**THE EFFECTS OF SOCIAL NETWORKING ON EMPLOYEE PERFORMANCE IN SOME SELECTED COMPANIES IN LAGOS.**

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**Abstract**

***This study aimed to examine the effects of social media on employee’s performance in some selected companies in Lagos state, Nigeria. Data for the study were collected through the questionnaire with a sample population of 120 respondents. The collected data were analyzed using linear regression method with a view to knowing how social media effects and influence employee performance. The negative relationship was however found to be stronger as 68.4 % employees spend most of their time on social media enhancing personal networks and 86 % of employees use office hours to visit online social networks. A positive relationship exists in the employee, who use social media for seeking and viewing work-related information. The study concluded that employees participate in social media in the workplace for both work and non-work related activity. Social media has the potential to allow employees to form collaborations and communities for knowledge creation and sharing, better channels of communication, which enhance employee productivity. However, it can draw employees into an addiction that distracts performance as well as straining the University resources.***

***Keywords:*** employee performance, social networking, social media, productivity

**INTRODUCTION**

For many years organizations have had to resolve the issues concerning employees' social network usage through firm information and communication technology (ICT) infrastructures because Social media is seen as a significant tool in bridging social connections that maintain or expand existing social networks. For example, the use of social media technologies has increased across organizations as executives and managers attempt to leverage the power of the information and knowledge that exists within their companies (Leonardi, 2015).

Social media continues to gain ground in the enterprise for a wide range of business purposes (Mark et al., 2014). Gartner predicted that social media will transform communication and data-sharing in the enterprise. It was predicted that by 2016, internal social media will achieve as much importance within the organization as email and the telephone have contributed (Gartner, 2013).

Furthermore, some organizations have shown high performance and good collaboration among their employees facilitated by social media (Razmerita et al., 2014). Prior studies have provided exploratory insights into the capability of social media. However, their adoption in the workplace remains controversial. On the negative side, social media have gained the reputation of reducing productivity and increasing disturbance. While previous research has predominantly focused on a specific medium, the synthesized impact of social media has been ignored. This study provides explanatory insights into the usability of social networking and its effect on the individual job performance of the employees in some selected companies in Lagos.

**Problem Statement**

In recent times, management in public and private organizations in Nigeria have not looked into what is

Consuming the men work hours in their respective organizations without commensurate performance and outcome. Employees are seen with their computer systems busy and while they ‘form busy’ with nothing but social networking (blogging or tweeting) for their personal motives and gains.

There are very few Researches that have yet examined whether the use of social networking sites in the workplace has any potential benefits for businesses in terms of job performance. Also, there is considerable debate among academics and business practitioners on the value of usage of social networking site use in the workplace. Some claim that the usage of social networks sites in the workplace is a waste of time while others believe it leads to improvements in job performance. Therefore, this study attempts to fill this gap in the literature of social networking sites by examining whether the use of social networking sites in the workplace contributes to employee job performance in some selected companies in Lagos.

**Research question:**

• What is the influence of social media usage on employee job performances in the workplace?

The Concept Social Network

"Online Social Network" or "Social Media" is an umbrella term for a broad range of internet-based tools that allow content to be created (incl. conversations) by people using accessible and scalable publishing technologies. There are a variety of online social networking sites available for the people such as Facebook, LinkedIn, My Space and YouTube, and Twitter.

Facebook – A social networking service where users create personal profiles, add other users as friends and exchange messages, including automatic notifications when they update their own profile. Additionally, users may join common interest user groups, organized by common characteristics (e.g.workplace).

LinkedIn – A business-related social networking site mainly used for professional networking. Users maintain a list of contact details of people with whom they have some level of relationship, called Connections. This list of connections can then be used to build up a contact network, follow different companies and find jobs, people, and business opportunities.

Twitter- Twitter is an online social networking and micro-blogging service that enables users to send and read short 140character text messages, called "tweets". Registered users can read and post tweets, but unregistered users can only read them. Users access Twitter through the website interface, SMS, or mobile device app.

YouTube – A video-sharing website on which users can upload, share, and view videos. A wide variety of user-generated video content is displayed, including film and TV clips as well as amateur content such as video blogging. Media corporations including the BBC also offer some of their material via the site. Most videos enable users to leave and exchange comments.

Social network site is a web-based service which allows people to sign up in a bounded system, articulating group of people within the same system so as to share personal or academic-related information (Boyd and Ellison, 2007). With the improvement of technologies and devices, an online social network has been considered as a salient system.

Social media is the social interaction among people in which they create, share or exchange information and ideas in virtual communities and networks (Ahlqvist 2008). Andreas Kaplan and Michael Haenlein defined social media as "a group of Internet-based applications that build on the ideological and technological foundations of Web 2.0, and that allow the creation and exchange of user-generated content" (Kaplan & Haenlein 2010). Furthermore, social media depend on mobile and web-based technologies to create highly interactive platforms through which individuals and communities share, co-create, discuss, and modify user-generated content. The Concept of Job Performance

Job performance has been associated with the ability of the individual employees realizing their respective work goals, fulfilling expectations as well as attaining job targets and/or accomplishing a standard that is set by their organizations. This could mean that job performance as a construct can be defined in different ways due to the different stages and complexities of the job.

Task performance

Almost all frameworks mentioned task performance as an important dimension of individual work performance. Task performance can be defined as the proficiency (i.e. competency) with which one performs central job tasks. Other labels sometimes used for task performance are job-specific task proficiency, technical proficiency, or in-role performance. It includes for example work quantity, work quality, and job knowledge.

Contextual performance

Although task performance has been the traditional focus of research, researchers have come to believe that individual work performance is more than meeting prescribed work goals. In both generic and job-specific frameworks, one or more dimensions of contextual performance have been included. Contextual performance can be defined as individual behaviors that support the organizational, social and psychological environment in which the technical core must function.

Adaptive Performance

Adaptive performance is defined as the extent to which an individual adapts to changes in a working system or work roles. It includes, for example, solving problems creatively, dealing with uncertain or unpredictable work situations, learning new tasks, technologies and procedures, and adapting to other individuals, cultures or physical surroundings

Counterproductive work behavior

Attention for counterproductive work behavior (CWB), defined as behavior that harms the well-being of the organization, has increased in recent years. It includes behaviors such as absenteeism, being late for work, engaging in the off-task behavior, theft, and substance abuse. Almost half of the generic individual work performance frameworks incorporated one or more dimensions of counterproductive work behavior.

**The Potential of Social Media on Job Performance**

Several studies have been conducted on the potential relationship of social media and job performance, examining a variety of important aspect. For instance, North (2010) explored the benefits as well as the risks of the use of social networking sites in the workplace and concluded that employees believe that social networking site use in the workplace is worthwhile. This finding is not surprising, given that one of the primary objectives of using social media is to maintain and strengthen our network ties, which means that we can develop new relationships as well as to maintain existing relationships. Ellison et al. (2007) found a strong association between the intensity of use of Facebook and social capital and that using this social media can help certain users to deal with low self-esteem and low life satisfaction. The same study found that the ability of employees to access Facebook at work was a great incentive for the retention and organizational commitment of new hires as they can be socially connected with family, friends, and other co-workers in the workplace. Furthermore, Bennett et al. (2010) report that the benefits of social media use in the workplace can include enhanced collective knowledge, improved knowledge, increased productivity, and improved morale. In sum, the use of social networking sites by employees could lead to benefits to the employees‟ job performance.

On the other hand, some studies suggest that the use of social media in the workplace might lead to the loss of employees‟ productivity. Indeed, it was found that full Facebook access in the workplace results in a 1.5 percent drop in productivity (Nucleus 2009). Social media use can be argued to lead to distraction, reducing individuals‟ task performance. For instance, in an academic setting, students, using social networking sites while studying, reported having lower performance than their peers (Kirschner & Karpinski 2010). In addition, by blurring the boundaries between life and work realms, social media use by organizational members might cause home and leisure issues to interfere with job responsibilities, thereby resulting in diminished job performance (Allen et al. 2000; Kossek & Ozeki 1999).

**Theoretical background of social media network**

**Social capital theory**

Social capital denotes the resources embedded within an individual’s or an organization’s network of relationships, including both interpersonal relationships and the resources rooted in the relationships (McFadyen and Cannella Jr 2004). Social capital is a multidimensional concept, which can be divided into a structural, relational and cognitive dimension (Nahapiet and Ghoshal 1998). The structural dimension refers to the overall pattern of connections between people, i.e., with whom you connect and how you connect them. The relational dimension describes resources embedded in the social relationship, such as trust, commitment, and reciprocity. The cognitive dimension refers to a common context which increases understanding among people represented by shared language, codes, and goals.

For the members of a network, the social capital benefits include broader sources of information and opportunities that are otherwise unavailable. According to uses and gratifications theory, consumers use media with different motivations in order to satisfy their social and psychological needs. Functioning mainly as social networking tools, the most evident motivation for people to use social media is the need for social interactions to obtain support and a sense of belonging, while social capital stems from social interactions among individuals

(Nahapiet and Ghoshal 1998). While participation is a key feature of social media, it is important to identify the motivations underlying the voluntary communication behavior in virtual communities. People’s behavior is a product of their social network (Bandura 1989), and the influence of social capital antecedents on individuals’ participating in virtual communities has been widely studied (Chiu et al. 2006) (Ganley and Lampe 2009). In this paper, the social capital benefit is explored by knowledge transfer, which can be regarded as a process of task-related communication. The knowledge transferability from one unit to another has been recognized as a dominating contributor to organizational performance (Epple et al. 1996; Baum and Ingram 1998). We contend that social media can foster employees’ social capital and subsequently facilitate knowledge transfer. Both social capital and knowledge transfer help promote work performance. Specifically, we adopt network ties, shared vision and trust to represent, respectively, the structural, cognitive and relational dimensions of social capital.

**METHODS**

This study focuses on presenting the existing knowledge related to the use of social media in the workplace and its impact on employee's productivity. The review was guided by one research question stated earlier.

**RESULTS AND DISCUSSION**

This study presents the findings of the literature review guided by the research question.

Research question: What is the influence of social media usage on employee job performances in the workplace? Based on the analysis, it was found that employees used social media for three main purposes which are communicating, entertaining and disseminating knowledge and information.

**Regression Analysis - Influence of social network usage on the Individual Job Performance**

Regression analysis is used to predict the value of a variable based on the value of more than two variables. The variable used to predict is called the dependent variable. The variables used to predict the value of the dependent variable is called the independent variables.

The "R Square" statistic indicates that the one independent variable in the regression model accounts for 67.9 % of the total variation in employee performance. In other words, 67.9% of the variation in employee performance is explained by Social Network Usage. (see table 4.1)

**Table 4.1 simple regression model**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Model Summary** | | | | |
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .824a | .679 | .675 | 1.72543 |

|  |
| --- |
| a. Predictors: (Constant), SOMUSG |

The "Adjusted R Square" 67.5% indicates that it is an adjustment of the R-squared that penalizes the addition of extraneous predictors to the model. The Adjusted R^2 statistic is typically smaller than the R2 statistic because it downward adjusts the R statistic when additional variables of limited significance are added to a model. It is a common practice to say that one regression model "fits" the data better than another regression model if its adjusted R2statistic is higher.

The Sig. for the model is 0.000 which is significant at 0.001 level is shown in table 4.2. Accordingly, the model is a good fit for the data. The unstandardized constant statistic 1.225 units show that the model would predict if all of the four independent variables were zero (see in Table 4.2).

The b coefficient for Social Network Usage is 1.019. This means that on average if go up by 1 point on the Social Network Usage Scale then the Job Performance will improve by 1.019.

**Table 4.2 coefficient of determinations**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Coefficientsa** | | | | | | |
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| B | Std. Error | Beta |
| 1 | (Constant) | 1.255 | 3.795 |  | -.331 | .742 |
| SOMUSG | 1.019 | .075 | .824 | 13.569 | .000 |

|  |
| --- |
| a. Dependent Variable: EPF |

According to the p-values, Social Network Usage is significant at 0.001. This means there is a significant influence of Social Network Usage on employee Performance in this sample (see in Table 4.2).

Based on this Table 8, the equation for the regression line is:

**Y = 1.255 + 1.109 (SOMUSG)**

According to the regression analysis, Social Network Usage significantly impact the employee Performance of employees in some selected companies.in Lagos business District.

**Test of Hypothesis**

Hypothesis testing is a method for testing a claim or hypothesis about a parameter in a population, using data measured in a sample. In this method, test some hypothesis by determining the likelihood that a sample statistic could have been selected if the hypothesis regarding the population parameter were true.

H 0: Social network usage does not positively influence employee performance.

H1: Social network usage does positively influence employee performance.

Table 4.3- Hypothesis Test

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **ANOVA** | | | | | | |
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 548.116 | 1 | 548.116 | 184.111 | .000b |
| Residual | 259.008 | 87 | 2.977 |  |  |
| Total | 807.124 | 88 |  |  |  |

|  |
| --- |
| a. Dependent Variable: EPF |
| b. Predictors: (Constant), SOMUSG  Based on table 4.3 for the linear regression (F (1, 87) =184.111, p<0.001), the independent variable " Social Network Usage" significantly influences dependent variable "employee Performance ". Since the probability of the F statistic (p<0.001) was less than the level of significance (0.005). Thus, fail to accept the null hypothesis and conclude that Social network usage is positively influenced by employee performance.  **Conclusion**. |

In this dynamic world, the most important capability for employees and the organization as well is connecting together. In other words, connectivity is the key factor to employees‟ job performance (Pulakos et al. 2000). While most existing studies mainly explore how social media influence employee's performance in the perspective of work-life balance and wasted time, it is necessary to incorporate the impact of social media on employee performances. Therefore, in this study, a mechanism based on job performance theory is studied.

In the mechanism, social media is expected to impact a positive role in promoting knowledge sharing and strengthen network ties, thus enhancing individuals‟ connecting to a changing an environment. Besides, a good connectivity ensures that employees can perform effectively in the workplace. Several studies have been conducted on the potential relationship of social media and job performance, examining a variety of important aspect. For instance, North (2010) explored the benefits as well as the risks of the use of social networking sites in the workplace and concluded that employees believe that social networking site use in the workplace is worthwhile. This finding is not surprising, given that one of the primary objectives of using social media is to impact employees job performance, which means that we can develop new relationships as well as to maintain existing relationships.

Based on the exposition and findings of this study, the following recommendations are put forward:

Management must be cognizant of the fact that employees naturally are lazy and will prefer to play around than work usnless they know and understand that feedback on their performance exists. In order to achieve this, management should continually strive to educate workers, making the importance of their undivided attention to duties non-negotiable if the organization is to remain a going concern.

First, organizations should focus on employee's behavior towards using social networks. Organizations can design their training programs according to habits of using social networks of employee's. For example, organizations can make a Facebook page and use it for training purpose. HR department can update its policies, new training programs, meeting schedules, training tools, inspirational quotes on the Facebook training page.

Secondly, Organizations' HR department can use Facebook or other social network profiles of employees to screen out required skills for newly launched/planned project. Organizations can use these social networks for enhancing skills/ abilities, knowledge/qualification, productivity/outcomes and motivation level of employees. Organizations can create the right directions of usage of social networks by employees.

On the other hand, Organizations should develop the right attitude in its employees for using social networks. It should be taken as a positive and ethical medium of social communication. Organizations ‟ employees should take social networks as a constructive medium for learning new things, ideas, creating social contacts, having emotional catharsis instead of destructive medium or behaving below morality. On social networks, an employee is a representation/ symbol of these organizations. They are below morality activity or behavior can spoil the image of the organizations in the spectator’s point of view. So, financial institutions can avail social networking platforms for developing and enhancing employee’s performance.

Importantly, there can be some unknown factors too which can affect the impact of using social networks on employee performance.

Which suggest grounds like the positive or negative behavior of employee, lazy attitude of employee, wrong perception while reading status updates, etc. These variables can provide ground for further investigations. This model assists Organizations in designing employee training programs and making the training program more interesting, attractive and matching to young generation’s behavior.

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