies in inter-organizational and cross-national settings. We expect that organizations in  
431 different business sectors and various life-stages (e.g., startup versus mature) and different scales  
432 of business and partnerships will yield new findings of the use of social media among managers.  
433 It also seems likely that different tiers of users (e.g., front-line workers to top leadership) will also  
434 manifest different types of social media apps and usage parameters. Another direction for future  
435 research may be gender and opportunity-specific analyses. Our research study has been limited to  
436 the use of social media platforms and their effect on job performance.

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