



EFFECT OF SOCIAL NETWORKING ON EMPLOYEE PERFORMANCE: A CASE STUDY OF COAST WATER SERVICE BOARD

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ABSTRACT

The main objective of the study was to establish the effect of social networking on employee performance. The study targeted Coast Water Services Board as the case study. The study specifically established the effect of Facebook, twitter, LinkedIn and WhatsApp on employee performance. The target population of the study comprised of 200 employees working in CWSB, Mombasa County. For this study, data was collected using structured questionnaires based on the research hypotheses. Data analysis was done with the help of Statistical Package for Social Science (SPSS) version 23. Descriptive statistics included frequencies distribution, and percentages and mean, while inferential statistical analysis used included correlations, and regression. The study findings established that there was a positive effect reported for Facebook on employee performance. Also there was a significant effect of twitter on employee performance. However, minimal effect was reported for WhatsApp on employee performance. The study therefore based on the findings obtained concluded that Facebook was the most used social network in the organization, and that users' most frequent activities on Facebook was writing messages. Further the study concluded that LinkedIn was the appropriate social networking site for professional development and that LinkedIn used by employees lowered the employee productivity. Further the study recommended that the organization should provide specific time for twitter usage to employees to avoid reduction in employee productivity. Also the organization should encourage employee to use twitter on adding value to the firm. To maximize the potential of social networking within the organization, it was recommended that organizations come up with specific networks for organization wide social networking.

Key Terms: Employee performance, LinkedIn, Social network, Social networking, Twitter, You tube

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INTRODUCTION

World over social networking has become the information mainstream and there is evidence that these social networking sites account for one in every 11 minutes spent online (Jones, 2013). According to Palmer and Koenig-Lewis (2012), 54 percent of internet users between 16 and 24 have set up their own page or profile on a social networking site. In the contemporary society, work processes have proved so complex that virtually no one can work in isolation. To achieve stated goals, people must work together. Further, mobility adds another layer of complexity because the person to work with may not be in physical proximity. Thus, it has quickly become an accepted practice for employees to use social media internally and externally as well as to achieve organizational outcomes. According to Beck (2012) social networking sites in particular have had a profound effect by changing the nature of efficiency of communication processes in both business and private life.

In today's world, work processes have become so complex that no one can work in a vacuum. One must work with one another to get things done, and mobility adds another layer of complexity because the person to work with may not be in physical proximity. Thus, it has quickly become an accepted practice for employees to use social media internally and externally as well as to achieve organizational outcomes. Social networking sites in particular have had a profound effect by changing the nature of efficiency of communication processes in both business and private life (Beck, 2012). Extant literature has broadly defined social network as a set of actors and the set of ties representing some relationship or lack of relationship amongst the actors (Brass, Butterfield, and Skaggs, 2013). In a social network, actors include people, organizations and other social entities. These social network actors are connected by a set of relationships which may include friendship, affiliation, financial exchanges, trading

relations or even information exchange. In the current study context a social networking service will be defined as an online service, platform, or site that focuses on building and reflecting of social networks or social relations among people who share interests.

Social networking, been an online medium of interaction, allows people to build relations, share ideas and communicate information. In a nutshell it bounds society in sentimental stream. Consequently, social media depends 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. According to Rooksby *et al.* (2012) social networking sites can be categorised into two types: First is public social networking sites and secondly, internal social networking sites. Public social networking sites include Facebook, Twitter, and LinkedIn and are run by commercial providers and are often free. Internal social networking sites, like Water cooler at HP, Beehive at IBM, D Street at Deloitte, and Town Square at Microsoft, are owned by organizations for their own use inside the organization.

Social networking sites major objective is to develop virtual new relationships while maintaining old ones. A study by Ellison *et al.* (2013) on the association between “the formation and maintenance of social capital and the use of Facebook” which was done by surveying 286 undergraduate students was based on establishing the relationship between the three types of social capital – bridging, bonding, and maintained social capital – and Facebook intensity construct. The study established that there is a strong association between the use of Facebook and the types of social capital. Further the study established that Facebook intensity might benefit users with “low self-esteem and low life satisfaction”. It must be noted here that Ellison *et al.*, (2013) was the first researcher to introduce a construct measurement called Facebook intensity. The study by Ellison *et al.*, (2013) stimulates curiosity of whether social networking site use

intensity, rather than Facebook intensity, will also help benefit employees with job productivity and work-related outcomes in general.

Human resource turnover is a major problem affecting many organizations. A survey by the IBM Institute for Business Value and the Economist Intelligence Unit indicated that more than 75 percent of human resource executives from 40 different countries are concerned about attracting, developing, and retaining future leaders. This concern surfaced as most future leaders and employees belong to the connected "Generation Y." This "Generation Y" is characterized as a mobile, texting, Web savvy generation that craves for a constant access to social networking sites. This age-group, accessing social networking sites is as natural as "utilizing the proverbial water cooler has been to past generations as a source of information and social contact" (Isheriff, 2010). As this age-group increases in the corporate world, they will bring with them these habits which will change the way business is done.

In the workplace, social networking site use can be an important means of communication among the company's internal and external stakeholders which facilitates knowledge transfer and communication (Bennett *et al.*, 2010). The social networking sites can provide users with communication means which include, but are not limited to, file sharing, email, blogging, instant messaging, discussion groups, and chatting (Leader-Chivée & Cowan, 2012). Those mentioned means can help firm employees access new resources, contacts, and information, as well as maintain and nurture professional networking, as most businesses depend on team and project-related work. According to Isheriff (2010) several industries including tourism, entertainment, advertising, and several other service-related industries took advantage of social networking site use by adopting it in the workplace.

Globally a survey was conducted in the US which found out that retail and consumer goods businesses are the most active on social media with sites like Facebook listing Coca-Cola, YouTube, MTV, Disney, Red Bull, Converse, PlayStation, Oreo, Starbucks and Wal-Mart having most fans (Chapman & Cutler, 2014). It was also established that TD Bank has dominated social media and has a team that constantly keeps an eye out for any activity on social media. The bank has taken a vigilant stance responding to comments on their brand channels from diffusing negative posts to thanking followers for their kind words. Through this the bank has created a social presence that humanizes their brand ranking the top in the US. The bank has argued that this connection has gone a long way in making their customers happy and they always keep that in mind when developing their social strategy (Team eValue, 2015). A research by Leidner *et al.* (2010), found that the ability of employees to access Facebook at work was a great incentive for retention particularly of new employees. This is because employees can be socially connected with family, friends and other co-workers in their workplace. The research concluded that the use of social networking offered individual and organizational benefits such as a strong sense of organizational commitment, higher morale among new Generation Y employees, and a high retention rate of entry-level of employees.

In India, ICICI Bank and HDFC Bank Limited understand the use of social media so well and rather than selling their products only, they are also engaging their consumers on SNS (Sweta, 2011). With Only five banks in the world having passed the 1 million 'Likes' mark on Facebook, Indian banks are doing well being among the three of the five banks surpassing the 1 million mark with the banks amassing 6 million fans, with a third of those belonging to ICICI Bank alone and HDFC Bank with 1.5 million fans (Financial Brand, 2013). Bennett *et al.*, (2010) further reports that the benefits of social

media use in the workplace can include enhanced collective knowledge, improved knowledge, increased productivity, and improved morale. In a nutshell, the use of social networking sites by employees could lead to benefits to the employees' job performance.

Locally in Kenya, social media has been widely used as a tool of promoting business development and growth. Many institutions like commercial banks in Kenya have harnessed the power of social media to reach out and engage with clients. Social media offers a vital and cost effective way for banks to build close relationships and even loyalty from clients through engaging and sharing. It is also powerful in converting loyal customers into brand advocates who can influence others into buying your products. Jagongo and Kinyua (2013) study established that social media networking, has changed how businesses operate and now businesses are able to gain access to resources that were otherwise not available to them i.e. it has helped businesses to increase their worthiness, cultivate strategic partnerships and increase their contact with customers and suppliers. Jagongo and Kinyua (2013) further indicated that social media tools offer greater market accessibility and customer relationship management, which in turn have a significant impact on the growth of small and medium enterprises. Additionally, social media allows businesses to communicate speedily and cheaply with customers as well as allow them to construct a database that can be used to generate business leads that may translate to increased sales and thus grow the businesses. Munene and Nyaribo (2013) on the other hand presents mixed results indicating that employees spend most of their time on social media enhancing personal networks but there are positive opportunities in the use of social media to form collaborations and communities for knowledge creation and sharing, better channels of communication, which enhance employee productivity.

The Coast Water Services Board (CWSB) is a parastatal (Government Owned and Autonomous) created under the Water Act, 2002 and established through a Gazette Notice No. 1328 of 27th February 2004. The Board's main responsibility is the provision of efficient and economical water and sanitation services to the people of the Coast Region. The CWSB covers the following six counties in the region: Mombasa, Kwale, Kilifi, Taita-Taveta, Lamu and Tana River. The CWSB operates under the Parent Ministry of Environment, Water and Natural Resources.

The CWSB is well connected with internet and information systems. The board staff, therefore, have unlimited access to the internet while at work or within the precincts of the institution. The parastatal permits the staff to use their cell phones and laptops while at work indicating that the institution condones access to internet services by its employees while at work. The institution's staff is made up of youth with an average age of 30 years. Since these employees begin networking while in college through the social nets, they continue doing so even at work for fear of missing out on significant events or losing contacts of their friends (Onsondo, 2011). The majority of employees have signed up to Facebook, twitter, LinkedIn, Instagram and other social networking sites in their communication for both work related and unrelated activities. This sites offer potential benefits to employees.

The social networking concept in the workplace has been controversial. Some studies argue that the use of social networking in the workplace leads to better employee productivity through effects on intermediate variables, such as higher morale (Bennett, Owers, Pitt, and Tucker, 2010; Leidner, Koch, and Gonzalez, 2011; Li & Bernoff, 2012; Patel & Jasani, 2010). While others argue that the biggest concern about the use of social networking sites in the workplace is the loss of labor productivity due to time wasted at work (Accountemps, 2010; Nucleus, 2009; O'Murchu, Breslin, and Decker, 2012; Rooksby,

Baxter, Cliff, Greenwood, Harvey, Kahn, Keen, & Sommerville, 2010; Shepherd, 2011; Wavecrest, 2013). In addition, a plethora of studies on social networking sites rely mainly on college student data (Clark & Roberts, 2010; Dwyer, 2010; Dwyer, Hiltz, and Passerini, 2012; Ellison, Steinfield, & Lampe, 2011; Hargittai, 2011; Mainier & O'Brien, 2012) which might not be relevant to the business world.

Furthermore, as posited by Warnakula and Manickam, (2014) majority of employees in Kenya visit social networking sites during working hours. There is considerable debate among academics and business practitioners on the value of usage of social networking site in the workplace. Some researchers claim that usage of social networks sites in the workplace is a waste of time (i.e. Nucleus, 2009; O'Murchu, Breslin, & Decker, 2012) while others believe it leads to improvements in job performance (i.e. Li & Bernoff, 2012; Patel & Jasani, 2010). At the Coast Water Services Board, the management relies on social networks to connect with the customers and solve client queries. Despite the benefits of social networking sites on the company operations, majority of CWSB employees are using a huge share of the working hours using social networking sites for other purposes rather than those intended to serve the institution. This has resulted to diminished employee productivity thus affecting the overall firm performance. In addition, extant of reviewed literature focused on social networking sites in developed economies, but they rarely touched on the effects of social networking sites on employee performance in developing economies like Kenya. There is considerable debate among academics and business practitioners on the value of social networking site use in the workplace. Some claim that their use in the workplace is a waste of time while others believe it leads to improvements in employee performance. Therefore, this study attempted to fill this gap in the literature by examining the effect of social networking on employee performance.

Research Objectives

- To establish the effect of use of Facebook on employee performance at Coast Water Service Board employees performance
- To determine the effect of use of Twitter on employee performance at Coast Water Service Board employees performance
- To ascertain the effect of use of LinkedIn on employee performance at Coast Water Service Board employees performance
- To evaluate the effect of use of WhatsApp on employee performance at Coast Water Service Board employees performance

Research Hypotheses

H₀₁: There is no significant effect of use of Face book on employee performance at Coast Water Service Board employee performance

H₀₂: There is no significant effect of use of Twitter on employee performance at Coast Water Service Board employee performance

H₀₃: There is no significant effect of use of LinkedIn on employee performance at Coast Water Service Board employee performance

H₀₄: There is no significant effect of use of WhatsApp on employee performance at Coast Water Service Board employee performance

RELATED LITERATURE

Theoretical Framework

Social Network Analysis Theory

Social network analysis theory allows for the development of abundant theories and empirical evidence that show a positive association between certain social network characteristics and work performance. Researchers have long studied whether network structures, such as structural holes, is more beneficial with respect to various measurements of work performance. Ancona and Bell (2010) advocate that structural holes can create a competitive advantage for individuals in dimensions such as wages and promotion at work place. He attributes

normalized performance differences to actors' ability to access and gather unique information from non-redundant social groups (Ancona & Bell, 2010). This information advantage from brokerage can be particularly salient in knowledge-intensive industries where the success of a project relies on identifying and assimilating existing information in order to create new knowledge and innovation. By analyzing email networks and message content, Alstyne (2009) demonstrate that networks with structural holes deliver diverse and novel information that explains a significant portion of the variance in productivity for executive recruiters more so for instance than traditional human capital.

As a result, brokerage is theorized to play an instrumental role for accessing novel and unique information from loosely connected network neighborhoods (Burt, 2010). The economic value of information stems from the fact that information is distributed unevenly in a network and the ability to tap into unique information sources enables actors to solve difficult problems and find new opportunities. Social network analysis theory actors with the capability to tap into various pockets information sources within a network that is instrumental to productivity. A redundant network, on the other hand, tend to provide repeat information and its dense network of strong ties can quickly disseminate information and thus prevent anyone from taking advantage of it. Redundant networks also have high maintenance costs, since direct ties and dense networks of third-party ties require time and effort to maintain. Consequently, redundant networks are less likely to provide diverse information. In addition to information diversity, brokers are also theorized to control the flow of information and reap rents from brokering between two disconnected parties (Burt, 2010).

Gratifications Theory

The theory is also called Needs and Gratifications Theory is a model that focuses on why people use

certain social media rather than on the content. Uses and Gratifications theory was propounded by Elihu Katz, Jay Blumler and Michael Gurevitch in 2004. According to Severin and Tankard (2009), the uses and gratifications theory involves a shift of focus from the purposes of the communicator to the purposes of the receiver to determine what functions mass communication is serving for audience members. One of the tenets of the uses and gratifications theory is that audiences are active, and they seek to find out the mass media that satisfy their gratifications. The Internet has enabled audience to find and also have more options from which they are able to select the websites and web pages that satisfy their specific needs. The Internet also allows audiences to be in more control of the media.

Uwem *et al.*, (2013) asserts that while using the new social media networks, people are actively combining several motives to fulfill their yearnings and aspirations, properly referred to as gratifications. This also happens when they are using social networking websites. The uses and gratifications approach is therefore a good way to find out what other purpose employees use social networking sites for in high schools in Westlands Sub-county. From a uses and gratifications perspective, social networking sites have a wide range of information material, thus those who utilize their services and resources should be able to satisfy a wide array of needs (Uwem *et al.*, 2013). Uses and gratification approach will enable the researcher to understand what gratification the employees seek and whether that gratification is obtained and what effects of the gratification obtained have on the user of the media (Park *et al.*, 2009). This theory supported the study variables by focusing on why people use certain social media rather than on the content.

Market Research and Consumer Culture Theory

Market research is an established body of media work that includes quantitative and qualitative "market

orientation” approaches such as focus groups and ethnographic studies (Slater and Narver 2008). These gather user requirements, emerging demands, expressed or unmet needs to improve old products, or to develop new products that can address unmet needs. Consumers’ habits and activities are electronically traced and aggregated into digital data, to create large databases of consumer behavioural profiles. Slater and Narver (2008) distinguished between conceptualization of customer-led and market-oriented, advocating for the need to move beyond expressed needs and to get closer to the consumers and capture early requirements from lead users. Extant research argues that the use of online and more recently Social Customer Relationship Management systems provide deeper insights into costumers’ latent and unexpressed needs, using social technologies and communities for market research (Vorhoef, 2009; Kozinets, 2008; Baird *et al.*, 2011). With the rise of social media forming an integral part of companies’ daily conversations, Social Customer Relationship Management (SCRM), became an effective company’s feedback integrating social tools into the customer management process (Greenberg, 2010).

These processes are therefore beyond producers’ direct control, and companies have to follow certain strategies to capture this brand value generated by consumers in the market (Muniz & O’Guinn, 2009). Firms are increasingly interested in using social network to expand consumer advocacy (Almquist & Roberts, 2008) and to make sense of and shape the conversation prompted by their brands and products. Due to the characteristics of social media, they are effective platforms to engage users in marketing processes (Cova & Dall’I, 2009). The concept of the “working consumer” expands and challenges the literature on value co-creation (Prahalad & Ramaswamy, 2011) and the service-dominant logic (Vargo and Lush, 2008) where firms and consumers co-create value, establishing a harmonic relationship.

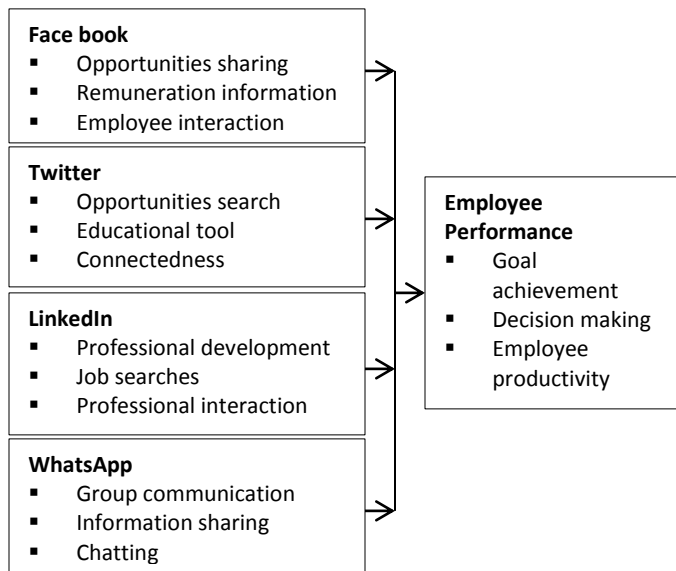
Media Richness Theory

The media richness theory (Daft & Lengel, 1986) defines different communication media as possessing specific characteristics that determine its ability to carry information, ranging from low (or lean) to high (or full) richness (Smith, 2014). The theory argues that all communication channels vary in their ability to enable individuals to communicate and to change the understanding of the messages; this knowledge is understood as a medium’s richness. The media richness theory “places all communication media on a continuous scale based on their ability to communicate a complex message” (Carlson & Zmud, 2012). The communication channels that can adequately clarify or transmit a message are considered to be rich mediums, therefore, are higher on the scale. On the other hand, the communication channels that lead the receiver of the message to require more time to decode the message transmitted are considered less rich, therefore, lower on the scale.

The media richness theory is mostly focused on two criterias: multiplicity of cues and immediacy of feedback. The multiplicity of cues is a crucial factor for a communication channel; this refers to the multiple ways a message can be communicated, such as with nonverbal cues like facial expressions and verbal cues such as tone of voice (Dennis & Kinney, 2010). The more cues a communication medium can provide and the receiver perceive, the richer the medium is considered. “When verbal or nonverbal cues are removed, it can take longer and be more difficult to fully understand a message” (Dennis & Kinney, 2006). The immediacy of feedback refers to the options the medium gives the user to obtain or provide immediate feedback. The lack of immediate feedback can reduce the accuracy of a communication and can take longer for the receiver to complete the task or purpose of the message fully. “Feedback is important to the speed and effectiveness of communication because it enables

the sender to recognize the extent to which the receiver understands the message and to adjust the message presentation accordingly” (Dennis & Kinney, 2010). The media richness theory argues that certain media channels can transmit a message more effectively based on whether the information is used in circumstances of equivocality or uncertainty.

Conceptual Framework



Independent variables

Dependent variable

Figure 1: Conceptual framework

Source: Author (2019)

Face book

Facebook, introduced in February 2004, is one of the most popular social networking websites today. This website was originally open only to students at Harvard University, but this no longer holds true. Facebook has reached a membership of over 1.11 billion (Tapscoot & Williams, 2013). Several studies show the biggest concern of social networking site use in the workplace is the loss of staff productivity from time wasted at work. Nucleus Research reported that the use of Facebook at work results in a 1.5 percent decrease in productivity (Nucleus, 2009). This wasted productivity adds up to money lost to

wages and economic costs in the forms of decreased efficiency.

Facebook reaches 710 million users (Hanafizadeh & Behboudi, 2012). Meanwhile, if Facebook were a country, it would be the third largest nation in the world, lagging behind only China and India. Half of those “citizens” log in every day and using the site on a daily basis (Zarrella & Zarrella, 2011). The average user has 130 friends and is connected to 80 community pages, groups, and events each one spend an average of 46 minutes per day on Facebook (Facebook, 2015).

Global statistics indicate the average Internet user spends an average six hours per month on Facebook, which raises managers’ concerns that those six hours may be spent in the workplace (Shepherd, 2011). The typical Internet user spends an average of six hours per month on Facebook, and more than 50 percent of Internet users use Facebook on their mobile phones (Shepherd, 2011). Another report, by Robert Half Technology (2011), claims some workers spend around two hours a day on Facebook in the workplace. The use of SNS is now well established among the general population. By late 2008, MySpace and Facebook each had 60 million users and according to a recent estimate they have more than 100 million users each. Although some of these sites were initially directed at younger users such as college students, recently SNSs have been attracting large numbers of older audiences interested in professional networking. Use of SNSs like Face book is also becoming more observable within organizations, especially among younger employees and recent hires that joined the sites as college students. In Kenya, almost all the young people aged between fifteen and thirty five years of age are interacting through the social sites.

Twitter

Twitter, a micro-blogging site that focuses on status updates with posts limited to 140 characters, is a social networking site launched in July 2006 (Boyd & Ellison, 2010). Twitter is described as a service for friends, family, and co-workers to communicate and stay connected through the exchange of quick, frequent answers to one simple question (Clark & Roberts, 2010). Twitter has become a self-promotional tool used by celebrities and politicians. For those who like to follow their favourite celebrities, they can get instant updates about where their favourite singer or actor is; what they are doing and how they are feeling, Twitter has around 10 million members (Wilson, 2012).

As a form of SNS, Twitter, which was launched to the public in October 2006, is one of the newest developments, and is currently the most widely used microblogging platform. Twitter, which has elements of both mass and interpersonal communication, enables users to send, distribute, and read short posts of 140 characters in length (Java, Song, Finin, and Tseng, 2010). The service requires users to create a username and a brief online profile to benefit from common elements much like those of email, instant messaging, RSS, texting, blogging, and so forth. Twitter users can send and receive messages – “tweets” – which are in the public domain by default unless a user chooses to keep updates private. In July 2014, The Statistic Brain (2014) reported that the total number of active registered Twitter users exceeded 645 million, with 58 million average tweets per day being tweeted.

Twitter has become deeply embedded in modern society, not only in developed countries but also in developing countries. Twitter, an SNS, “is a real-time information network powered by people all around world...Twitter asks ‘what’s happening’ and makes the answer spread across the global to millions, immediately” (www.Twitter.com/about). In other

words, Twitter is a web-based microblogging service that enables users to send and receive short messages, named tweets, to and from other users, named followers. SNSs share the advantages of ease of use, immediacy, and cost-effectiveness (Peterson, 2012).

LinkedIn

LinkedIn was started in May 2003, and is less focused on social networking. LinkedIn is used to network within a desired professional atmosphere and allows individuals to build professional, career-oriented relationships. LinkedIn is the most business-oriented of the four big social networking websites. It has a membership of about 36 million. LinkedIn also facilitates business inquiries and expertise requests, as well as job postings by recruiters (Leader-Chivee and Cowan, 2008).

LinkedIn is strongly a working life oriented social media platform and a part of a revolutionary change, where personal branding has been shifted from the face-to-face or offline world to the online world. Furthermore, LinkedIn is also particularly a professional online network which has partly developed from the deterioration of the economic circumstances, which have forced job seekers to find new ways to find employment (Harris & Rae, 2011).

According to Korteso (2011) LinkedIn is a Facebook of professionals, through which experts of different fields can receive recommendations, market themselves, share opinions and materials and get in contact with other professionals. It is possibly one of the best tools for personal branding, considering the recommendation and endorsement functions it offers and how they are visualized for recruiters (Ward & Yates, 2013). Recommendations and endorsements are visible feedback that can both be given and received from others. These testimonials can be determining when they are seen by a recruiter who is

looking for suitable job candidates (Harris & Rae, 2011).

WhatsApp

WhatsApp, an instant messaging running on most smartphone using Mobile Communication has been opted by many as the new way to communicate. Instant Messaging as one of the most used technologies to maintain relationships with peers (Wood, 2007). Estimated that, in January 2014 there are about 430 millions active users of WhatsApp with a daily message volume estimated at 20 billions (Richter, 2014). Looking at the huge number of users and heavy usage, WhatsApp is widely known to most of smartphone users as an alternative new form of digital communication aid.

The usage of WhatsApp as one of Mobile Instant Messaging (MIM) has become popular (Church & Oliveira, 2013) among many smartphone users. Communication using smartphone has evolved tremendously with the internet connection access and capability. Previously, when Short Messaging Service or SMS was introduced two decades ago, voice and text can be exchanged across, but now, as the mobile communication has evolved with new communication technology introduced like 3G/4G access and mobile broadband; images, video and voice clip are possible to be exchanged and transmitted. One-to-communication is not the only form of communication, with the advancement, one-to-many form of communication is possible.

In WhatsApp application, one-to-many form of communication is available via Group features. Group-based interaction has been used before in the desktop and web environment which enables organization, planning, media sharing and current discussion (Counts, 2010). WhatsApp application has a group feature which allows the same group-based interaction or one-to-many form of communication. WhatsApp is an application that allows mobile users

to send real-time messages to individual. What has driven WhatsApp to be widely accepted is because of the application can be in multiple platforms; in addition to decreasing costs and convenience of mobile data plan. Besides from exchanging text messages, WhatsApp also allows user to share location, videos, contact, pictures and audio in real time. WhatsApp is more direct compared to text messaging (Church & Oliveira, 2013) application like Short Messaging System (SMS). WhatsApp users exchanged messages with their own contacts (ie contact listed in their telephone), they can be either friends, family members, or co-workers (inclusive of their managers).

Employee Performance

Employees' performance has been a concern for organizations and researchers. For decades, researchers have been looking for different ways to enhance employee job performance. Job performance refers to "behaviors or actions that are relevant to the goals of the organization in question" (McCloy, Campbell, and Cudeck, 2010). Performance is a multidimensional variable in which every job has distinct performance components (McCloy *et al.*, 2008). Porter and Lawler (2008) argued that attitudes influence performance.

Employees' performance is defined and measured by the amount of work an employee does each hour (Warner, 2012). Increased collaboration through social network can stimulate knowledge sharing between individuals who share a common interest which may help the performance of an employee to improve. Employees' performance is the combination of structured planning and the active management choice of one's own professional career. The outcome of successful employees' performance should include personal fulfilment, work/life balance, goal achievement and financial assurity. Performance includes establishing elements and standards expected from employees. The performance of employees can be measured using their productivity.

METHODOLOGY

Research design, according to Creswell (2013), is the scheme, outline or plan that is used to generate answers to the research problems. This study used descriptive research design, in which it is a study of relatively short duration and it involves a systematic collection of data which was presented to give a much better understanding of the research topic. It was further summarized using descriptive statistics which usually include measure of central tendency, such as the mean. Statistical Package for Social Sciences (SPSS) version 23 was used for analysis. Pearson correlation was used to analyse the relationship between each independent variable and dependent variable. Multiple linear regression analysis model was computed to determine the statistical relationship between the independent variable and the dependent variables. Thus, multiple regression model that was used in the study was in form:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Where;

Y = Employee performance

Table 1: Facebook use

	Mean	Std. Deviation
Face book is the most used social network in the organization	4.29	.855
The users' most frequent activities on Facebook is writing messages	4.12	.528
Face book is used by the institution for opportunity sharing selection	4.26	.229
Face book provides platform for professional interaction	4.34	.260
Valid N (listwise)		

As shown in table 1, respondents indicated to a very large extent that Face book is the most used social network in the organization (mean= 4.29), and that users' most frequent activities on Facebook is writing messages (mean= 4.12). Further, majority of respondents agreed that Face book was used by the institution for opportunity sharing selection (mean=4.26). In regard to whether Face book provided platform for professional interaction, majority of respondents (mean= 4.34) agreed with

X_1 = Facebook

X_2 = Twitter

X_3 = LinkedIn

X_4 = WhatsApp

β_0 = constant.

$\beta_1, \beta_2, \beta_3, \beta_4$ = Beta coefficients.

ϵ = Error term or random term.

Tests of statistical significance were used to address the question of whether or not the relationship between two or more variables is caused by mere chance or not.

RESEARCH FINDINGS

The effect of use of Facebook on employee performance

The respondents were required to indicate their level agreement with the statements related the extent to which Facebook affects employee performance by filling a 5-Likert Scale where; 1=strongly disagree, 2=disagree, 3=neutral, 4=agree, 5=strongly agree. The variable used mean and standard deviation to compute. The results were presented in Table 1:

the assertion. From the findings it was noted that the employees of CWSB use Facebook most frequently to send messages and opportunity sharing. This implied that Facebook was the most preferred platform form employee communication et cetera. The findings indicated above supported the conclusions drawn by Soukup (2014) who concluded that Facebook is a massive platform that can be used for multiple purposes such as advertisements, archival work, education, entertainment, journalism, political

communication, art and culture, religion, healthcare, military, fandom, interpersonal communication, and observation.

The effect of use of twitter on employee performance

The respondents were required to indicate their level agreement with the statements related the extent to

Table 2: Twitter use

	Mean	Std. Deviation
Twitter provides in timely and up-to-date activities with co-workers, sharing information, news, and opinions thus improving performance	4.34	.218
The employees use twitter network for communication purposes	4.45	.219
I prefer using twitter over other social networking sites	4.20	.485
Usage of twitter by employees during office hours affect employee performance negatively	4.38	.381
Valid N (listwise)		

According to Table 2, the respondents indicated to a very large extent that twitter provides in timely and up-to-date activities with co-workers, sharing information, news, and opinions thus improving performance (mean=4.34), and that the employees used twitter network for communication purposes (mean=4.45). Further findings were that most employees prefer using twitter over other social networking sites (mean=4.20), and that to a great extent usage of twitter by employees during office hours affect employee performance negatively(mean=4.38). As observed in the findings, most employees in the organization used twitter since it provides timely and up-to-date information. Further it can be deduced from the findings that twitter use improved performance and that

Table 3: LinkedIn use

	N	Mean	Std. Deviation
LinkedIn is the appropriate social networking site for professional development	98	4.26	.229
LinkedIn use by employees will lower the employees productivity	98	4.33	.353
LinkedIn use by employees positively affects employee performance	98	4.29	.210
Employees use LinkedIn for job searches	98	4.28	.208
Valid N (listwise)	98		

which twitter affected performance of employees by filling a 5-Likert Scale where; 1=strongly disagree, 2=disagree, 3=neutral, 4=agree, 5=strongly agree. The variable used mean and standard deviation to compute. The results were presented in Table 2:

employees prefer to use twitter for communication purposes. The above findings were in line with Flynn (2011) who concluded that use of twitter during office hours is detrimental to the productivity of employees.

The Effect of use of LinkedIn on employee performance

The respondents were required to indicated their level agreement with the statements related the extent to which LinkedIn affects employee performance by filling a 5-Likert Scale where; 1=strongly disagree, 2=disagree, 3=neutral, 4=agree, 5=strongly agree. The variable used mean and standard deviation to compute. The results were presented in Table 3:

According to Table 3, it was established that LinkedIn was the appropriate social networking site for professional development (Mean=4.26) and that LinkedIn use by employees would lower the employees productivity (mean=4.33). Further majority of respondents agreed to a great extent that LinkedIn use by employees positively affected employee performance (mean=4.29). The respondents also agreed to a great extent that employees used LinkedIn for job searches (mean=4.28). From the findings it was deduced that LinkedIn was mostly preferred by employees since it is the best platform for professional development. It was deduced further that LinkedIn use was mostly associated with job searches which implied that the employees who were looking to leave the organization frequent LinkedIn platform to search for the potential career progression. The findings

resonated with the conclusion by Kwak (2012) who analyzed how online media can be considered rich or lean based on media use and communication motives. The study found that the mediums that provide more cues and benefits are more appropriate for equivocal tasks. LinkedIn use was found to be mostly preferred because of its content that is professional development.

The Effect of use of WhatsApp on employee performance

The respondents were required to indicate their level agreement with the statements related the extent to which WhatsApp affects employee performance by filling a 5-Likert Scale where; 1=strongly disagree, 2=disagree, 3=neutral, 4=agree, 5=strongly agree. The variable used mean and standard deviation to compute. The results are presented in Table 4:

Table 4: WhatsApp use

	Mean	Std. Deviation
With WhatsApp, we share information with other employees	4.24	1.458
Group chatting by use of WhatsApp encourages employees' development	4.01	1.634
I use WhatsApp to chat with my fellow employees about the job processes	4.27	1.256
WhatsApp is widely used in the organization since it is cost free	4.94	1.591
Valid N (listwise)		

According to Table 4, it was established that with WhatsApp, employees shared information with other employees (Mean=4.24) and that group chatting by use of WhatsApp encourages employees' development (mean=4.01). Further majority of the respondents agreed to a great extent that they use WhatsApp to chat with my fellow employees about the job processes (mean=4.27). The respondents also agreed to a great extent that WhatsApp was widely used in the organization since it was cost free (mean=4.94). It was deduced from the study findings that WhatsApp was mostly used by employees to share information amongst themselves and also because of its ability to provide platform for group

chatting. Further it was deduced from the findings that mostly WhatsApp was used to form task groups which share information on job processes and task progress. It was most preferred social networking platform since it was free to use. The study findings agreed with findings of Church & Oliveira, (2013) who concluded that WhatsApp was more direct compared to text messaging which made it more preferable by employees.

Employee performance

The study sought to find out the respondents' views on variables related to employee performance. The respondents were required to indicate their level

agreement with the statements related to performance of employees by filling a 5-Likert Scale where; 1=strongly disagree, 2=disagree, 3=neutral,

4=agree, 5=strongly agree. The variable used mean and standard deviation to compute. The results are presented in Table 5:

Table 5: Employee performance

	Mean	Std. Deviation
Social networking sites has simplified employee decision making hence employee performance	4.45	1.245
Employee performance has been improved due to knowledge diffusion through social networking sites	4.38	1.264
The organization's goals has been achieved as a result of social networking usage	4.33	.982
The employees' productivity has increased since introduction of social networking sites in the institution	4.26	1.295
Valid N (listwise)		

According to Table 5, majority of respondents agreed that social networking sites had simplified employee decision making hence employee performance (mean=4.45), and that employee performance had been improved due to knowledge diffusion through social networking sites (mean=4.38). Further respondents agreed to a large extent that the organization's goals has been achieved as a result of social networking usage (mean=4.33). Finally respondents agreed to a great extent that employees' productivity had increased since introduction of social

networking sites in the institution (mean=4.26). The findings established that social networking sites had simplified decision making process by employees which in turn had enhanced employee productivity. It was further deduced that through social networking use the organizations' goals have been achieved. The findings above resonated with the work of Fahmy, (2012) who did a study on effect of social media on employee productivity and found out that employees who used social media sites are 9% more productive than those who did not.

Inferential Statistics

Table 6: Pearson Correlation Coefficient

		Facebook	Twitter	LinkedIn	WhatsApp	Employee performance
Facebook	Pearson Correlation	1				
	Sig. (2-tailed)					
Twitter	Pearson Correlation	.593**	1			
	Sig. (2-tailed)	.000				
LinkedIn	Pearson Correlation	.600**	.639**	1		
	Sig. (2-tailed)	.000	.000			
WhatsApp	Pearson Correlation	.653**	.517**	.487**	1	
	Sig. (2-tailed)	.000	.000	.000		
Employee performance	Pearson Correlation	.370**	.268**	.418**	.084	1
	Sig. (2-tailed)	.000	.008	.000	.413	

** . Correlation is significant at the 0.01 level (2-tailed).

Table 7: Coefficient of determination results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.681 ^a	.464	.428	3.260

a. Predictors: (Constant), WhatsApp, LinkedIn, Twitter, Facebook

Table 8: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	166.474	4	41.618	20.134	.000 ^b
	Residual	192.200	93	2.067		
	Total	358.674	97			

a. Dependent Variable: Employees performance

b. Predictors: (Constant), WhatsApp, LinkedIn, Twitter, Facebook

Table 9: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.
		B	Std. Error	Beta			
1	(Constant)	12.232	1.565			7.814	.000
	Facebook	.356	.126	.378		2.827	.006
	Twitter	.013	.097	.016		.132	.891
	LinkedIn	.243	.083	.363		2.917	.004
	WhatsApp	.293	.107	.331		2.740	.008

a. Dependent Variable: Employees performance

Table 10: Hypothesis Summary

Hypothesis Statement	Test Model	Results
Facebook	$Y = \beta_1 X_1 + \epsilon$	$P < 0.05$ Rejected
Twitter	$Y = \beta_2 X_2 + \epsilon$	$P > 0.05$ Fail to reject
LinkedIn	$Y = \beta_3 X_3 + \epsilon$	$P < 0.05$ Rejected
WhatsApp	$Y = \beta_4 X_4 + \epsilon$	$P < 0.05$ Rejected

DISCUSSION

The objective of the study was to investigate the effects of social networking on employee performance. The R Square of 46.4% suggested that the model explained 25.9% of the variability of the response data around its mean while R of 0.681 showed that there was a strong positive relationship between social networking and employee performance. This meant that variations in employee performance as measured by productivity significantly change with social networking usage.

Specifically, the study found that there was positive relationship between Facebook usage with employee performance. This implied that an improved usage of Facebook led to an increase in the employee productivity. There was also a positive relationship between use of twitter and employee performance. Therefore, an increase in usage of twitter will enhance employee performance. Further it was found that WhatsApp usage has a positive relationship with employee performance.

CONCLUSIONS

The study therefore based on the findings obtained in chapter four concluded that Face book is the most used social network in the organization, and that users' most frequent activities on Facebook is writing messages. It was further concluded that Face book is used by the institution for opportunity sharing selection and Face book provides platform for professional interaction.

As per the findings it was concluded that twitter provides in timely and up-to-date activities with co-workers, sharing information, news, and opinions thus improving performance, and that the employees use twitter network for communication purposes. Further it was concluded that most employees prefer using twitter over other social networking sites and that usage of twitter by employees during office hours affect employee performance negatively.

Further the study concluded that LinkedIn is the appropriate social networking site for professional development and that LinkedIn use by employees will lower the employee productivity. In addition LinkedIn use by employees positively affects employee performance and in most cases employees use LinkedIn for job searches.

The study concluded that employees prefer to use WhatsApp, when sharing information with other employees and that group chatting by use of WhatsApp encourages employees' development. Further the study concluded that most employees use WhatsApp to chat with fellow employees about the job processes since it is cost free.

RECOMMENDATIONS

The study recommended that the organisation should provide parameters such as time for employees on use of face book and explain the consequences for employees who breach the policy. Also the management should monitor the social networking usage and come up with control measures necessary to regulate usage of such social networks.

Further the study recommended that the organization should provide specific time for twitter usage to employees to avoid reduction in employee productivity. Also the organization should encourage employee to use twitter on adding value to the firm. To maximize the potential of social networking within the organization, it is recommended that organizations come up with specific networks for organization wide social networking.

The study recommended that LinkedIn is the appropriate social networking site for professional development and that LinkedIn use by employees will lower the employee productivity. In addition LinkedIn use by employees positively affects employee performance and in most cases employees use LinkedIn for job searches.

The study recommended that WhatsApp usage should be limited to job tasks and this can be ensured by the organization setting appropriate controls. It is also recommended that the organization should formulate policies on the use of social networking sites. Such policies should be designed in a way to include a designated member of staff at senior management level, with appropriate professional qualifications, to be responsible for the planning, implementation, operation and monitoring of services of the social networking in the organization.

Recommendations for Further Research

Based on the findings of this study, future empirical studies should be tested based on this model. For instance, empirical evidence from this study demonstrated that social networking site use intensity in the workplace would bring the employee more job satisfaction, and better job performance. Future studies can explore whether social networking site use intensity in the workplace will bring less job burnout, for instance. Using longitudinal methodology, future studies can explore whether social networking site use intensity of individuals before entry into the workforce will influence their

social networking site use intensity in the workplace after entering and how social networking site use intensity in the workplace then further influences their job performance and other work-related outcomes.

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