

**SCHOOL OF GRADUATE STUDIES AND RESEARCH, GHANA INSTITUTE OF
JOURNALISM**

**EXPLORING THE IMPACT OF SOCIAL MEDIA ON EMPLOYEE'S
PRODUCTIVITY: A STUDY OF THE USE OF FACEBOOK BY NATIONAL
COMMUNICATIONS AUTHORITY (NCA), ACCRA**

BY

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DECLARATION

I hereby declare that this dissertation is the result of my original research, and that no part of it has been presented for another (degree or diploma) in this institute or elsewhere. I am solely responsible for any shortcoming.



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SUPERVISOR'S DECLARATION

I hereby declare that the preparation of this dissertation was supervised by me in accordance with the guidelines of supervision of dissertation laid down by Ghana Institute of Journalism.



September 28, 2020.

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DEDICATION

I dedicate this dissertation to God Almighty, my dear parents, my supervisor, all staff of the National Communications Authority and students of Ghana Institute of Journalism

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TABLE OF CONTENTS

DECLARATION	i
SUPERVISOR’S DECLARATION	ii
DEDICATION	iii
ACKNOWLEDGEMENT	iv
LIST OF FIGURES	viii
LIST OF TABLES	ix
LIST OF ACRONYMS	x
ABSTRACT	xi
CHAPTER 1	1
GENERAL OVERVIEW AND BACKGROUND TO THE STUDY	1
1.0. Introduction	1
1.1. Statement of Problem	5
1.2. Research Questions	8
1.3. Research Objectives	8
1.4. Scope of the Study	9
1.5. Significance of the Study	9
1.6. Broad Narrative of the Study	10
CHAPTER 2	11
LITERATURE REVIEW	11
2.0. Introduction	11
2.1.0. Theoretical Foundation	12
2.1.1 Evolution of Social Media	12
2.2.0 Review of Related and Relevant Empirical Literatures	14
2.2.3 Internet and Communication Technology in Ghana	18
2.2.4. Internet Penetration in Ghana	19
2.2.5 Social Media Usage in Ghana	20
2.2.6. Benefits of Facebook Usage to the Workplace	22

2.2.7. Impact of Social Media on Employee Productivity.....	23
2.2.8. Impact of Social Media on Employee Job Performance	23
2.2.9 Impact of Social Media on Employee Attitudes towards Work.....	24
2.2.10 Impact of Social Media on Employee Job Satisfaction	24
2.2.11. Impact of Social Media on Employee Commitment to the Organization	25
2.2.12 Impact of Social Media on Employee Team Work Participation.....	26
2.2.13 Merits of Enterprise Social Networks	26
2.2.14 Demerits of Enterprise Social Networks	27
2.2.15. Business Strategies to Deal with the Risks that Social Media Pose at the Workplace	28
2.3.0 Definition and Nature of Social Media.....	28
2.3.1 Social Media Usage	29
2.3.5. Enterprise Social Networks	31
2.3.6. Consumer Social Networks	31
2.4. Relevance of the Study	34
2.5. Conclusion	35
CHAPTER 3	36
METHODOLOGY	36
3.0. Introduction	36
3.1. Methods.....	36
3.2 Research Design.....	36
3.3 Population and Sampling	37
3.3.1 Target Population	37
3.3.2 Sampling Technique and Sample Size	37
3.4 Sources of Data Collection.....	38
3.5 Data Collection and Instrument.....	38
3.6 Techniques of Data Analysis.....	39
3.7 Limitations and Delimitations.....	40
3.7.1 Limitations.....	40
3.7.2 Delimitations	40
CHAPTER 4	41

ANALYSIS OF THE IMPACT OF SOCIAL MEDIA ON EMPLOYEE’S PRODUCTIVITY USING FACEBOOK ADOPTED BY NATIONAL COMMUNICATIONS AUTHORITY (NCA), ACCRA AS A CASE STUDY	41
4.0 Introduction	41
4.1.0 Analysis of Key Findings	41
4.1.1. Bio Data of Respondents.....	41
4.3 Use of Facebook by Employees of National Communications Authority	48
4.4 Impact of Social Media on Employee’s Productivity	54
4.2. Discussion of Key Findings	61
CHAPTER 5	65
SUMMARYOF KEY FINDINGS, CONCLUSIONS AND RECOMMENDATIONS.....	65
5.0 Introduction	65
5.1 Summary of Key Findings	65
5.2 Conclusions	66
5.3.1 Recommendations	67
5.3.2 Areas for Further Studies	68
BIBLIOGRAPHY	69
APPENDIX.....	77

LIST OF FIGURES

Figure 1: Sex of Respondents.....	42
Figure 2: Age of Respondents.....	42
Figure 3: Education of Respondents	43
Figure 4: Marital Status of Respondents	44
Figure 5: Position of Respondents	45
Figure 6: Department of Respondents.....	46
Figure 7: Number of Years Respondents Have Worked with NCA	47
Figure 8: Number of times Employees of NCA Use Facebook.....	49
Figure 9: Minutes Respondents Spend on Facebook	50
Figure 10: Time of the Day Respondents Access Facebook.....	51
Figure 11: People Respondents Interact with the Most on Facebook.....	52
Figure 12: Devices Respondents Use to Access Facebook.....	53

LIST OF TABLES

Table 1: Use of Facebook by Respondents	48
Table 2: Descriptive of Employee Job Performance.....	54
Table 3: Descriptive of Employee Attitude towards Work.....	55
Table 4: Descriptive of Employee Job Satisfaction	56
Table 5: Descriptive of Employee Commitment.....	57
Table 6: Descriptive of Employee Teamwork Participation.....	58
4.5 Business Strategies to Deal with Risks that Social Media Poses at NCA	59
Table 7: Descriptive of Social Media Breaks.....	59
Table 8: Descriptive of Social Media Teams and Policies.....	60
Table 9: Descriptive of Team Building.....	60
Table 10: Descriptive of Employee Training	61

LIST OF ACRONYMS

BBS	Bulletin Board System
CIC	Community Information Centers
CRM	Customer Relationship Management
CSNs	Consumer Social Networks
ESNs	Enterprise Social Networks
ICT4AD	Information and Communication Technology for Accelerated Development
IRCs	Internet Relay Chats
NCA	National Communications Authority
WWW	World Wide Web

ABSTRACT

Social media has gained eminence in recent times as a vast majority of organizations have gravitated towards it for several activities. Evidence shows that the most popular social media networking site in the world is Facebook due to the fact that it has the largest users globally. Furthermore, it is evidential that management of some organizations have adopted the use of social media as the medium of communication at the workplaces. The employees use Facebook for both personal and organizational communication. Using quantitative and qualitative methods coupled with secondary sources, this study investigated the rationale behind some authors arguing that the use of social media at the workplace during working hours has a positive impact on employee productivity while others are of the view it has negative impact on employee productivity. In view of this, this study sought to explore the impact of the use of social media on employee productivity at National Communications Authority (NCA). Findings revealed that although, the employees use Facebook to promote the brand and activities of NCA, chat with friends and family, upload personal photos and videos, seek for a new job, interact with workers in other companies and chat with colleague employees; nonetheless, there is no evidence of it boosting the productivity of employees. This study therefore concluded that in as much as there is no evidence to show that the use of social media during working hours has not contributing to boosting employee productivity, it therefore recommends that those at the helm of affairs at NCA should make sure they limit the

use of social media at the work place. Management of NCA should come up with various social media policies and trumpet them so that the employees will be aware of them and abide by them.

Keywords: Internet; Social Media; Facebook; National Communications Authority; Employees; Employee Productivity

CHAPTER 1

GENERAL OVERVIEW AND BACKGROUND TO THE STUDY

1.0. Introduction

The emergence of technology plays a vital role in our lives as it changes our modes. The internet is incessantly evaluating our personal, social and vocational roles. Furthermore, it provides a wide range of information and diverse forms of recreation (Qazi & Ahmed, 2011). Technology has brought about the development of compact communication devices, thus devices with small CPU processors that are easily accessible for anyone, anytime and anywhere (Tariq, Mehboob, Asf, Khan & Pakistan, 2012).

More so, during the past decade, involving technology aspects for social needs has become the main communication strategy for an overwhelming majority of people. The internet has now become inseparable part of human life and it entails a plethora of routine activities (Matthews, 2010). The introduction of social media has made obtaining information on every issue around the globe easier. In times past, obtaining information was not easy. You needed to buy newspaper, stay close to your television set or radio to get information. Internet has altered everything and social media has made things more flexible (Lewis, 2008).

Consequently, social media has transformed corporate communications and is also changing the way public relations campaigns are distributed and measured (Matthews, 2010). Social networking has made the world a rich communication society (Thuseethan & Vasanthapriyan, 2014). The use of social media by organizations moved from 11% to 22% between 2008 and 2009 (Sarrel, 2010).

As it is to be expected, companies have resorted to social media as a new approach to reach customers more effectively and disseminate their activities and products/services. The perennial use of social media has unearthed new challenges to today's workplace (Diercksen et al., 2007 cited in Adzovie, Nyieku & Keku, 2017). Social media is regarded as an indispensable medium to foster social connections that either maintain or expand existing social networks. Organizations have perennially been motivating their employees to resort to social media in order to establish rapport with other employees within their organization and other organizations (Razmerita, Kirchner & Nabeth, 2014). An overwhelming majority of employees use social media to attract clients, develop relationship with business partners, and display their expertise (Sarrel, 2010).

Meanwhile, communication via social media has transformed the lives of people across the globe (Chiang & Hsiao, 2015). There are a compendium of social media and they include social network, email, messaging and interest based network, media sharing network (YouTube, Vimeo, Facebook, Twitter) and search engine (Yahoo, Google). There is ascendancy in the use of social media in many organizations as many executives and managers make conscious efforts to leverage the power and information existing in their respective organizations (Leonardi, 2015). Social media is of paramount importance to organizations in the sense that, the interaction or nexus among employees enhances knowledge sharing and collaboration within the organizations (Razmerita et al., 2014).

Accordingly Boyd & Ellison (2007) argue that "social networking sites can be defined as web-based services that allow individuals to construct a public or semi-public profile within a bounded

system, articulate a list of other users with whom they share a connection, and view and traverse their list of connections and those made by others within the system.” Social networking on various websites is a social and technological innovation that is difficult to be neglected at the workplace. In recent times, the dominance of online social networks has triggered business leaders/managers to ascertain their effect on business processes (Boyd & Ellison, 2007). An overwhelming majority of people are using social media to connect with family and friends, seek for business contacts, collaborate on work processes that cut across organizational hierarchies and create databases of social interests, new links and affiliations (Boyd & Ellison, 2007).

Fortunately, organizations that have embraced social networking trends will gain competitive advantage over their competitors in the marketplace likewise heightening their bottom lines (Caloisi, 2008). Gradually, social media is being utilized as an internet marketing tool in most business environments (Michaelidou Siamagka & Christodoulides, 2011). Social media is regarded as one of the fastest ways of growing organizations (Edosomwan, Prakasan, Kouame, Watson, & Seymour, 2011) and promoting products and services (Smithee, 2011).

Furthermore, social networking sites have gained prominence over the past five years (Qazi & Ahmed, 2011). The most popular social networking sites providing electronic communication are Facebook, MySpace Twitter and LinkedIn (Thuseethan & Vasanthapriyan, 2014). Amongst the social media platforms, Facebook has transformed the media landscape (Chester, Montgomery & Dorfman, 2010). Facebook was founded in 2004 by Mark Zuckerberg, Eduardo Saverin, Dustin Moskovitz, and Chris Hughes who are alumni of Harvard University (Junco, 2012). Initially, the motive of the website was to connect students at Harvard University but the motive was extended to connect high school students, college students and adults worldwide. The founders of Facebook

at the time of launching the website had no idea that their initiative would move from a small networking site to an enormous social network (Junco, 2012).

Besides, Facebook is the most widely used social network across the globe. Currently, it forms part of the most frequently accessed website (Junco, 2012). From 2009 to 2010, Facebook gained over 100 million users in the United States signifying 145% growth rate within that year (McCorvey, 2010). In September 2013, Facebook had more than 1.19 billion users worldwide. 82% of the monthly users were outside the United States and Canada (Facebook, 2013 cited in Murad, Gul, Changez, Naz & Khan, 2019). If Facebook were to be a country, it would be the third largest behind China and India (Grossman, 2010 cited in Murad et al., 2019). Von (2015) posited that about one seventh of all living humans use Facebook on a daily basis ever since it was founded in 2004. Von (2015) added that users of Facebook is growing however the rate is slow.

Moreover, Facebook is designed to connect users and it also allows individuals to create profiles comprising personal interests, pictures, affiliations as well as anything a user wants to share (Educause, 2006 cited in Adzovie et al., 2017). People use Facebook for diverse reasons such as staying connected with family and friends, to be informed and entertained within their social circle and also share what matters to them (Facebook, 2013 cited in Murad et al, 2019). Over the past few years, employers have been dealing with issues regarding employees' internet use via organizational ICT infrastructures. The problems that come with the use of online social networking technology and nature of the content on the websites present employers with a dilemma (Ferreira, 2009). The use of Facebook has become a norm in many organizations hence

employers have made policies regarding its use/misuse at the workplace. Using Facebook during work hours poses a myriad of challenges to employers. The employees also gain some advantage using Facebook at work (Boyd & Ellison, 2008). Facebook allows employees to “construct a public or semi-public profile within a bounded system, articulate a list of other users with whom they share a connection and view and traverse their list of connections and those made by others within the system” (Boyd & Ellison, 2008).

It is evidential to note that resorting to social media provides distinct ways of embracing social processes alongside management of data, information and knowledge sharing among employees and customers (Kaplan & Haenlein, 2010). The usage of social media affects employees’ productivity positively and negatively. The convenience of interactions despite limitation of time and space motivates the incessant use of social media among employees. A high number of organizations have exhibited high performance and strong collaboration among their employees and this was facilitated by the use of social media (Razmerita et al., 2014). Conversely, social media comes with its own demerits if it is used excessively. Social media disrupts the productivity of employees at the work place such as wastage of resources, social engineering attacks, malware function and causing damage to company’s image and brand (Sophia, 2009).

1.1. Statement of Problem

There has been an enormous change in organizational communication ever since social media began to be utilized at the workplace. Initially it was used as an informal communication tool but later used as a formal communication tool. Organizations tend to reduce managerial cost through the use of social networks (Sargam, 2017). Social media is “a form of computer mediated

communication and broadly referred to as a web based platform of communication through tools, websites and other applications that facilitate interactions among individuals and organizations” (Sargam, 2017). Employees are assets of organizations hence they have greater role to play to make the organization succeed in this constant changing business environment. Economies and organizations are changing as days go by hence the reliance on manual workers is shifting to the productivity of knowledge workers (Pitt & Bennet, 2008). Over the past seven years, social media has gotten into employees’ personal spaces and extended to the workplace (Shirky, 2008).

A point worth noticing is that significant body of literatures have indicated that the increasing use of social networks at the workplace present some concerns for employers; nonetheless, employers cannot prevent social network use during work hours (Richards, 2012; Baker, Buoni, Fee & Vitale, 2011; Babinchak, 2011; Shirky, 2008). Employees spending more time on social media engaging in non-work related activities such as creating personal networks, chatting with family and friends, checking scores of sports and streaming and downloading videos has become a conundrum (Richards, 2012). According to Babinchak (2011), wasting time via internet activities is huge hidden cost to business.

Several authors have written extensively on social media and its history; however, only a few of the authors have connected social media to employee productivity (Gibbs, 2013; Huang, 2012; Richards, 2012; Baker, Buoni, Fee & Vitale, 2011; Babinchak, 2011; Turban, Bolloju & Liang, 2011; Shirky, 2008). Some authors indicated that social media has positive impact on employee

productivity whereas others indicated that social media has negative impact on employee productivity.

With regards to the positive impact of social media on employee productivity, Gibbs (2013) posited that “social media helps connect not only workers who are peripherally located in the organizational network but also working together.” Moreover, social media help employees feel more connected in the organization because social media motivates employees to interact, discuss ideas and form part of the community and culture of the organization (Huang, 2012). On the other hand, Turban, Bolloju & Liang (2011) indicate that using social media during work hours reduces productivity among employees because they spend more time on the internet. Moreover social media is a time wasting opportunity.

Similarly, Sophia (2009), argues that social media leads to wastage of resources, social engineering attacks, malware function and causing damage to company’s image and brand. A survey report by Team Lease World of Work (2014 – 2016) revealed that employees use social media for 2 and half hours on a daily basis during work hours. The survey report added that 82% of the employees who access social media during work hours use Facebook which is considered as the online social networking site with the most audience worldwide. The survey report concluded that the use of social media at work has a negative impact on employee productivity and it affects the financial position of the organization (Belch & Belch, 2014). There are no enough empirical evidence to buttress the impact of social media on employee productivity.

In view of the inadequacy of empirical studies, this study has become necessary to bridge the gaps in the existing literatures on the use of social media and its impact on employee productivity at

National Communications Authority (NCA). The following are frequently asked questions and which are to aid this study to reach the heart of the study and also to provide the nuances and trajectories of the use of social media at workplace during working hours and the impact on employee's productivity.

1.2. Research Questions

1. Do the employees of National Communications Authority (NCA) use Facebook during work hours, if they use it, then, what do the employees use it for?
2. How frequently do the employees of National Communications Authority use Facebook during work hours?
3. Does the use of Facebook by NCA employees during work hours pose any risk to productivity? If it does, are there any business strategies for the National Communication Authority to map up or deal with risks posed by the use of Facebook to employee's productivity?

1.3. Research Objectives

This study is an amalgam of broad and specific objectives. With regards to the broad objective, this study sought to explore the use of social media and its impact on employee's productivity of the National Communications Authority (NCA). Specifically, this study sought to:

1. Ascertain whether or not the employees of National Communications Authority use Facebook during work hours and to explain the purpose for using it.
2. Establish and discuss the frequency of the use of Facebook by the employees of National Communications Authority at workplace during work hours.

3. Determine risk associated with the use of Facebook by NCA employees during work hours to employee's productivity and analyze if any, the NCA's business strategies to map up or deal with risks posed by the use of Facebook to employee's productivity?

1.4. Scope of the Study

The study focuses on the use of social media, particularly, Facebook at workplace during work hours and the impact on the employee's productivity, the NCA's business strategies used to deal with risks associated with the use of Facebook. Moreover the study area or geographical location of the study was National Communications Authority (NCA) in Accra and time period for the study was from February 2020 to October, 2020.

1.5. Significance of the Study

The use of social media in general and Facebook in particular and its impact on user's productivity has become a global concern. There are two opposing schools of thought which assert that the use of Facebook gives impassive façade. It has both positive and negative impacts particularly with regard to productivity levels of the working class. It is against this backdrop that this study is a meritorious one as it serves to provide policy guidelines to stakeholders including superiors and subordinates of National Communications Authority, organizations that incessantly use social media and researchers or academicians interested in the area of study.

First and foremost, superiors of National Communications Authority will get to know and understand the best possible ways to deal with risks posed by the use of social media. Moreover,

the study will help them to see areas they are falling short so they can improve on them to have positive impact on their subordinates.

The study will be of immense help to employees of National Communication Authority in the sense that they will get to know how to use social media to project National Communication Authority and its activities.

Organizations that have embraced the daily use of social media will be able to ameliorate the use of social media at the work place in order to have positive impact productivity of their employees.

Last but not the least, the study will be of paramount importance to researchers who will also be conducting a study in this area as it will serve as an empirical study for them.

1.6. Broad Narrative of the Study

The study was organized into five chapters. Chapter one deals with background of the study, statement of the problem, research questions and objectives, scope of the study, significance of the study and broad narrative of the study. Chapter two deals with introduction, theoretical and empirical literature, conceptual definition of terms, operational definitions of terms, importance of the study and conclusion. Chapter three provides the methodology, research design, target population, sampling technique, sample frame and size, sources of data collection, data collection instrument and procedure, techniques of data analysis and limitations and de-limitations. Chapter four, the penultimate chapter focuses on statistical analysis and discussion of major findings. The last chapter, thus chapter five summarizes the major findings, draws conclusions and recommends.

CHAPTER 2

LITERATURE REVIEW

2.0. Introduction

This chapter focused on both theoretical and empirical literature. The theoretical aspect focused on evolution of social media, definition and nature of social media, social media usage, impact of social media on employee productivity, business strategies used to deal with risks associated with social media among others. The empirical aspect looked at other similar studies. It provides theoretical foundation for the understanding of the nuances and the trajectories of the use of Facebook and its simultaneous positive and negative impact on the employee's productivity. It provides conceptual framework analysis and operational definition of terms to set this study in context as well as expressing the relevance of the study and finally, draws a conclusion to reflect the knowledge gaps which this study sought to bridge.

As already indicated, in what follows the theoretical foundation is analysed to elucidate the comprehensibility of the correlation between the use of Facebook and the impact of employee's productivity level.

2.1.0. Theoretical Foundation

Theories explaining the use of Facebook and the impact are copious, and hence this study limits the theoretical foundation to the Evolution of Social Media theory to be discussed in turn.

2.1.1 Evolution of Social Media

In the meantime, this section provides a historical accounts of the social media and its evolvement from its emergence to the contemporary, before then, it is important to note that in recent times, social media has gained eminence and has become popular around the globe due to several people using one or more social media platforms. The narrative has changed in the sense that social media has transformed from the primitive days to the medieval era to the golden era (Hendricks, 2013). In 1979, the first form of social media emerged. During the primitive days, UseNet was developed by Tom Truscott and Jim Ellis from Duke University. The purpose of UseNet was to allow posts of news to newsgroups on the internet (Ibid). Moreover a couple of sites were introduced during the primitive days. The first chat site with login options for interaction known as Bulletin Board System (BBS) and the first chat site known as CompuServe were introduced. In 1984, Prodigy Communications Corporations that offered clients access to a diverse network services including online news, shopping, games, stocks, travel and other features was introduced (Morrison, 2015). In 1988, the internet relay chats (IRCs) were introduced and maintained its reputation well in the 90s (Hendricks, 2013).

From the late 1980s to 1990s is regarded as the medieval era of social media with the unearthing of ICQ in November 1996, the first identifiable social media site, thus SixDegre.com in 1997 and LiveJournal, the first blogging site in 1997 (Morrison, 2015). SixDegrees.com is regarded as the first social media site since it allowed users to create their own profiles and associate with others

(Boyd & Ellison, 2007). A feature like profiles was in existence on a significant number of dating sites and community sites before the introduction of SixDegrees.com. ICQ and AIM embraced lists of friends even though those friends were not seen by others. Moreover, Classmates.com gave ample opportunity to users to associate with their high school or college and surf the network for other users who were also associated. However the users were unable to create profiles nor list friends in the initial stages. SixDegrees.com was the first site to amalgamate all the features (Boyd & Ellison, 2007).

Moreover, LiveJournal, one of the first and oldest blog communities was launched in order for friends to connect and keep themselves with updates on the happenings around the world (Alvarez, 2015). In the first half of the 2000s, LiveJournal functioned as a global social networking site (Roesen & Zvereva, 2014). LiveJournal still exists nonetheless, it has been overshadowed by Facebook and Twitter (Alvarez, 2015). Furthermore, the golden era of social media commenced in 2001 with the emergence of Friendster, Wikipedia, Hi5, Facebook, Flickr, Orkut, YouTube, Reddit Twitter, Tumblr, WhatsApp, Snapchat, Tinder, Vine and Pheed. The foundation of social media was Friendster and Myspace however social media did not really commence until the introduction of Facebook in 2004 (Bennett, 2014). Web 1.0 is considered the first life of the World Wide Web (WWW).

Primarily, it served as a storehouse for online data and instrument that could be accessed (West & Turner, 2009). At the initial stages, the Web was on “read only” performed functions such as finding a website and navigating a page using hyperlinks, sending emails among others. In recent times, the Web is beyond the creation of content and sharing of files, creating online communities and blogging. The newest life of the WWW is the Web 2.0 which is used for interactivity and

individual expression (West & Turner, 2009). The difference between Web 1.0 and Web 2.0 is that content creation is fewer in Web 1.0 with an overwhelming majority of clients acting as consumers of the content (Cormode & Krishnamurthy, 2008).

2.2.0 Review of Related and Relevant Empirical Literatures

As already noted in the introduction section, literatures on the use of social media and its impact are legion so, the review therefore has to be limited to the related and relevant empirical literatures in order to be able to ascertain the knowledge gaps and also to make this study more significant in advancing the frontiers of knowledge.

To begin with, some scholarly works that are instrumental to this study include Parry & Solidoro (2013) who conducted a study on the influence of social media as engagement tool on current and future employees. Their study unearthed that social media allows engagement among employees who already exist in organizations. They recommended that using social media as an engagement tool will not yield any benefit if the organization openly shuns communication and participation. Similar study conducted by Nyambu (2013) on the effect of social media marketing on the performance of telecommunication organization in Kenya: A case of Safaricom Limited which targeted at forty-eight employees working at the head office of Safaricom Limited, specifically employees at both customer relation and logistics department using a regression analysis as the analytical tool to ascertain the effect of social media on employees revealed that social media enhanced the performance of the organization as it offered a platform for marketing at a reasonable price compared to other forms of marketing.

Similar study conducted by Fahmy (2009) revealed that employees who accessed social media or social networking sites were 9% more productive than employees who did not access social media. Employees who are socially active and interact with people through social networking sites are better persons at the workplace. They are adept at networking and creating relationship with other employees. Fahmy (2009) conducted another study and revealed that 70% of the respondents who accessed social media and internet for personal activities do not lack concentration.

Further study conducted by Pitt & Bennett (2008) revealed that employees many a times spend several hours on social media and they use it for personal activities other than work related activities. The study revealed that the employees used social media for creating personal networks, checking on family and friends, checking sports scores, following social bookmarks, streaming and downloading of music and videos. These activities were waste of time which had negative impact on the organization.

2.2.1 Merits of Consumer Social Networks

Consumer social networking sites are used to supplement the online presence of organizations. They are commendable to search optimization on search engines via an effect known as geometric extension (Klein, 2008). Basically, geometric extension is the usage of a single information asset to populate the diverse networks managed by the company. For example, an interview by a TV station can be uploaded on YouTube, posted on Facebook, shared on Twitter and distributed across a plethora of micro-blogs managed by diverse departments of a company. This creates visibility on search engines regarding the news items and contents. Most businesses spend huge sums of money of their yearly budgets on both market surveys and promotion of products. Social networking sites aside giving ample opportunity to businesses to market their products also grant

them the opportunity to engage or interact with their followers. The main objective of the consumer social networking websites is to provide a platform for discussions that are open and honest (McCorvey, 2010). The companies gather feedback easily and at a faster rate compared to the conventional means (Sarrel, 2010).

Companies adhere to consumer social networking sites because they place a human face on the business and also allow people to have an impression regarding the relationship between the companies and their customers. The sites expose the companies to a larger audience (Klein, 2008). Opinion leaders on social networking sites have an impact on the purchasing decisions of most of the social media users and this is empirically verifiable (Van der Merwe & Van Heerden, 2009). Personal information in consumer social networking sites allows businesses to target specific audience or skill sets they need to fill a position. Consumer social networking websites are used for job training and re-training. Academic and job-related educational videos are promoted on the websites. YouTubeEDU which is a part of YouTube creates a congenial environment for any qualified teachers to share knowledge for users to learn (Gilroy, 2010). YouTubeEDU comprises lectures and materials from a lot of colleges and universities such as Harvard University, Stanford University, Massachusetts Institute of Technology (MIT) among others. Employees are made aware of the educational social networking sites in order to acquire skills and knowledge in certain areas which in turn drives productivity (Ibid).

2.2.2 Demerits of Consumer Social Networks

It is important to note that an encumbrance for companies hoping to make use of consumer social networking sites is the need to guarantee communications network security. Consumer social network sites make available a large amount of information and rich environment for people who

intend to breach the communications security of an organization. Intellectual properties, inside secrets and company procedures are likely to be leaked to the public or competitors through the social networking sites. Furthermore, they can be exposed when employees download unapproved applications without consulting any IT personnel (Sarrel, 2010). In order to prevent this from happening, some companies ban access to consumer social networks on company time (Caloisi, 2008). However this measure may not always be effective. An approach made up of three elements namely policy, technology and education could assist in the reduction or elimination of internal network breach via consumer social networking sites (Sarrel, 2010).

Moreover, research has revealed that consumer social networks especially those that stream videos utilize a large amount of corporate bandwidth which poses threat to businesses. Network Box, a security service firm conducted a study and found out that streams from both Facebook and YouTube accounted for a high corporate web activity and also utilized bandwidth more than the other websites. Facebook accounted for 6% of all web traffic from business networks whereas YouTube videos accounted for 8% of all corporate bandwidths (as cited in M2PressWire, 2010).

Consumer social networks could give current or former employees the chance to place a dent on the reputation of a business through inappropriate rumours, photo link or unauthorized business strategy updates online. An internet security analyst called Simon Heron posited that traffic from corporate networks to social networking websites showed that social networking sites are extremely used for personal stuff and not only business related activities. Businesses that grant the use of consumer social networking sites have to tread cautiously on issues regarding privacy and legalities. The issues might need extra labour resources to tackle the problems adequately and it

could deny the positives of participating in a consumer social networking environment (as cited in M2PressWire, 2010).

2.2.3 Internet and Communication Technology in Ghana

This study focuses on the impact of the use of Facebook on the employee's productivity using NCA as a case study. This makes it possible to investigate how internet has made it possible for people to resort to online networking such as Facebook, YouTube, Twitter and LinkedIn. They use these platforms for interaction without any for physical meetings. The internet is growing faster than any other communication technologies because an overwhelming majority of people across the globe resort to it for communication and sharing information (Gruzd, Wellman, & Takhteyev, 2011). According to Boateng, Hinson, Heeks & Molla (2008), the internet and other related technologies which form part of e-commerce that is utilized in the transaction of business is an indispensable development appreciated as a revolution for conducting business across the globe.

There has been ascendancy in the use of internet in Ghana since the liberalization of the telecommunication industry (Woldie, Hinson, Iddrisu, & Boateng, 2008). The liberalization brought about a new economic system which allowed a lot of companies to compete for customers (Narteh, Odoom, Braimah, & Buame, 2012). The government made a conscious effort to pursue a knowledge-based economy agenda to make the country a more attractive information and communication technology abode (Woldie et al., 2008). A significant number of authors have posited that the progress of ICT will lead to information literacy. ICT has been at the heart of social development and economic health. The government of Ghana in collaboration with the Indian government created an idea for alleged Community Information Centers (CIC). The CICs have PCs connected with the web, fax machines, printers, telephones, scanners, radios and TVs.

Moreover, the CICs serve as libraries and also give out other data such data regarding the cost of horticultural items, microloans for potential business individuals and data regarding grants for understudies (Schuppan, 2009).

2.2.4. Internet Penetration in Ghana

This study used NCA as the case study and hence the need to revisit the internet penetration in Ghana as a country. Statistical evidence shows that as at June, 2014, the global internet usage was estimated at 3, 35,749,340 with a penetration rate of 42.3%. In 2014, the populace of Africa was estimated at 1,125,721,038 and out of this number, 297,885,898 were users of the internet (Internet World Stats, 2015).

Ghana was the first country in Sub Sahara Africa to gain access to the internet however the progression of internet penetration was slow until 2005. The progress of internet penetration in Ghana could be due to the government's ratifying and adopting the Information and Communication Technology for Accelerated Development (ICT4AD) in 2004 (Quarshie & Amih-Narh, 2012). The statistics brought to light by Internet World Stats (2015) shows that there has been an inclination in the rate of internet penetration in Ghana. The table below also shows that there seem to be a correlation between population growth and internet usage.

Population Growth and Internet Usage in Ghana

Year	Users	Population	% Pen.	Usage Source
2000	30,000	18,881,600	0.20%	ITU
2005	368,000	21,029,850	1.60%	ITU
2006	401,300	21,801,662	1.80%	ITU
2007	609 800	21,801,662	2.80%	ITU
2008	880,000	23,382,848	3.80%	ITU
2009	997,000	23,887,812	4.20%	ITU
2010	1,297,000	24,339,838	5.30%	ITU
2011	2,085,501	24,791,073	8.40%	ITU
2015	5,171,993	26,327,649	19.60%	IWS

Source: (Internet World Stats, 2015; Quarshie & Ami-Narh, 2012)

The surge in internet penetration might be as result of the rise of mobile-broadband subscriptions. Mobile data subscribers in Ghana have expanded with an internet penetration rate of 59.78%. As at March ending, mobile internet subscribers across the length and breadth of the country had shot up to 16,106,218 (National Communication Authority, 2015). The more users subscribe to the internet and mobile phones, the more the expansion in data subscriptions (Mingle & Adams, 2015).

2.2.5 Social Media Usage in Ghana

The revolution of social media has been very strong for years now. The heightened usage of social media in Africa could be attributed to the mobile phone blast. According to Gallen (2012), during the third quarter of 2012, 54 nations as well as 1.08 billion people have accumulated 821 million subscriptions with a phone subscription penetration rate of 76.4%. Moreover, according to Marina Lu and ABI Research, “while Western Europe languishes with barely positive overall growth quarter-on-quarter, Africa managed to generate 4.2% growth in the same period.” The table below depicts results on the usage of social media by mobile internet subscribers in Ghana. From the

table, the social networking website with the most subscribers is Facebook followed by Twitter, Pinterest and so on.

Mobile Social Media Usage Statistics in Ghana

Rank Ghana	Social Media	SM Usage	% of SM Usage
1	Facebook	94.89	94.89
2	Twitter	3.97	3.97
3	Pinterest	0.62	0.62
4	Google+	0.18	0.18
5	Tumblr	0.16	0.16
6	YouTube	0.08	0.08
7	StumbleUpon	0.07	0.07
8	Reddit	0.02	0.02
9	Other	0.01	0.01

Source: Stats Monkey (2015a)

The table below depicts results on social media usage for desktop in Ghana with the most utilized social networking site being Facebook with 90.99% utilization. Twitter follows next with 4.39% utilization, Pinterest comes third with 1.46 etc.

Social Network Usage Statistics Using Desktop in Ghana

Rank Ghana	Social Media	SM Usage	% of SM Usage
1	Facebook	90.99	90.99
2	Twitter	4.39	4.39
3	Pinterest	1.46	1.46
4	Tumblr	1.11	1.11
5	Google+	0.58	0.58
6	Reddit	0.55	0.55
7	StumbleUpon	0.43	0.43
8	LinkedIn	0.3	0.3
9	YouTube	0.08	0.08
10	Y Combinator	0.04	0.04
11	Digg	0.03	0.03
12	Vkontakte	0.03	0.03
13	Other	0.01	0.01

Source: Stats Monkey (2015b)

From both tables, the most utilized social networking site is Facebook. However, Alexa.com reveals that Facebook is the third most visited site in Ghana. Google.com.gh and google.com occupies the first and second spot respectively.

2.2.6. Benefits of Facebook Usage to the Workplace

This section reviews the benefits accrued from the use of social media to organizations and employees alike. As noted earlier, the usage of Facebook differs from organization to organization. Some people are of the view that using social networking sites such as Facebook is a waste of time. However a compendium of studies have revealed that social media is meritorious. A significant number of studies have revealed that employees who use social media are 90% more productive than employees who do not use social media (Fahmy, 2009). Alguenza, Al-Kaseem & Mat Som (2012) asserted that social media usage may increase employee productivity. Employees who are affable and many a times connect with people via social media are better persons at the workplace. This simply means that they are well versed at interacting with people and are problem solvers (Alguenza et al., 2012). According to Avalos (2011), people do not ask for mobile phone numbers or email addresses anymore. They rather ask each other for their social network identities. Once a person's Facebook identity is ascertained, that person can be located without stress and conversation would commence.

Other information such as email addresses and phone numbers can obtained via Facebook (Ibid). Flynn (2011) posited that Facebook usage can be of immense help for organizations when it is used a tool to build strong relationship with employees. Facebook could be used to collect information about employee behaviour and also be used a medium to train employees. Social

networking has a positive impact on the performance of employees as it heightens their knowledge, abilities, motivational level as well as association with the organization.

2.2.7. Impact of Social Media on Employee Productivity

The study focused on the impact of social media on employee productivity with specific focus on five determinants, thus employee job performance, employee attitude towards work, employee job satisfaction, employee commitment and employee team work participation.

2.2.8. Impact of Social Media on Employee Job Performance

The business environments keep changing in rapidly hence organizations seeking innovation could resort to online social networking sites and communities to identify new ideas that will bring about new products and services. Employees who work in innovative organizations can utilize social networking sites to increase their creativity, knowledge and ingenuity (Chu & Chan, 2009). Moreover the use of social media at the workplace creates a conducive and collaborative environment for learning within a social system where issues are dissected and solved with a collective effort. The solutions to the problems or issues are passed on to the other employees (Boshoff & Du Plessis, 2008). Minocha (2009) recommended that people can learn by looking at the contributions of others and then reflect on their own contributions as well. This has a positive impact on job performance.

According to Hasgall & Shoham (2007), people acquire skills such as team work and collaboration which are transferrable and allow employees to adopt faster in working environments. Employees are empowered when they use social media at the work place. People have argued that features of social networking sites affect job performance. Albeit employees getting positivity from the networking sites occasionally, most of them affect the levels of performance and targets (DeChoudry & Counts, 2013).

2.2.9 Impact of Social Media on Employee Attitudes towards Work

Employees are finding it difficult to give a break mentally and also separate themselves from work and life roles due to social media. This triggers them to exhibit negative attitude towards work (Fonner & Rollof, 2012). McKinsey (2009) in his argument indicated that social media gives employees the ample opportunity to be connected to the company through ambassadorial roles. This allows the employees to feel the business spirit therefore making them credible representatives of the organization (Edelman, 2012). Social media as a platform pushes employees to incessantly show how happy or frustrated they are. This however triggers organizations to make hasty decisions without sufficient information. This simply shows that employees will have to be doing the monitoring of communications incessantly and this can bring about negative attitude towards work (Edelman, 2012).

2.2.10 Impact of Social Media on Employee Job Satisfaction

Social networking sites have given employees the opportunity to be independent with regards to their communications and interactions which lead to proper understanding and team work (Smith & Toppel, 2009). Due to this, employees involve themselves in tasks that are flexible and complex

in coordination. Moreover, social media allows employees team up on informal platforms and this makes them feel more satisfied (Barger & Labrecque, 2013). Social media has made it possible for employees to air their grievances to management of their respective organizations. This therefore leads to better employer to employee engagements as well as increased job satisfaction (Holland, Pyman, Copper & Teicher, 2011). Social media is vital in the creation of work and life balance which is essential for job satisfaction (Malik, Saleem & Ahmad, 2010). Sluis, Burgers & Montfort (2011) posited that the nexus between social media and job satisfaction is connected to social interactions and structures of organizations. Croon & Schyns (2006) defined social structures as an amalgamation of colleagues and superiors in a positive relationship. In as much as social media has an impact on job satisfaction, the level of impact is determined by the social structures.

2.2.11. Impact of Social Media on Employee Commitment to the Organization

New employees are able to learn new things in the organization because social media gives them the ample opportunity to communicate to their colleagues who are senior with adequate knowledge and skills about a problem (Koch, Gonzalez & Leidner, 2011). Employees do not have to leave their respective offices in order to get work related information due to the flexibility of social media. Organizations manage knowledge at the workplace and allow information to be communicated via social media. In view of this, employees feel more committed to the organization (Mcfee, 2009).

The creation of social media implementations at the workplace is to allow the integration of social and work lives of employees. Organizations via activities that involve socializing on social media can create a congenial environment which embraces chatting online or blog writing during working

hours. (DiMicco, Millen, Geyer, Dugan, Brownholtz & Muller, 2008). According to Collins (2010), it is highly possible that new employees who are given the opportunity to access internal social media platforms will use it for personal activities. However because social media gives them the ability to keep in touch with their family and friends, they feel more connected (Boyd & Ellison, 2008). The creation of internal social networks of friendships within the organization will make the employees more committed to the organization (Koch et al., 2012).

2.2.12 Impact of Social Media on Employee Team Work Participation

DiMicco, Millen, Geyer, Dugan, Brownholtz & Muller (2008) in their argument posited that internal social media motivates or encourages employees to build better and stronger ties they deem weaker. Employees can utilize social media as a platform to reach out to other employees they don't know and this improves team work and relationship. The stance of Jackson, Yates & Orlikowski (2007) were similar to that of Dimicco et al. (2008). They argued that social media such as blogs creates and strengthens ties in working environments.

2.2.13 Merits of Enterprise Social Networks

Enterprise social networking sites promote the visibility of employees and creates an opportunity for discussion devoid of impediments of office processes and formal communication channels. The enterprise social networking sites heighten collaboration among workers leading to management of knowledge. An amalgam of management of knowledge and effective transfer of skills via knowledge sharing are very desirable attributes for a learning organization (Gravili, 2010). Furthermore, enterprise social networking sites can be utilized in assessing and evaluating

the effect of opinion leaders in a communication network in order to manage information that is of paramount importance to the organization in an effective manner (Ibid).

Opinion leaders have the ability to control the flow of formal and informal information within the organization and outside the organization. Moreover they can provide solutions to difficult issues that are acceptable my most people. Domain-specific pinion leaders have correlated directly to general opinion leadership hence management support individuals with proper training and mentor positioning when seeking knowledge to promote organizational effectiveness (Van der Merwe & van Heerden, 2009). A significant number of studies have revealed that categorizing one as an out-group member in a formal or informal social network could motivate one to manage impressions in order to compensate the out-group classification (Barsness, Diekmann & Seidel, 2005). Enterprise social networks can serve as a means for universal nexus between individuals working for an organization. Moreover, they have laborious requirements for authentication, security and directory integration and could also be amalgamated with video conferencing, visual communications and other productivity tools (Caloisi, 2008).

2.2.14 Demerits of Enterprise Social Networks

Enterprise social networks are only effective in organizations where trust exists between superiors and subordinates. There are guidelines shaping behaviours and guiding decorum on the networking site as an extension of work environment. However, management could tell the employees to stop using it for communicating and collaborating if the contents are utilized in performance evaluation or reward system. Employees also use the enterprise social networking site excessively and also waste more time on stuff that are not work related. The networking sites could need an upgrade of

corporate bandwidth resources which comes with video conferencing among other features. However, the cost could increase the annual budget that is needed to maintain the website (Caloisi, 2008).

2.2.15. Business Strategies to Deal with the Risks that Social Media Pose at the Workplace

Albeit the numerous benefits organizations derive from the use of social media, the implementation or approach of its usage must be strategic and also cautious must be taken. Organizations going contrary to this expose themselves to diverse risks social media poses. Business strategies organizations can map up to deal with risks posed by social media include social media breaks, social media teams and policies, team building and employee training (Staples, 2017).

2.3.0 Definition and Nature of Social Media

Social media has gained popularity worldwide however it is not easily defined. There are disagreements among managers and academicians as to what should be inculcated in the term (Kaplan & Haenlein, 2010). Schultz, Schwepker & Good (2012) defined social media as any tool or service that makes use of web to help conversations. Turban, King, Lang & Lai (2009) moved on a similar tangent by defining social media as an online platform and tool people use to share opinions as well as experiences such as photos, videos, music, insights and perceptions. On the contrary, some authors have posited that in defining social media, Web 2.0 and user-generated content must be taken into consideration. This is simply because Web 2.0 has transformed both the Web and Web 1.0 application leading to the popularity of social media as it gave users the ample opportunity to create more content such as sharing of music, videos and photos (Kaplan & Haenlein, 2010).

Social media is “the use of mobile and web-based innovations to make very interactive platforms via which individuals, groups and organizations share, co-create, discuss, and modify user-generated content” (Kietzmann, Hermkens, McCarthy, & Silvestre, 2011). According to Shen & Bissell (2013), social media is considered as a new media that is devoted to social interactions but not limited to weblogs, microblogging, podcasts, wikis, Facebook and Twitter. Kaplan & Haenlein (2010) defined social media as “a group of Internet-based applications that build on the ideological and technological foundations of Web 2.0, and allows the creation and exchange of user generated content.” The authors systematically categorized the numerous types of social media platforms based on theories in media richness, self-presentation and social presence namely collaborative projects (e.g., Wikipedia), content communities (e.g., YouTube), blogs and microblogs (e.g., Twitter), social networking sites (e.g., Facebook), virtual social worlds (e.g., Second Life), content communities (e.g., YouTube) and virtual game worlds (e.g., World of Warcraft).

2.3.1 Social Media Usage

According to Ainin, Parveen, Moghavvemi, Jaafar & Shuib (2015), business’s social media usage can be categorized as building customer relationship, information search and visibility.

2.3.2 Building and Managing Customer Relationship

Technological advancements allow businesses to oversee client data in a great way and also help in identifying and understanding specific needs (Rodriguez, Peterson & Ajjan, 2014). Previous definitions of CRM focused on the systems that offer support for sales (e.g., sales force automation), marketing (e.g., planning and budgeting and campaign and promotions

management), analysis (e.g., calculating customer retention rates, customer lifetime value) and data integration (Rapp, Trainor, & Agnihotri, 2010). Although this definition is still relevant, the ascendancy in the use of social media platforms in connecting with clients has unearthed the expression “social CRM”. Social CRM has been added to the marketing parlance to represent a compendium of tools and activities facilitated by social media (Trainor, 2012). A detailed assessment of previous studies on CRM reveals that conscious efforts to engage and interact with customers have been less expected but embracing social media by organizations and customers has now made interaction possible (Kaplan & Haenlein, 2010). Social CRM conveys knowledge which drives candid client centric innovation (Nadeem, 2012). Barry, Markey, Almquist & Brahm (2011) in their study revealed that customers who perennially interact with organizations’ social media are more loyal.

2.3.3. Visibility

The best possible way to make products or services get into the subconscious minds of customers/consumers is visibility. Research has shown that if people see that information is difficult to access or they are oblivious to what information exists for them to obtain, they will probably make efforts to search for it (Bhasin, 2014). In view of this, businesses providing information about their products, services and offerings helps them in attaining brand visibility. Social media gives customers the opportunity to make their knowledge, preference, behaviour and correspondence network connections that were initially not detectable or visible by others (Treem & Leonardi, 2012).

According to Keller (2013), social media usage provides an opportunity for a brand to get public voice as well as huge presence on the Web hence complementing other communication activities

meant for brand visibility. Social media has the ability to give visibility for behaviour and information which separates them from other technologies (Boyd & Ellison, 2007).

2.3.4. Information Search

The purpose of information search is to evaluate markets, access information about competitors and search for customers and partners (Moen, Koed Madsen, & Aspelund, 2008). Currently buyers are gradually maintaining a strategic distance from surveys making an overwhelming majority of analysts elated about the ability of social networks to gain market insights (Keller, 2013). Efforts made in tracking and testing with users of social media who indicate that they like or follow the brand gives ample opportunity to the brand to polish its marketing messages (Fowler, 2011).

2.3.5. Enterprise Social Networks

Enterprise social networks (ESNs) are also known as corporate, private or internal social networks. Fundamentally ESNs are developed for promoting collaborations across the hierarchical and geographical structures in an organization. In a collapsing economy, the ESNs can be assets (Swartz, 2008).

2.3.6. Consumer Social Networks

Consumer social networks (CSN) are networking sites made available for the public to access and they include Facebook, Twitter, LinkedIn and Digg. The sites serve different purposes for different users.

2.3.7. Social Media Breaks

Pew Research Center (2016) sampled 2003 employees in their study and 70% of the employees indicated that albeit the restrictions on social media at work, they still find ways and means to use social media during work hours. In view of this, Staples (2017) posited that it is about time organizations introduce social media breaks at the workplace. The research further revealed that 64% of the employees agreed that breaks were very vital because breaks lead to increased productivity. Positive effects are seen when employees are allowed to relax their minds from work related activities (Pew Research Center, 2016). Moreover 54% of the employees agreed that social media breaks help them focus at work. The study recommended that employees must be given the ample opportunity to spend some time outside the environs of the organization. They can decide to use these breaks to access social media. Moreover the breaks must be allocated to times employees wouldn't access social media clandestinely during work hours. If the employees are made aware of time allocated for social media, they wouldn't access social media during work hours (Ibid).

2.3.8. Social Media Team and Policies

Social media team is defined as a group of people who assists and guides fellow employees and superiors within the social media platforms. It is the responsibility of the social media team to develop and execute guidelines and policies for employees and social media trainings (Fed Ex & Ketchum, 2012). They are indispensable in the sense that they help in dealing with a myriad of problems the use of social media pose as well as protecting the organization. For a social media team to be deemed perfect, the team should be experienced in social media and management. Moreover the team should comprehend the organization's culture. The members of the social

media team should also come from various departments within the organization in order to have different expertise on board (Flynn, 2012). Social media policies are vital because they help to avoid losses with regards to productivity and also assist in protecting organization's property, image and information (Manpower Inc., 2010). According to Hawkins (2012), social media teams and policies are indispensable because they provide employees with instructions and efficient training to be successful in their use of social media.

2.3.9. Team Building

It is the responsibility of members in a group to make sure their tasks are efficiently performed. Social media helps in team building because it puts together employees in an informal manner. They are able to build relations by having a conversation among themselves after work. The employees can send motivational messages to their colleagues through social media. These gestures create a long lasting relationship and connectivity (Heather, 2016). In building employer employee relationships, organizations can use social media to achieve that. The archaic means of sending emails which sometimes are not read takes a lot of time. Therefore creating Facebook pages for meetings and events is easy and also every member gets informed. This form of communication is not likely to be overlooked (Ibid).

Social media leads to team building as it brings employees who work in the same industry together. This is meritorious to organizations in the sense that it brings not only employees together but organizations as well. Talents can also be acquired and it is even easier because rapport can be established via employees and this even helps in recruiting. (Coen, 2016).

2.3.10. Employee Training

Farooq & Khan (2011) defines training as a systematic means of acquiring skills, concepts, rules and new attitudes that lead to better performance in other environments. Employees are in need of training in order to shape their skills, concepts, attitude and abilities in a specific way. Aside training been regarded as a means to ameliorate skills of employee, it is also regarded as a means to motivate togetherness within the organization. This results in better employee commitment and quality of employees. Malshev & Loop (2013) suggested that organizations must start training programs on their social media policies and also make sure employees obey or conform to the policies. Training as aspect of Human Resource Management is essential because it gives employees the opportunities to acquire the needed skills. This helps the employees to be more productive at the work (Suazo, Martinez, & Sandoval, 2009).

2.4. Relevance of the Study

This study will enhance readers understanding of the current discourse on the use of social media and its impact on employee's productivity. It will help readers ascertain what employees normally use Facebook for during work hours. It will also help readers know the frequency of Facebook use by employees during work hours. It will help organizations know whether to allow the use of social media at the work place or not. This study provides insight into the literature on social media and employee productivity in the following indispensable ways.

This study provides knowledge about the evolution of social media, types of social networks, merits and demerits of the social networks, internet and communication technology and internet

penetration in Ghana. It also provides knowledge on benefits of using Facebook at the workplace, the usage of social media, impact of social media on employee productivity as well as business strategies organizations can use to deal with risks associated with the use of social media at during work hours. The study can also be used as a point of reference for future research that will focus on the impact of social media on employee productivity.

2.5. Conclusion

This study has succeeded in providing an analysis of the theoretical foundation underpinning this study's issues under review, it explored the evolution of social media, examined some conceptual framework for the analysis of social media, benefits, merits and demerits of social networks , operationalized the concepts to provide context specific, discussed the relevance or importance of the study and then, identified and explained the knowledge gaps the use of social media and its simultaneous positive and negative impact on the employee's productivity has been given little attention and that empirical studies have not been adequately conducted to elucidate the comprehensibility of social media impact in institutions in Ghana of which NCA is no exception. This study seeks to bridge this gap in the literatures on social media and its impact on employee's productivity.

CHAPTER 3

METHODOLOGY

3.0. Introduction

This chapter provides a detailed guide on how the study was undertaken. It mainly focuses on the approach and design of the study, target population, sampling technique and sample size, sources of data collection, data collection instrument and procedure, analysis procedure used on the data and limitations and delimitations.

3.1. Methods

This study deployed the descriptive and analytic research methods via, Qualitative and Quantitative methods in gathering information from the study area. The description was on research design, research population, sampling methods, data collection techniques made up of both secondary and primary source, data analysis, limitations and delimitations. The methodology in any research gives sufficient information for an investigator to make estimate of the reliability and validity of the methods used to explain the relationship between social media and employee productivity at NCA.

3.2 Research Design

The philosophical strategies and approaches adopted for a research are quantitative, qualitative and mixed method which is an amalgam of quantitative and qualitative methods. In choosing a research method, one must take into consideration the nature of the research problem, personal experience and audience (Creswell, 2014). Therefore taking into consideration the nature of the research problem, objectives and personal experience, the researcher deemed it appropriate to

adopt the quantitative research method. Fundamentally, the quantitative research method embraces the positivist claims of developing knowledge (thus cause and effect relationship, questions and hypothesis testing) via a research design such as surveys and experiments, data collection and analysis (Creswell, 2014). The study made use of descriptive research design because this type of design basically focuses on gathering data from people in a population sample as it happens in an environment natural to them. Moreover descriptive research design is very structured and specific in measuring the characteristics on the research question. The study was also cross-sectional as data was collected a certain point in time from the sample selected.

3.3 Population and Sampling

3.3.1 Target Population

Facebook was chosen for the study because it is the social media platform with the largest audience worldwide. The study targeted employees of National Communications Authority (NCA) who use Facebook during work hours. Their response contributed enormously to the study as the findings were known based on the responses they gave.

3.3.2 Sampling Technique and Sample Size

After identifying the target population, purposive and convenient sampling techniques which are types of non-probability sampling were utilized to ensure that all the specific sub groups were represented in the sample. Indeed, purposive and convenient sampling techniques allowed for the target population to be selected and to provide specific responses relative to the issues under consideration. Purposive and convenient sampling were deemed appropriate by the researcher because these techniques of sampling help to increase a sample's statistical efficiency and qualitative or in-depth analysis. The employees were grouped according to the departments they

belong to. Purposive and convenient sampling were used to select the 70 employees. In a nutshell, the sample size of the study was 70 and they were selected from the various departments of NCA namely Administration Division, Finance Division, Human Resource Division, Consumer and Corporate Affairs Division, Research and Business Development Division and Information Technology Division. To determine the sample size Yamane (1967) formula was used.

$$n = \frac{N}{1+N(e)^2}$$

Where n = sample size, N is the population size, e is level of precision.

$$n = 70 \quad N = 85 \quad e = 0.05.$$

3.4 Sources of Data Collection

The study made use of both primary and secondary sources of data. The primary data was freshly collected by issuing questionnaires to the respondents. The secondary data were obtained from journals, articles, books, online portals and websites.

3.5 Data Collection and Instrument

In addressing the research questions, the main data collection instrument used for the study was questionnaire. The questionnaire was adapted to match the research objectives and adopted. Moreover, the questionnaires were self-administered. The questionnaire consisted of both open ended and close ended questions. The open ended questions gave the respondents the freedom to express themselves whereas the close ended questions restricted the respondents to multiple answers to choose from. The questionnaire also contained 5 point Likert scale which focused on analyzing the respondents' extent of agreement and disagreements to the different variables being researched. The questionnaire was made up of four sections. Section A primarily focused on the

bio data of respondents, Section B focused on the use of Facebook by the employees, Section C focused on the impact of social media on employee productivity and the last section thus Section D focused on the business strategies NCA have employed to deal with the risks social media poses.

Prior to the distribution of the questionnaires, the researcher drafted a letter and sent it to the Human Resource Management of NCA seeking for approval to undertake the study. After the approval was given, the researcher printed out the questionnaires and went to the field to collect data on the given day. The questionnaires were distributed to employees in the various departments and were assured of confidentiality in order to ensure that the right answers were provided. Furthermore, the researcher briefed them on how the study will benefit them and the organization as a whole. The respondents were given ample time to answer the questionnaires.

3.6 Techniques of Data Analysis

After the collection of data, every questionnaire was numbered and coded with Statistical Package for Social Sciences (SPSS). The Statistical package for Social Sciences was created to conduct analysis on statistical data or quantitative information. The analytical tools utilized for the study were descriptive statistics and inferential statistics. With regards to the descriptive statistics, mean and standard deviation were calculated in order to describe the central tendency of the data collected and establish trends of the data. The mean represents the average response the respondents gave regarding a particular item on the scale whereas standard deviation represents the degree of spread of the response about the mean. With regards to the inferential statistics, correlation matrix was used to establish the relationship among the job performance, commitment, team work, job satisfaction and attitude towards work. Moreover, data was presented in the form of frequency tables and charts such as pie chart, histogram and bar graph with the help of SPSS and Microsoft Excel.

3.7 Limitations and Delimitations

3.7.1 Limitations

1. The study was geographically limited to National Communications Authority due to time constraints.
2. The findings of the study cannot be generalized since the focus was on only employees of National Communications Authority.
3. The study was limited to employees who normally access Facebook at the workplace.
4. Pre-testing of the questionnaires was not done due to time constraints.

3.7.2 Delimitations

A plethora of authors have written extensively on social media and a few of them have related social media to employee productivity. Some indicated that social media has positive impact on employee productivity whereas others indicated that social media has negative impact on employee. Out of curiosity, the researcher aimed at ascertaining the results empirically hence the topic for the study. Facebook was also chosen as the social networking site for the study because it is the most popular and has the largest audience worldwide. Here in Ghana, Facebook is the most used social networking site according to Stats Monkey (2015).

The other social media platforms such as MySpace, Reddit, Pinterest, Tumblr etc. are not that popular in Ghana. The study was purely quantitative and not qualitative because with qualitative approach, establishing the cause and effect relationship between variables is impossible. Furthermore, the target population was not employees who are not familiar with the use of Facebook and social media in general because they wouldn't be eligible answer the questionnaire. The respondents were chosen from the various departments in order to get diverse views.

CHAPTER 4

ANALYSIS OF THE IMPACT OF SOCIAL MEDIA ON EMPLOYEE'S PRODUCTIVITY USING FACEBOOK ADOPTED BY NATIONAL COMMUNICATIONS AUTHORITY (NCA), ACCRA AS A CASE STUDY

4.0 Introduction

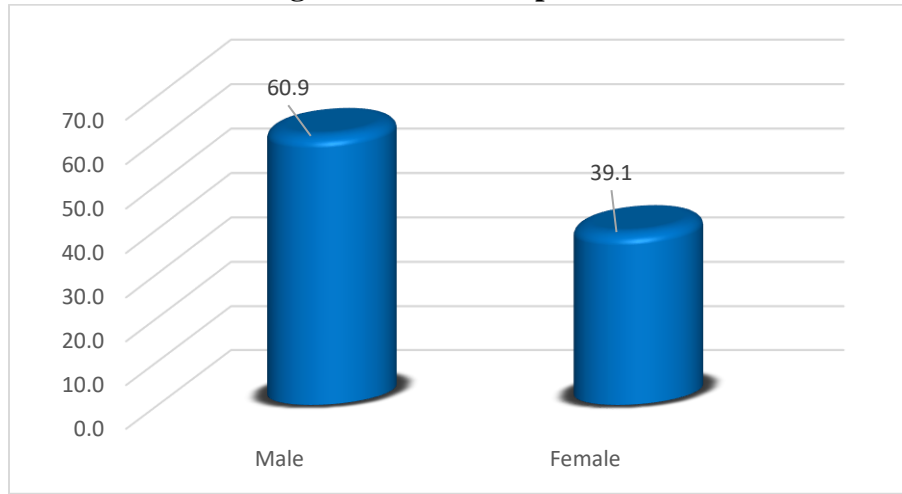
This chapter provides the analysis and discussions of the key findings gathered from the field. Data was collected through questionnaires and personal interviews administered to staff of NCA. This include results on bio data of respondents as well as the specific research objectives aimed at exploring the impact of social media on employee productivity, specifically the use of Facebook by National Communications Authority (NCA). The results have been presented in a chronological order.

4.1.0 Analysis of Key Findings

4.1.1. Bio Data of Respondents

The bio data of respondents basically consists of sex, age, education, marital status, position, department and the number of years the respondents have worked with NCA. The results have been presented below.

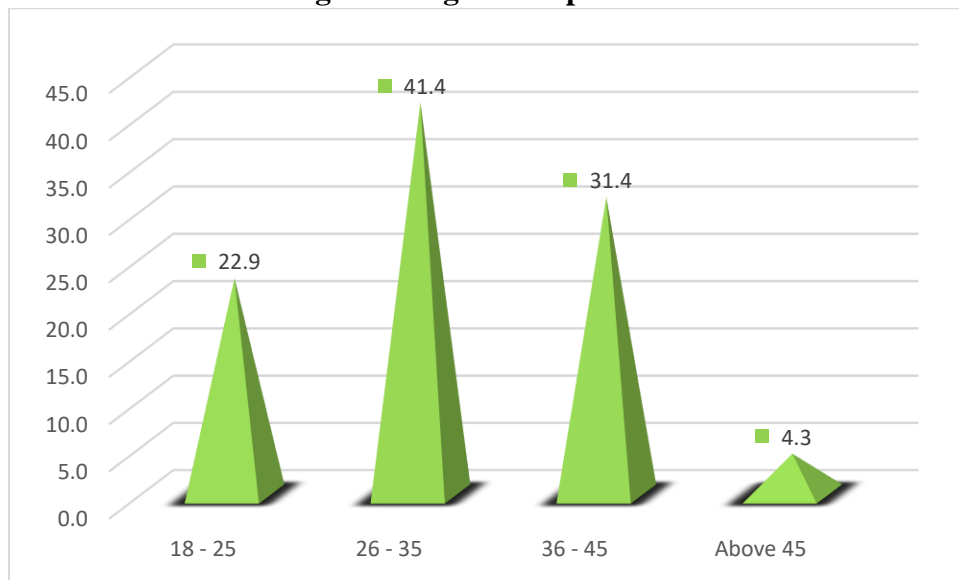
Figure 1: Sex of Respondents



Source: Field Survey, 2020

Figure 1 showcases results on the sex of the 70 respondents selected for the study. 60.9% of the respondents were males and the remaining 39.1% were females. It can be concluded that the study involved both males and females however an overwhelming majority of the respondents were males.

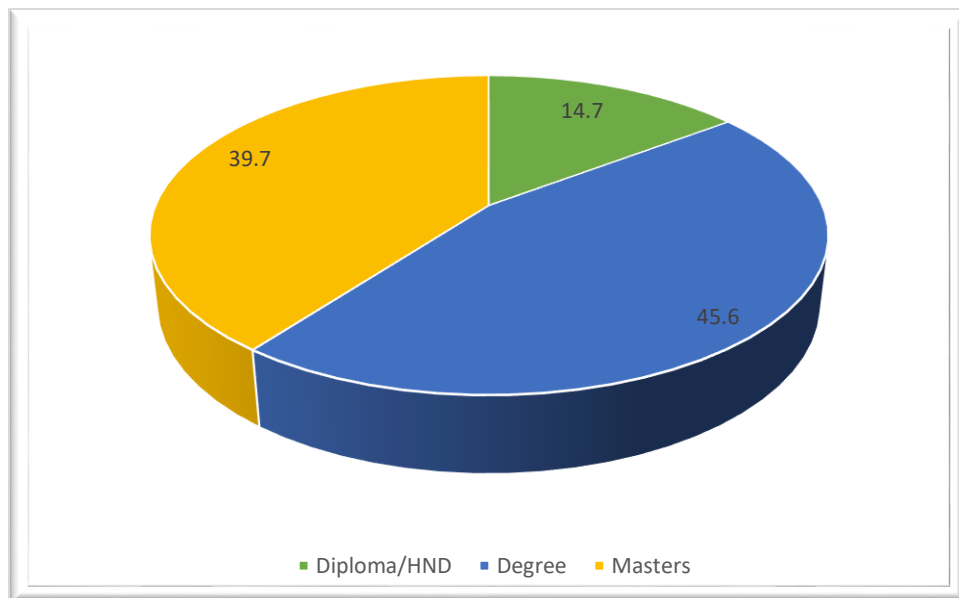
Figure 2: Age of Respondents



Source: Field Survey, 2020

With regards to the age of respondents, 22.9% were between the ages of 18 years and 25 years, 41.4% were between the ages of 26 years and 35 years and 31.4% were between the ages of 36 years and 45 years. The remaining respondents representing a meagre 4.3% were above 45 years. From the statistics, it can be concluded the study considered both the young aged however the most of the respondents were young.

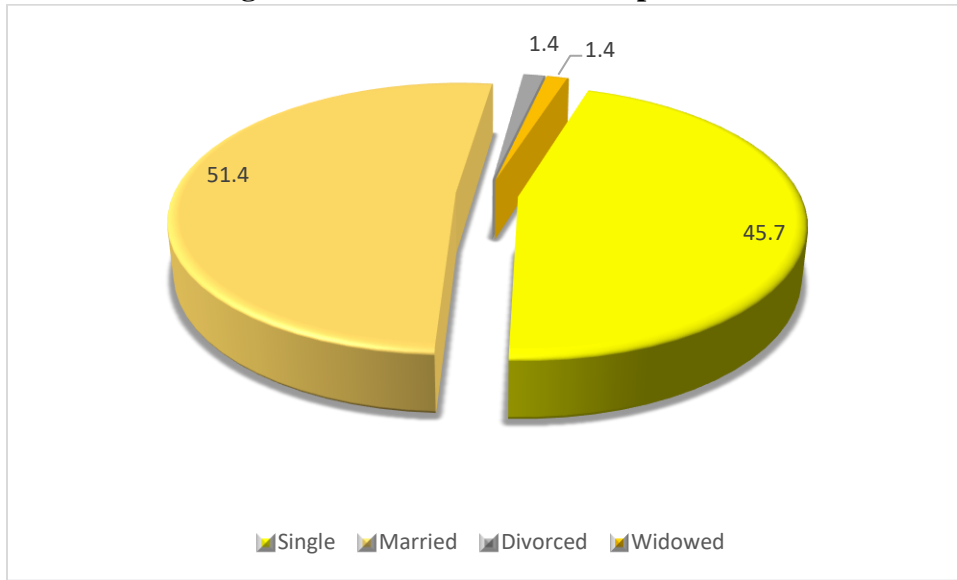
Figure 3: Education of Respondents



Source: Field Survey, 2020

One of variables of the bio-data was education of the respondents. From Figure 3, 14.7% of the respondents had acquired either diploma or HND certificates, 45.6% are degree holders and the remaining 39.7% have acquired master degrees. Looking at the statistics, it is clear that all the respondents have had some form of education. In other words, they are all literates however majority of the respondents are degree holders followed respondents with master degrees. It can also be deduced that NCA employs people who are highly educated and also equipped with skills.

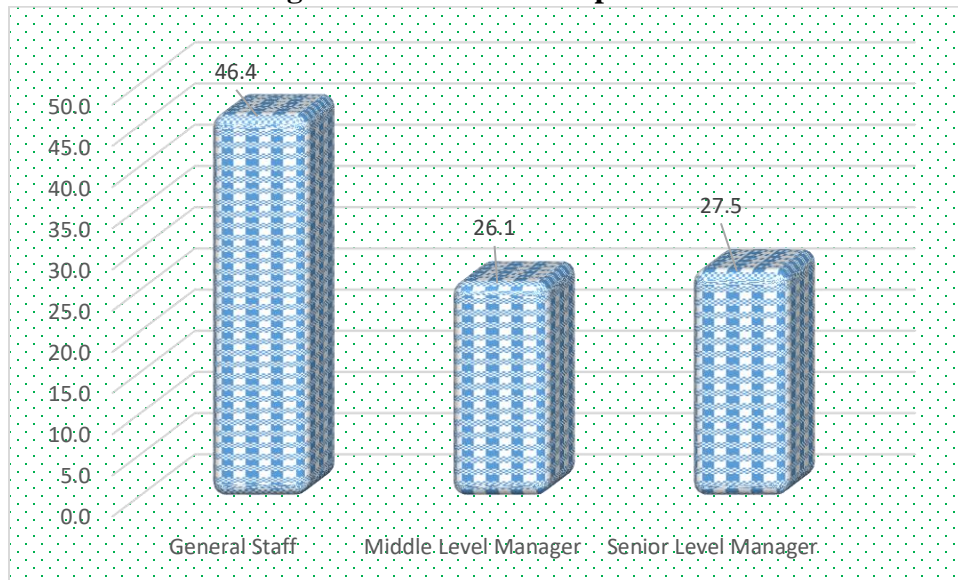
Figure 4: Marital Status of Respondents



Source: Field Survey, 2020

The next variable with regards to the bio data of respondents is marital status and Figure 4 shows results on that. From Figure 4, 45.7% of the respondents are single, 51.4% are married, 1.4% are divorced and the remaining respondents representing 1.4% are widowed. Looking at the percentages, the marital status of the respondents ranged from single to people who are widowed. The married people however dominated the study followed by respondents who are single.

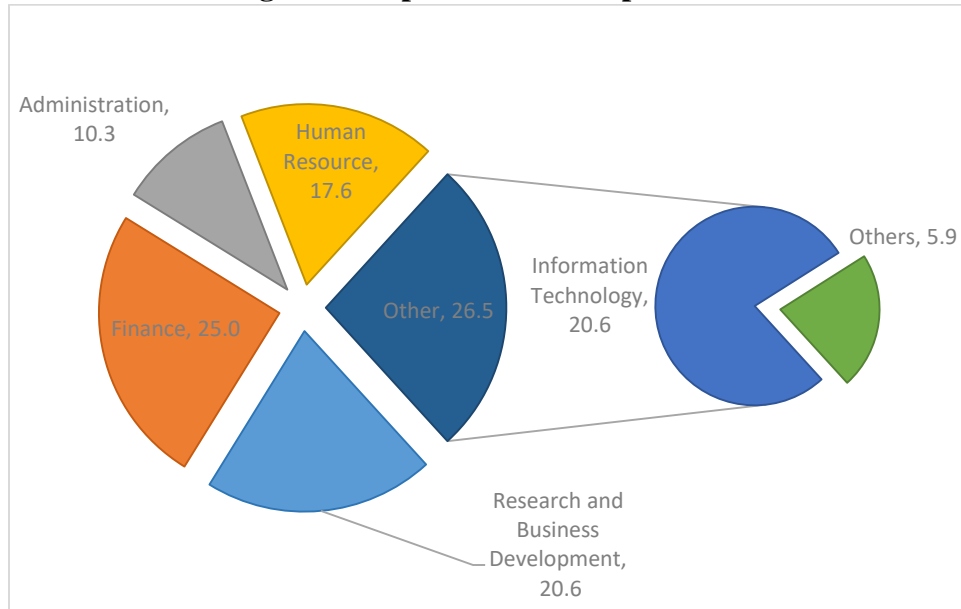
Figure 5: Position of Respondents



Source: Field Survey, 2020

Figure 5 displays results on the position of respondents which- includes general staff, middle level manager and senior level manager. From Figure 5, 46.4% of the respondents are general staff, 26.1% are middle level managers and the remaining 27.5% are senior level managers. From the results, it is crystal clear that the study focused on both employees who have positions and those who do not have positions in NCA. This helped in getting diverse views from both superiors and subordinates. Moreover, respondents who have positions were more than respondents with no position by a little percentage.

Figure 6: Department of Respondents

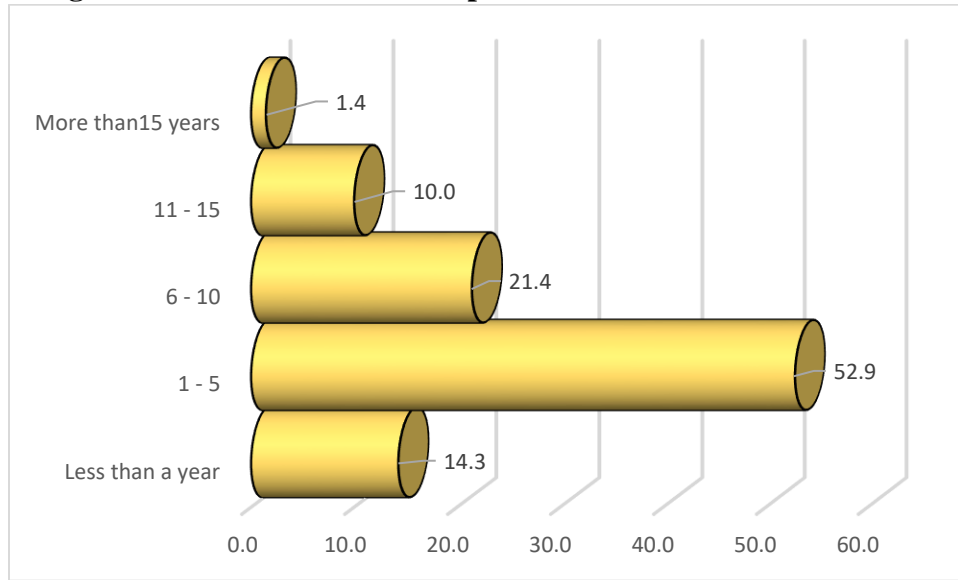


Source: Field Survey, 2020

Figure 6 shows results on the respective departments the respondents belong to and it ranges from research and business development department to information technology department. 20.6% of the respondents were from the Research and Business Development department, 25% were from Finance department, and 10.3% were from Administration department. Moreover, 17.6% of respondents were from the Human Resource department, 20.6% were from the Information Technology department and a meagre 5.9% were from other departments such as Cyber Security department, Engineering department, Regulatory department and Consumer and Corporate Affairs.

From the above statistics, it can be observed that the respondents were from various departments within NCA which also helped the study with regards to diverse responses. Respondents from the Finance department dominated the study followed by respondents from Research and Business Development department and Information Technology department.

Figure 7: Number of Years Respondents Have Worked with NCA



Source: Field Survey, 2020

Figure 7 displays results on the number of years respondents have worked with NCA. 14.3% of the respondents have worked with NCA for less than a year, 52.9% have worked with NCA for 1 to 5 years, 21.4% have worked with NCA for 6 to 10 years, 10% have worked with NCA for 11 to 15 years and the remaining respondents representing a meagre 1.4% have worked with NCA for more than 15 years. Looking at the results, it can be deduced that an overwhelming majority of the respondents have been working with NCA hence they have gained more experience. Only a few have been with the organization for a few months. Respondents who have worked with NCA for 1 to 5 years dominated the study followed by respondents who have worked with NCA for 6 to 10 years.

4.3 Use of Facebook by Employees of National Communications Authority

Table 1: Use of Facebook by Respondents

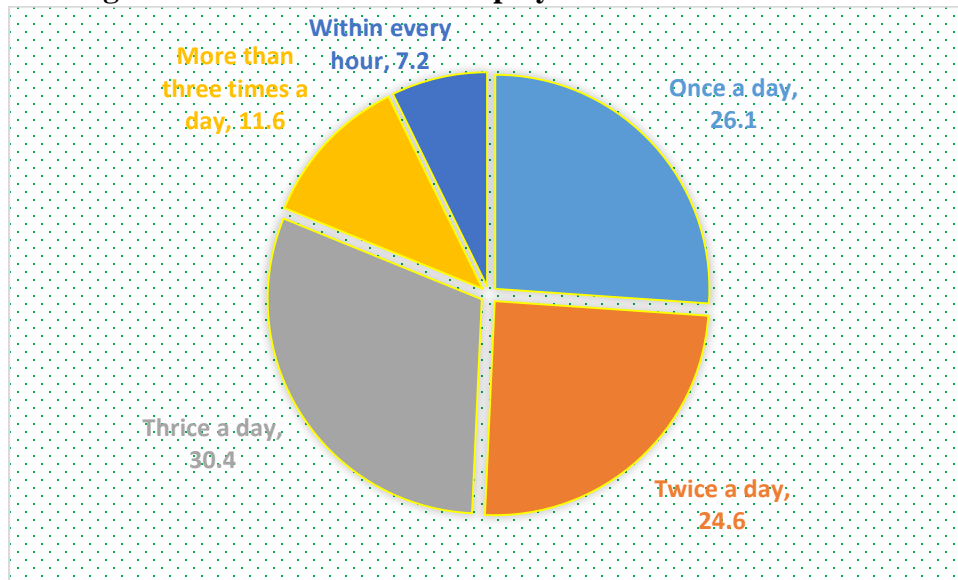
	Responses		Percent of Cases
	N	Percent	
Promoting the brand and activities of NCA	31	22.3%	45.6%
Chatting with friends and family	36	25.9%	52.9%
Uploading of personal photos and videos	25	18.0%	36.8%
Seeking for a new job	6	4.3%	8.8%
Interacting with workers in other companies	19	13.7%	27.9%
Chatting and sharing ideas with employees of NCA	22	15.8%	32.4%
Total	139	100.0%	204.4%

Source: Field Survey, 2020

The first objective of the study was to determine what employees of NCA use Facebook for during work hours and Table 4.1 presents results on that. The use of Facebook by employees of NCA ranges from promoting the brand and activities of NCA to chatting and sharing ideas with employees of NCA. 22.3% of the responses were accorded to promoting the brand and activities of NCA, 25.9% were accorded to chatting with friends and family, 18% were accorded to uploading of personal photos and videos and 4.3% were accorded to seeking for a new job. Moreover, interacting with workers in other companies had 13.7% of the responses and chatting and sharing ideas with colleague employees had 15.8% of the responses.

From the statistics, it can be observed that employees of NCA use Facebook for promoting the brand and activities of NCA, chatting with friends and family, uploading of personal photos and videos, seeking for a new job, interacting with workers in other companies, chatting and sharing ideas with employees of NCA. To conclude the employees of NCA use Facebook for personal and organizational gains.

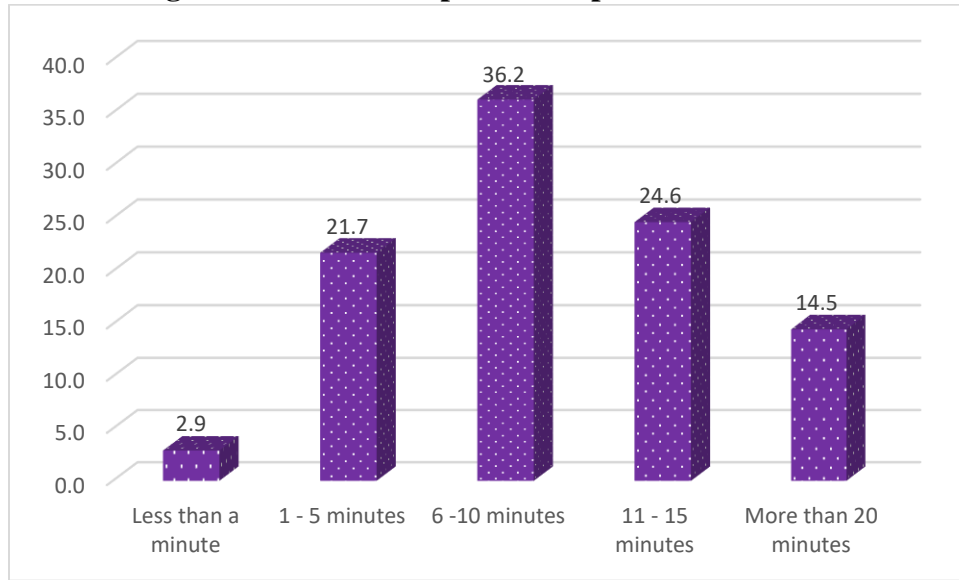
Figure 8: Number of times Employees of NCA Use Facebook



Source: Field Survey, 2020

Figure 8 displays results on the number of times the respondents access social media during work hours. According to 26.1% of the respondents, they access Facebook once a day, 24.6% access Facebook twice a day and 30.4% access Facebook thrice a day. Furthermore, 11.6% access Facebook more than three times a day and the remaining 7.2% access Facebook within every hour. Focusing on the statistics, it is obvious that the employees are allowed to access social media at the work place during work hours. NCA do not have stringent conditions with regards to social media use during work hours. In view of this, the employees use social media at any time that pleases them or deem appropriate. From the results, majority of the respondents access Facebook thrice a day for various reasons.

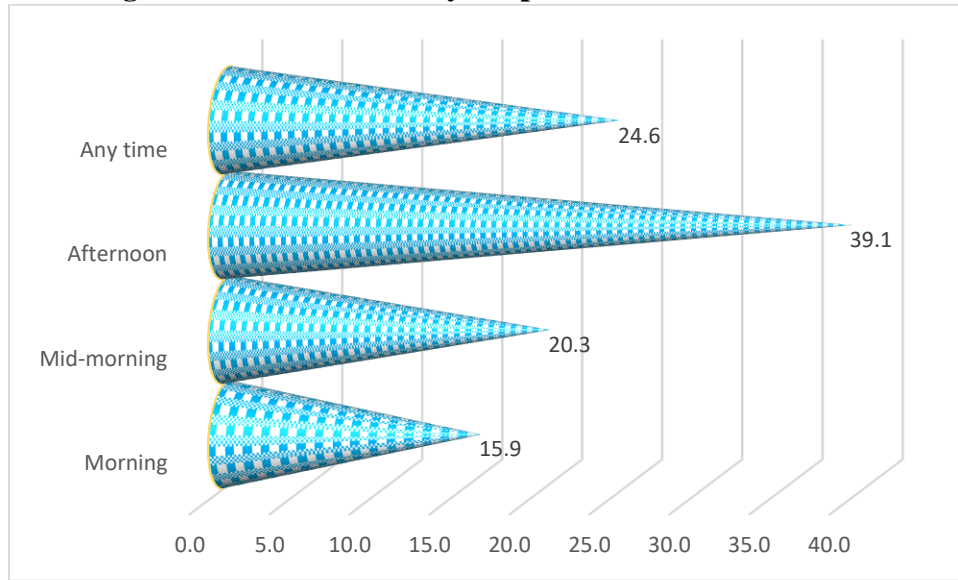
Figure 9: Minutes Respondents Spend on Facebook



Source: Field Survey, 2020

From Figure 9, a meagre 2.9% of the respondents spend less than a minute on Facebook when they log onto the site, 21.7% spend 1 to 5 minutes on Facebook, 36.2% spend 6 to 10 minutes on Facebook, 24.6% spend 11 to 15 minutes on Facebook and the remaining 14.5% spend more than 20 minutes on Facebook whenever they log onto the social media site. From the results, it can be concluded that the minutes the respondents spend on Facebook varies since NCA doesn't restrict them on them on the use of social media. The number of minutes they spend on Facebook is based on preferences. Majority of the respondents spend 6 to 10 minutes on Facebook any time they access the social media site.

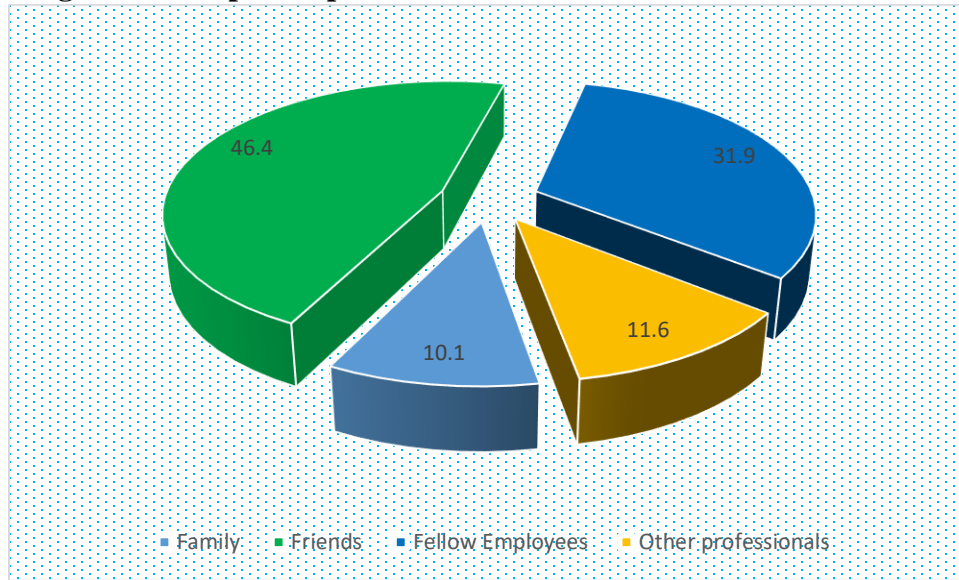
Figure 10: Time of the Day Respondents Access Facebook



Source: Field Survey, 2020

Figure 10 displays results on the time of the day, respondents access Facebook during work hours. According to 15.9% of the respondents, they access Facebook in the morning, 20.3% access Facebook at mid-morning, 39.1% access Facebook in the afternoon and the remaining 24.6% access Facebook at any time. The statistics clearly indicates that NCA allows the use of social media at work. Moreover, the organization does not restrict the employees on what time to use social media. The employees access Facebook the times they personally deem appropriate. However most of the employees access Facebook in the afternoons.

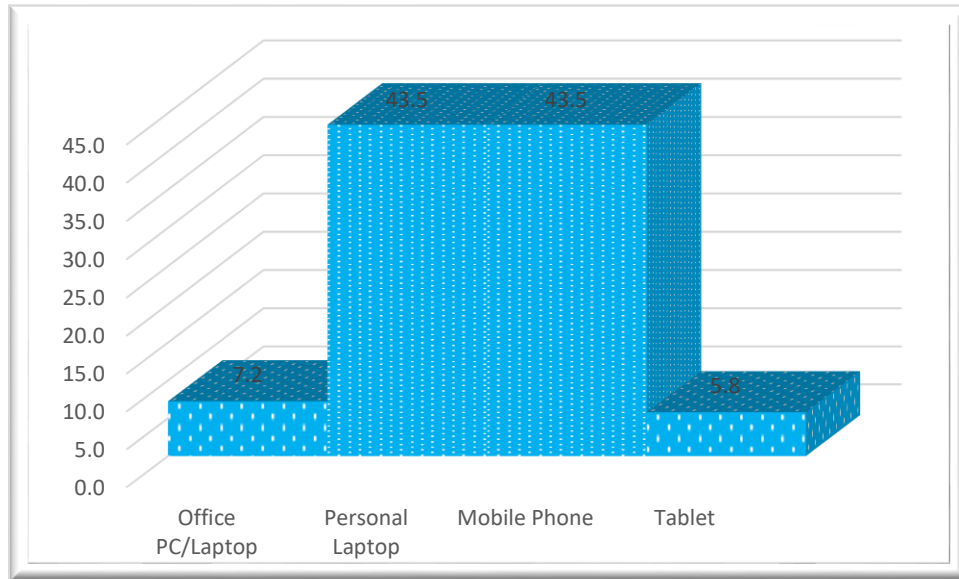
Figure 11: People Respondents Interact with the Most on Facebook



Source: Field Survey, 2020

With regards to people the respondents interact with the most on Facebook, 10.1% indicated that they mostly interact with their family, 46.4% mostly interact with their friends, 31.9% mostly interact with fellow employees and 11.6% mostly interact with other professionals in the same industry. Per the statistics, it can be concluded that majority of the respondents interact mostly with their friends on Facebook. Facebook has the largest community and it basically connects friends and families together. Most of the employees when using Facebook for personal activities interact mostly with their friends.

Figure 12: Devices Respondents Use to Access Facebook



Source: Field Survey, 2020

From Figure 12, the respondents access Facebook using diverse devices such as office pc/laptop, personal laptop, mobile phone and tablet. According to 7.2% of the respondents, they access Facebook with office pc/laptop, 43.5% use their personal laptops to access Facebook and the same percentage, thus 43.5% also use their mobile phones to access Facebook and the remaining 5.8% use tablets to access Facebook during work hours. From the statistics, it can be concluded that a vast majority of the respondents use their personal laptops and mobile phones to access Facebook during work hours. Not all of them own tablets therefore laptops and mobile phones are the devices most of them use to access Facebook.

4.4 Impact of Social Media on Employee's Productivity

Table 2: Descriptive of Employee Job Performance

STATEMENTS	N	Mean	Std. Deviation	Rank
Social media use at work allows new faster ways of doing work and contacting clients.	70	2.73	1.115	5 th
Social media use at work allows you to perform tasks more efficiently.	68	2.54	1.177	6 th
Social media use and sharing allows for the creation and planning of staff events (end of year parties).	62	3.34	1.007	1 st
Social media use at work allows selecting mentorship for new employees to be easy.	68	3.01	.970	3 rd
Social media use at work leads to an increase in team work as you can share and receive feedback from fellow workmates.	70	3.31	1.149	2 nd
Social media use at work increases variety and diversification in terms of tasks you do at work.	70	2.93	1.159	4 th

Source: Field Survey, 2020

Table 2 shows results on employee job performance with six statements. From Table 2, the respondents disagreed that social media use at work allows new faster ways of doing work and contacting clients ($m = 2.73$, $SD = 1.115$). The respondents also disagreed social media use at work allows them to perform tasks more efficiently ($m = 2.54$, $SD = 1.177$). However the respondents were uncertain as to whether social media use and sharing allows for the creation and planning of staff events ($m = 3.34$, $SD = 1.007$). It was also revealed that most of the respondents were uncertain with regards to social media use at work allowing selecting mentorship for new employees to be easy. Another uncertainty was revealed with regards to social media leading to increase in team work. Lastly, the respondents disagreed that social media use increases variety and diversification in terms of tasks ($m = 2.93$, $SD = 1.159$).

Table 3: Descriptive of Employee Attitude towards Work

STATEMENTS	N	Mean	Std. Deviation	Rank
I am always ready and enthusiastic to do work when I use social media during working hours.	70	2.44	1.112	3 rd
My interactions with fellow employees or others on social media during work increase my emotional and social state positively.	70	2.54	1.138	2 nd
My organization allows social media use during working hours and this makes me feel valued because it considers my social life as a result I have a positive attitude at work.	70	2.66	1.190	1 st
Social media sharing and use at work motivates me to go to work every day.	70	2.33	1.491	4 th

Source: Field Survey, 2020

With regards to employee attitude towards work, the respondents disagreed that they are always ready and enthusiastic to do work when they use social media during work hours ($m = 2.44$, $SD = 1.112$). Most of the respondents disagreed that interacting with their colleagues on social media during working hours increase their emotional and social state positively ($m = 2.54$, $SD = 1.138$).

Furthermore, the respondents disagreed that NCA allowing them to use social media at work makes them feel valued ($m = 2.66$, $SD = 1.190$). Last but not the least, there were disagreements with regards to social media use at work motivating the employees to go to work every day ($m = 2.33$, $SD = 1.491$).

Table 4: Descriptive of Employee Job Satisfaction

STATEMENTS	N	Mean	Std. Deviation	Rank
Taking part in the organization's social media allows me to feel positive and great about working at the organization.	69	2.83	1.043	4 th
The organization's social media allows my opinions to be considered.	69	3.30	1.089	1 st
Recognition is high at work when I participate in social media.	69	2.90	1.226	3 rd
Social media participation at work makes me feel free and not chained to organization or work	67	2.99	1.273	2 nd

Source: Field Survey, 2020

Table 4 displays results on employee job satisfaction with four statements. The respondents disagreed that taking part in NCA's social media allows them to feel positive and great about working at NCA ($m = 2.83$, $SD = 1.043$). With regards to the statement, "the organization's social media allows my opinions to be considered", the respondents did not agree nor disagree ($m = 3.30$, $SD = 1.089$).

A vast majority of the respondents disagreed that recognition is high at work when they participate in social media ($m = 2.90$, $SD = 1.226$). Last but not the least, most of the respondents disagreed that social media participation at work makes them feel free and not chained to NCA or work ($m = 2.99$, $SD = 1.273$).

Table 5: Descriptive of Employee Commitment

STATEMENTS	N	Mean	Std. Deviation	Rank
I will be more committed to the organization if it allows me to share information with fellow colleagues on social media.	68	2.28	.861	3 rd
Taking a break off work just to engage in social media leads to my commitment to the organization.	68	2.22	1.131	4 th
My organization must show commitment and trust towards me by allowing me to do my work at home and share on the organization's social media platform.	68	2.93	.951	1 st
The organization deserves loyalty from me thus must allow me engage in social media whenever I want.	68	2.43	1.238	2 nd

Source: Field Survey, 2020

The respondents were presented with four statements with regards to employment commitment to agree, disagree or stay neutral. Majority of the respondents disagreed that they will be more committed to NCA if they are allowed to share information with their colleagues on social media (m = 2.28, SD = 0.861). The respondents also disagreed that taking a break off work just to engage in social media leads to their commitment to NCA (m = 2.22, SD = 1.131).

Moreover, the respondents disagreed to the statement “my organization must show commitment and trust towards me by allowing me to do my work at home and share on the organization's social media platform.”(m = 2.93, SD = 0.951). Lastly, the respondents did not agree to the statement “The organization deserves loyalty from me thus must allow me engage in social media whenever I want” (m = 2.43, SD = 1.238).

Table 6: Descriptive of Employee Teamwork Participation

STATEMENTS	N	Mean	Std. Deviation	Rank
Social media communication and usage at work breaks hierarchical boundaries and this allows me to work better in teams.	68	2.87	.991	4 th
Participating in social media at work allows my suggestions to be factored into any decision for the team.	68	3.15	1.149	3 rd
Participating in social media at work allows sharing of ideas freely and this makes me feel good, thus participate more in the team.	67	3.18	1.086	2 nd
Social media participation at work allows me to build relationships with colleagues faster.	68	3.41	1.175	1 st

Source: Field Survey, 2020

With regards to teamwork participation, majority of the respondents disagreed that social media communication and usage at work breaks hierarchical boundaries and this allows them to work better in teams ($m = 2.87$, $SD = 0.991$). The respondents were not certain whether they participating in social media at work allows their suggestions to be factored into any decision for the team ($m = 3.15$, $SD = 1.149$).

Moreover, the respondents were not certain whether participating in social media at work allows sharing of ideas freely making them feel good to participate more in the team ($m = 3.18$, $SD = 1.086$). Majority of the respondents neither agreed nor disagreed to social media participation allowing them to build relationships with colleagues faster ($m = 3.41$, $SD = 1.175$).

4.5 Business Strategies to Deal with Risks that Social Media Poses at NCA

Table 7: Descriptive of Social Media Breaks

STATEMENTS	N	Mean	Std. Deviation
Employees are allowed to share information, pictures and videos on social media as long as they are related to work anytime.	68	3.28	1.049
Employees at NCA are given flexible work environments that allow them to switch simultaneously between work and social media.	68	3.06	1.157
Employees at NCA are allocated a few hours per day to use social media.	68	1.96	1.099

Source: Field Survey, 2020

The study sought to assess the business strategies NCA uses to deal with risks associated with the use of social media at the workplace. With regards to social media breaks, the respondents did not agree nor disagree to the statement “employees are allowed to share information, pictures and videos on social media as long as they are related to work anytime” (m = 3.28, SD = 1.049).

The respondents were uncertain whether employees at NCA are given flexible work environments that allow them to switch simultaneously between work and social media (m = 3.06, SD = 1.157).

The respondents did not agree that employees at NCA are allocated a few hours per day to use social media (m = 1.96, SD = 1.099).

Table 8: Descriptive of Social Media Teams and Policies

STATEMENTS	N	Mean	Std. Deviation
Employees at NCA know about the social media policy and embrace it.	67	3.75	.975
There is a dedicated social media team at NCA that guides employees on social media.	67	2.97	1.243
Employees at NCA are limited to what they can access on social media.	65	2.94	1.619

Source: Field Survey, 2020

With respect to social media teams and policies, there were uncertainties as to whether the employees know about the social media policy hence embrace it ($m = 3.75$, $SD = 0.975$). The respondents disagreed that there is a dedicated social media team at NCA that guides employees on social media ($m = 2.97$, $SD = 1.243$). Moreover, majority of the respondents disagreed that employees at NCA are limited to what they can access on social media ($m = 2.97$, $SD = 2.94$).

Table 9: Descriptive of Team Building

STATEMENTS	N	Mean	Std. Deviation
Employees at NCA help each other, thus if any data leaks out, a fellow employee covers or deletes it.	65	3.54	1.393
At NCA, there is a clear procedure on how different departments can contribute to the organization's social media network.	67	3.52	1.133
Employer to employee relationships at NCA are great due to sharing on social media.	67	3.31	1.351
Management seek my opinion before launching new social media platforms or posts.	67	2.61	1.180

Source: Field Survey, 2020

From Table 9, majority of the respondents were uncertain whether employees at NCA help each other, thus if any data leaks out, a fellow employee covers or deletes it ($m = 3.54$, $SD = 1.393$). The respondents were not certain whether there is a clear procedure on how different departments can contribute to NCA's social media network ($m = 3.52$, $SD = 1.133$). Moreover, the respondents

did not agree nor disagree whether employer to employee relationships at NCA are great due to sharing on social media ($m = 3.31, SD = 1.351$). The study revealed that management of NCA does not seek the opinions of employees before launching new social media platforms or posts ($m = 2.61, SD = 1.180$).

Table 10: Descriptive of Employee Training

STATEMENTS	N	Mean	Std. Deviation
Employees at NCA are aware of the policies on social media.	65	3.80	.939
Employees at NCA have the right online behavior.	65	3.34	1.108
Employees at NCA are trained and given the best skills to use social media.	65	3.15	1.361

Source: Field Survey, 2020

With regards to employee training, the respondents stayed neutral on employees being aware of the policies on social media ($m = 3.80, SD = 0.939$). Majority of the respondents were not certain with regards to employees having the right online behavior ($m = 3.34, SD = 1.108$). Last but not the least, the respondents neither agreed nor disagreed whether employees are trained and given the best skills to use social media ($m = 3.15, SD = 1.361$).

4.2. Discussion of Key Findings

The first objective of the study was to ascertain whether or not the employees of NCA use Facebook during work hours and to explain the purpose for using it. The study revealed that employees of NCA have been using Facebook during work hours. They use Facebook for both personal and organizational activities. This finding does not conform to the finding of Bennett (2008) which indicates that employees many a times spend several hours on social media and they use it for personal activities other than work related activities such as creating personal networks,

checking on family and friends, checking sports scores, following social bookmarks, streaming and downloading of music and videos.

This study revealed that employees use Facebook to promote the brand and activities of NCA, chat with friends and family, upload personal photos and videos, seek for a new job, interact with workers in other companies and chat with colleague employees. The finding which indicates that the employees of NCA use Facebook to promote the brand and activities of NCA agrees with the position held by Chapman & Cutler (2014). According to Chapman & Cutler (2014), organizations resort to social media to market their products and services and also create brand awareness and image. The study further revealed that the employees use Facebook to interact with their colleagues at the workplace. This finding is in conformity with the position held by Cognizant (2014). Cognizant (2014) indicated that organizations use social media for internal collaboration and engagement. It facilitates the flow of information among employees.

Moreover the study sought to establish and discuss the frequency of the use of Facebook by the employees of NCA. In ascertaining this, the variables used as measures were the number of times employees access Facebook, the minutes they spend on the social networking site, the time of the day they access the site, and people employees interact with the most on Facebook. The study revealed that most of the employees access Facebook once a day, twice a day and thrice a day. With regards to the minutes they spend on Facebook, most of the respondents spend 6 – 10 minutes whenever they log onto Facebook. The respondents access Facebook any time they deem appropriate. This clearly shows NCA does not restrict them on the use of social media at the work place. However, most of them prefer using Facebook in the afternoons. The respondents interact with their family members, friends, colleague employees and other professionals however most of them often interact with their friends on Facebook.

The study examined the impact of social media on employee productivity at NCA. To achieve this objective, five variables were measured and they include job performance, attitude towards work, job satisfaction, commitment and team work participation. The study revealed that social media does not allow new faster ways of doing work and contacting clients. This finding contradicts the statement of Chu & Chan (2009) which states that employees who find themselves in organizations that are always innovating can utilize online social networks to heighten their knowledge, creativity and ingenuity. Social media use at work does not influence employees to perform task more efficiently. Moreover, the employees were uncertain with regards to social media allowing for the creation and planning of staff events and selecting mentorship for new employees to be easy. There was uncertainty with regards to social media leading to an increase in team work.

This finding does not conform to the position held by Boshoff & Du Plessis (2008) which indicates that social media use at work creates collaborative environment for learning within a social system where issues are dissected and solved with collective effort. Last but not the least, the use of social media at work does not increase variety and diversification in terms of tasks at NCA.

The study further revealed that the social media use at NCA during work hours does not trigger the employees to exhibit positive attitude towards work. The employees are not always ready and enthusiastic to work when they use social media during work hours. Furthermore, interactions among colleagues on social media during work do not increase their emotional and social state positively. Employees indicated that do not feel valued just because of the use of social media at work. In addition, social media at work does not motivate the employees to go to work every day. Social media use at work during does not improve nor have any impact on employee job satisfaction at NCA. The study revealed that the engaging in the organization's social media does not allow the employees to feel positive and great about working at NCA. They do not get highly

recognized when they partake in their organization's social media. Moreover, engaging in social media at work during work hours does not make the employees feel free and not chained to NCA or work.

Moreover the study further revealed that the employees are not committed to the NCA just because of the use of social media at work. The employees do not get more committed to NCA if they are allowed to share information with fellow colleagues on social media. This finding does not agree to the statement by Koch et al. (2012) which indicates that the creation of internal social networks of friendships within the organization will make the employees more committed to the organization. The study further revealed that employees taking break off work to engage in social media does not make them committed to NCA. Social media communication and usage at work breaking hierarchical boundaries does not allow the employees to work better in teams.

The last objective was to determine the risk associated with the use of Facebook by NCA employees during work hours and analyze the business strategies NCA utilizes in dealing with risks associated with the use of Facebook. The study revealed that employees at NCA are not allocated a few hours per day to use social media. Moreover, NCA does not have a dedicated social media team that guides employees on social media. The employees are however not limited to what they can access on social media. The study further unearthed that management of NCA do not seek the opinions of employees before launching new social media platforms or posts.

CHAPTER 5

SUMMARY OF KEY FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter concludes the study and it entails summary of findings, conclusion and recommendations based on the findings and conclusion drawn. Moreover, the limitations of the study was discussed as well as recommendations for future studies.

5.1 Summary of Key Findings

The study focused on exploring social media and its impact on employee productivity at National Communications Authority (NCA). The social networking site used for the study was Facebook. Specifically, the study focused on what the employees of NCA use Facebook for during work hours, the extent to which they use Facebook during work hours and business strategies NCA utilizes in dealing with risks associated with the use of social media at work. The research approach adopted for the study was purely quantitative and this was approach was selected on the back of the nature of the research problem, personal experience, objectives and the audience. Stratified sampling was used to select 70 respondents for the study. Questionnaires were used to collect data and the data collected were analyzed using quantitative techniques. The findings have been encapsulated below.

The study revealed that the employees of NCA have been using Facebook and they have been using it to promote the brand and activities of NCA, chat with friends and family, upload personal photos and videos, seek for a new job, interact with workers in other companies and chat with colleague employees.

The study brought to light that most of the employees access Facebook once a day, twice a day and thrice a day. With regards to the minutes they spend on Facebook, most of the respondents spend 6 – 10 minutes any time they log onto Facebook. The respondents access Facebook any time they deem appropriate however most of them prefer using Facebook in the afternoons.

Moreover, the study brought to the fore that social media does not allow new faster ways of doing work and contacting clients. It was revealed that social media use at work does not influence employees of NCA to perform task more efficiently. The use of social media at work does not increase variety and diversification in terms of tasks at NCA. The study further revealed that social media does not in any way affect the attitude of employees towards work. Social media does not also have an impact on employee job satisfaction and commitment at NCA. In addition, social media communication and usage at work breaking hierarchical boundaries does not influence the employees to work better in teams.

With regards to business strategies to deal with risks associated with social media, the study revealed that NCA does not give its employees social media breaks. NCA does not have social media policies and teams that guide employees on social media usage. At NCA, there is no form of team building as well as training of employees on the use of social media.

5.2 Conclusions

The Internet has become eminent in recent times since an overwhelming majority of people across the globe has been using it. Social media has also gained eminence in recent times therefore individuals and organizations have embraced it for reasons. The most popular social networking site is Facebook. Facebook according to statistics has the most audience. Employees of NCA use Facebook for both personal and organizational activities. They use Facebook to promote the brand

and activities of NCA, chat with friends and family, upload personal photos and videos, seek for a new job, interact with workers in other companies and chat with colleague employees. The employees are at liberty to use Facebook at all times. There are no form of social media restrictions at NCA. Moreover the employees access Facebook with devices such as desktops, laptops, mobile phones and tablets. There has been incessant discourse as to whether social media heightens employee productivity or affects employee productivity negatively. Albeit social media being of paramount importance to organizations, it does not boost employee productivity at NCA. Moreover, the use of social media comes with a litany of risks however management of NCA have not mapped up business strategies to deal with these risks. NCA does not have social media policies and teams, employees are not trained on the use of social media etc. Shunning the risks posed by social media will be detrimental to NCA in the long run.

5.3.1 Recommendations

1. The study revealed that social media does not boost employee productivity hence those at the helm of affairs at NCA should make sure they limit the use of social media at the work place. When the employees are limited on the use of social media at the work place, they will be able to concentrate on their respective duties to achieve organizational goals.
2. The study brought to light that NCA does not give their employees social media breaks therefore it is recommended that management should give their employees social media breaks. Once they know of this policy, they will know when to use social media and the number of minutes to stay on the various sites. Moreover, they will not hide to use social media once they know management has allocated some minutes for social media use.
3. Management of NCA should come up with various social media policies and trumpet them so that the employees will be aware of them and abide by them.

4. NCA does not have a social media team therefore management should recruit social media teams to train and guide employees on the use of social media at work.

5.3.2 Areas for Further Studies

The approach for this study was solely quantitative therefore future studies should consider both quantitative and qualitative methods. The current study focused on the most popular social networking site, thus Facebook. Therefore other studies must focused on either Twitter or Instagram. The study was carried out at NCA therefore future studies should conduct a research in the same area but public institutions should be used case study to ascertain if the findings will be the same or different.

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APPENDIX

SCHOOL OF GRADUATE STUDIES AND RESEARCH (SOGSAR), GHANA

INSTITUTE OF JOURNALISM

QUESTIONNAIRE FOR NATIONAL COMMUNICATIONS AUTHORITY (NCA),

ACCRA

I am a graduate student at School of Graduate Studies and Research (SoGSaR), Ghana Institute of Journalism pursuing Master of Arts Degree in Development Communication. I am conducting a research on the subject: *“Exploring the Impact of Social Media on Employee Productivity: A Study of the Use of Facebook by National Communications Authority (NCA), Accra.”* This study will assist the management of National Communications Authority (NCA) to comprehend the impacts of social media on employee productivity. The findings will also provide data on the strategies that can be used to deal with the risks social media use at work pose. The information you provide will be treated confidentially and that at no point will it be used for any other purpose other than for this study. Your assistance will be highly appreciated.

SECTION A: BIODATA

1. Sex: a) Male [] b) Female []
2. Age: a) 18 – 25 [] b) 26 – 35 [] c) 36 – 45 [] d) Above 45 []
3. Education:
 a) SSCE/WASSCE [] b) Diploma/HND [] c) Degree [] d) Masters []
 e) Any other, please specify
4. Marital Status a) Single [] b) Married [] c) Divorced [] d) Widowed []
5. Position at National Communications Authority:
 a) General Staff [] b) Middle Level Manager [] c) Senior Level Manager []
6. Department:
 a) Research and Business Development Department [] b) Finance Department []
 c) Administration Department [] d) Human Resource Department [] e)

Information Technology Department [] f) Any other, please specify.....

7. Years worked with National Communications Authority:

- a) Less than a year [] b) 1 – 5 years [] c) 6 – 10 years [] d) 11 – 15 years []
- e) More than 15 years []

SECTION B: USE OF FACEBOOK BY EMPLOYEES AT NATIONAL COMMUNICATIONS AUTHORITY

8. What do you use Facebook for during work hours? (*You can tick more than one*)

Promoting the brand and activities of NCA	
Chatting with friends and family	
Uploading of personal photos and videos	
Seeking for a new job	
Interacting with workers in other companies	
Chatting and sharing ideas with employees of NCA	

Any other, please specify

9. How often do you access Facebook during work hours?

- a) Once a day [] b) Twice a day [] c) Thrice a day [] d) More than three times a day []
- e) Within every hour []

10. How long do you stay on Facebook when you log in?

- a) Less than a minute [] b) 1 – 5 minutes [] c) 6 – 10 minutes [] d) 11 – 15 minutes []
- e) 16 – 20 minutes f) More than 20 minutes []

11. What time of the day do you access Facebook at work?

- a) Morning [] b) Mid-morning [] c) Afternoon [] d) Any time []

12. Who do you interact with most on Facebook?

- a) Family [] b) Friends [] c) Fellow Employees [] d) Other professionals []

13. How do you access Facebook at work? (*You can tick more than one*)

- a) Office PC/Laptop [] b) Personal Laptop [] c) Mobile Phone []
d) Tablet [] e) Any other, please specify

SECTION C: IMPACT OF SOCIAL MEDIA ON EMPLOYEE’S PRODUCTIVITY

Please indicate to what extent you agree or disagree that social media can help you achieve or attain more engagement and a greater need to perform tasks efficiently at the workplace. The scale used is a five point Likert which ranges from Strongly Disagree to Strongly Agree. *SD = Strongly Disagree, D = Disagree, N = Neutral, A = Agree and SA = Strongly Agree.*

a) Employee Job Performance

		SD	D	N	A	SA
14.	Social media use at work allows new faster ways of doing work and contacting clients.					
15.	Social media use at work allows you to perform tasks more efficiently.					
16.	Social media use and sharing allows for the creation and planning of staff events (end of year parties).					
17.	Social media use at work allows selecting mentorship for new employees to be easy.					
18.	Social media use at work leads to an increase in team work as you can share and receive feedback from fellow workmates.					
19.	Social media use at work increases variety and diversification in terms of tasks you do at work.					

b) Employee Attitude towards Work

		SD	D	N	A	SA
20.	I am always ready and enthusiastic to do work when I use social media during working hours.					
21.	My interactions with fellow employees or others on social media during work increase my emotional and social state positively.					
22.	My organization allows social media use during working hours and this makes me feel valued because it considers my social life as a result I have a positive attitude at work.					
23.	Social media sharing and use at work motivates me to go to work every day.					

c) Employee Job Satisfaction

		SD	D	N	A	SA
24.	Taking part in the organization's social media allows me to feel positive and great about working at the organization.					
25.	The organization's social media allows my opinions to be considered.					
26.	Recognition is high at work when I participate in social media.					
27.	Social media participation at work makes me feel free and not chained to organization or work					

d) Employee Commitment

		SD	D	N	A	SA
28.	I will be more committed to the organization if it allows me to share information with fellow colleagues on social media.					
29.	Taking a break off work just to engage in social media leads to my commitment to the organization.					
30.	My organization must show commitment and trust towards me by allowing me to do my work at home and share on the organization's social media platform.					
31.	The organization deserves loyalty from me thus must allow me engage in social media whenever I want.					

e) Employee Team Work Participation

		SD	D	N	A	SA
32.	Social media communication and usage at work breaks hierarchical boundaries and this allows me to work better in teams.					
33.	Participating in social media at work allows my suggestions to be factored into any decision for the team.					
34.	Participating in social media at work allows sharing of ideas freely and this makes me feel good, thus participate more in the team.					
35.	Social media participation at work allows me to build relationships with colleagues faster.					

**SECTION D: BUSINESS STRATEGIES TO DEAL WITH RISKS THAT SOCIAL
MEDIA POSES AT THE WORKPLACE**

Please indicate to what extent you agree or disagree with the business strategies that can deal with the risks social media poses at work. The scale used is a five point Likert which ranges from Strongly Disagree to Strongly Agree. *SD = Strongly Disagree, D = Disagree, N = Neutral, A = Agree and SA = Strongly Agree.*

a) Social Media Breaks

		SD	D	N	A	SA
36.	Employees at NCA are allocated a few hours per day to use social media.					
37.	Employees at NCA are given flexible work environments that allow them to switch simultaneously between work and social media.					
38.	Employees are allowed to share information, pictures and videos on social media as long as they are related to work anytime.					

b) Social Media Team and Policies

		SD	D	N	A	SA
39.	Employees at NCA know about the social media policy and embrace it.					
40.	There is a dedicated social media team at NCA that guides employees on social media.					
41.	Employees at NCA are limited to what they can access on social media.					

c) Team Building

		SD	D	N	A	SA
42.	Management seek my opinion before launching new social media platforms or posts.					
43.	At NCA, there is a clear procedure on how different departments can contribute to the organization's social media network.					
44.	Employees at NCA help each other, thus if any data leaks out, a fellow employee covers or deletes it.					
45.	Employer to employee relationships at NCA are great due to sharing on social media.					

d) Employee Training

		SD	D	N	A	SA
46.	Employees at NCA have the right online behavior.					
47.	Employees at NCA are aware of the policies on social media.					
48.	Employees at NCA are trained and given the best skills to use social media.					

THANK YOU FOR YOUR TIME