

THE GHANA INSTITUTE OF JOURNALISM



**THE IMPACT OF SOCIAL MEDIA ON EMPLOYEES PRODUCTIVITY; A CASE
STUDY OF THE USE OF FACEBOOK AT GHANA INVESTMENT FUND FOR
ELECTRONIC COMMUNICATIONS (GIFEC)**

BY

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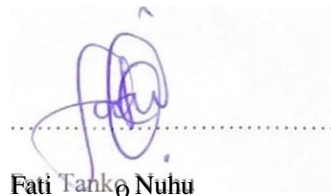
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STUDENT'S DECLARATION

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 in this Institute or elsewhere.



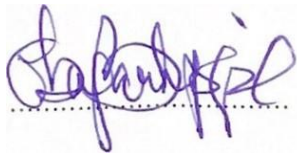
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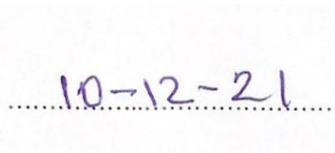
SUPERVISOR'S DECLARATION

I hereby declare that the preparation and presentation of this dissertation was supervised in accordance with the guidelines on supervision of dissertations laid down by the Ghana Institute

of Journalism.



Dr. Joseph Obeng -Baah



Date

DEDICATION

The work is dedicated to my family and friend's family for their enormous support and financial support throughout this program.

ACKNOWLEDGEMENT

My sincere gratitude goes to God Almighty for seeing me through this dissertation successfully.

My most profound gratitude goes to my family who stood by me in difficult moments with encouragement and support throughout my study and dissertation as well. Appreciation also goes to my lecturers, especially my Supervisor, Dr. Joseph Kwame Obeng Baah, who guided me through the work. Again, I also, appreciate all staff of the Ghana Investment Fund for Electronic Communication (GIFEC) who spared sometime off their busy work schedules to fill my questionnaires.

ABSTRACT

The purpose of the study is to examine the impact of social media on employee's productivity the case study of the use of Facebook at the Ghana Investment Fund for Electronic Communications (GIFEC). Questionnaires were administered by the researcher to the staff of GIFEC and all questionnaires were completed and retrieved. Statistical Package for Social Science (SPSS) was used to run the data obtained from the questionnaires after which all relevant output was interpreted. The interpretations were done by using charts, figures, and tables. The study found Employees of GIFEC use Facebook for both personal and organizational activities. They use Facebook to promote the brand and activities of GIFEC, 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 revealed that, social media does not boost employee productivity hence those at the helm of affairs at GIFEC 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. The study recommended that, management of GIFEC should come up with various social media policies and trumpet them so that the employees will be aware of them and abide by them.

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CHAPTER ONE

GENERAL OVERVIEW AND BACKGROUND TO THE STUDY

1.1 Introduction

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, et al 2012). The emergence of technology has played 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). 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).

Social media has changed corporate communications and is also changing the way public relations campaigns are implemented 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). 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).

Communication via social media has transformed the lives of people across the globe (Chiang & Hsiao, 2014). 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).

According to Boyd & Ellison (2007), "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 websites is a social and technological innovation that cannot be shunned at the workplace. In recent times, the dominance of online social networks has triggered business leaders/managers to ascertain their effect on business processes. 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. 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).

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 and 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).

Facebook is the most widely used social network around 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.

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).

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).

1.2 Statement of Problem

There has been an enormous change in organizational communication ever since social media began to be used at the workplace. Organizations tend to reduce managerial cost through the use of social networks (Sargam, 2017). Initially it was used as an informal communication tool but later used as a formal communication tool. 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 several years, social media has gotten into employees' personal spaces and extended to the workplace (Shirky, 2008). A significant body of literature indicates that the increasing use of social networks at the workplace

present some concerns for employers. However, employers cannot prevent social network use during work hours (Baker, Buoni, Fee & Vitale, 2011). 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.

Due to the inadequacy of empirical studies, on the intersection between social media and organizational productivity this study will assess social media and its impact on employee productivity at Ghana Investment Fund for Electronic Communications (GIFEC)

1.3 Research Questions

1. To what extent do employees of Ghana Investment Fund for Electronic Communications (GIFEC) use Facebook during work hours?
2. During work hours, what do employees of Ghana Investment Fund for Electronic Communications (GIFEC) use Facebook for?
3. What business strategies does Ghana Investment Fund for Electronic Communications (GIFEC) map up in dealing with risks posed by the use of social media?

1.4 Research Objectives

The study is an amalgam of broad and specific objectives. With regards to the broad objective, the study sought to assess social media and its impact on employee productivity and the company used for the study was Ghana Investment Fund for Electronic Communications (GIFEC) Specifically, the study sought to:

1. Analyze the extent to which employees of Ghana Investment Fund for Electronic Communications (GIFEC) use Facebook during work hours.
2. Determine what employees of Ghana Investment Fund for Electronic Communications (GIFEC) use Facebook for during work hours.
3. Assess the business strategies Ghana Investment Fund for Electronic Communications (GIFEC) utilizes in dealing with risks associated with the use of social media.

1.5 Scope of the Study

The study will focus on social media and employees, their use of Facebook, productivity and business strategies used to deal with risks associated with social media. However, the geographical location of the study will be Ghana Investment Fund for Electronic Communications (GIFEC) in Accra and time period for the study would be between September and October, 2021.

1.6 Significance of the Study

The study will be exemplary to a couple of stakeholders including superiors and subordinates of Ghana Investment Fund for Electronic Communications (GIFEC), organizations that incessantly use social media and researchers or academicians interested in the area of study.

Predominantly, superiors of Ghana Investment Fund for Electronic Communications (GIFEC) will have knowledge 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 great help to employees of Ghana Investment Fund for Electronic Communications (GIFEC) in the sense that they will get to know how to use social media to project Ghana Investment Fund for Electronic Communications (GIFEC) 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.

CHAPTER TWO

LITERATURE REVIEW

2.1 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.

2.2 Theoretical Literature

2.2.1 Evolution of Social Media

In recent times, social media has gained eminence and has become popular around the globe due to a high number of 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 SixDegrees 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). The fundamental cardinal motive of the site was to appeal to the masses. The site was built based on the belief that everyone across the globe is connected to another via six or less relationships (McIntyre, 2014). 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).

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 however it has been overshadowed by Facebook and Twitter (Alvarez, 2015). 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). Fundamentally, 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).

2.2.2 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 et al. (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 (Kaplan & Haenlein, 2010; Lewis, 2009; Lombardi, 2012) 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.

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.” Kaplan & Haenlein (2010) 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).

2.2.3 Social Media Usage

According to Ainin, et al, (2015), a business’s social media usage can be categorized as building customer relationship, information search and visibility.

2.2.3.1 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). Myron (2010) defined social customer relationship management (Social CRM) as “philosophy and a business strategy, supported by a technology platform, business rules, workflow, processes and social characteristics, designed to engage the customer in a collaborative conversation in order to provide mutually beneficial value in a trusted and transparent business environment.” 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.

2.2.3.2 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).

2.2.3.3 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).

2.2.4 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).

2.2.4.1 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).

2.2.4.2 Demerits of Enterprise Social Networks

Enterprise social networks are only effective in organizations where trust exists between superiors and subordinates. There are guidelines shaping behaviors 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).

2.2.5 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.

2.5.5.1 Merits of Consumer Social Networks

Consumer social networking sites are used to complement the online presence of organizations. They are meritorious to search optimization on search engines via an effect known as geometric extension (Klein, 2008). Fundamentally, 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 (Gilroy, 2010).

2.5.5.2 Demerits of Consumer Social Networks

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).

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 rumors, 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 labor 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).

2.2.6 Internet and Communication Technology in Ghana

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 (Gruzd, Wellman, & Takhteyev, 2011). 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 et. al, 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.

As of 2013, Ghana had a population of about 25.9 million, a gross domestic product (GDP) of 48.14 billion US, an inflation rate of 18.7% and a gross domestic product per capita of 1,858.24 USD (World Bank, 2013). 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).

2.2.7 Internet Penetration in Ghana

As at June, 2014, the global internet usage statistics 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 (Quarshie & Ami-Narh, 2012). 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 (Ibid). 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 stream 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).

2.2.8 Social Media Usage in Ghana

The uprising 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.

2.2.9 Benefits of Facebook Usage to the Workplace

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 has 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 be 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.

2.2.10 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.

2.2.10.1 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. According to IBM (2007), social media increases employee job satisfaction and also boost morale. Digital reputations give opportunity to an individual to be recognized and place emphasis and value on an employee. Through an employee's knowledge as well as knowledge creation capacity, the value is recognized which in turn leads to employee satisfaction (IBM, 2007). Lastly, 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).

2.2.10.2 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 (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).

2.2.10.3 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, 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.

2.2.10.4 Impact of Social Media on Employees 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, 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).

2.2.10.5 Impact of Social Media on Employee Team Work Participation

Social media allows employees to interact and share information among themselves. This brings about a collective working culture where employees can brainstorm and come up with suggestions

or solutions and also interact with management (Kar, 2016). 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.

2.2.11 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).

2.2.11.1 Social Media Breaks

The 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).

2.2.11.2 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 poses 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 policy is defined as a conduct policy or rules employees who access social media at the workplace must adhere to. The code of conduct guides the employees on the dos and don'ts whenever they access social media (Tech target, 2016).

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.

2.2.11.3 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. This helps in reducing competition in the industry (Global Recruiting Trends, 2016). 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).

2.2.11.4 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. Malshey & 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, &, 2009).

2.3 Empirical Literature

In a 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.

Parry & Solidoro (2013) conducted a study on the influence of social media as engagement tool on current and future employees. The study showed 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.

Nyambu (2013) conducted a study on the effect of social media marketing on the performance of telecommunication organization in Kenya: A case of Safaricom Limited. The study targeted at forty-eight employees working at the head office of Safaricom Limited, specifically employees at both customer relation and logistics department. A regression analysis was the analytical tool employed to ascertain the effect. The study 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.

In a study conducted by 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.

CHAPTER THREE

METHODOLOGY

3.1 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.

3.2 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 that is 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 at 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 Ghana Investment Fund for Electronic Communications (GIFEC), 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, stratified sampling which is a type of probability sampling was utilized to ensure that all the specific sub groups were represented in the sample. Stratified sampling allowed for the target population to be broken down into specific samples known as strata. Stratified sampling was deemed appropriate by the researchers because this type of sampling helps to increase a sample's statistical efficiency. The employees were grouped according to the departments they belong to. Afterwards, simple random sampling was used to select the 80 employees from the strata. In a nutshell, the sample size of the study was 70 and they were selected from the various departments of Ghana Investment Fund for Electronic Communications (GIFEC) namely Administration Division, Finance Division, Human Resource Division, Internal Audit Division, Research and Planning Development Division, Sustainability and Information Technology Division.

3.4 Sources of Data Collection

The study made use of both primary and secondary sources of data. The primary data was collected through the use of a questionnaire that was administered 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 GIFEC 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 GIFEC 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. The questionnaires were distributed to employees in the various departments who 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 Ghana Investment Fund for Electronic Communications (GIFEC), due to time constraints.
2. The findings of the study cannot be generalized since the focus was on only employees of Ghana Investment Fund for Electronic Communications (GIFEC).
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 Pinterest, MySpace, Reddit, 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 FOUR

DATA PRESENTATION AND ANALYSIS

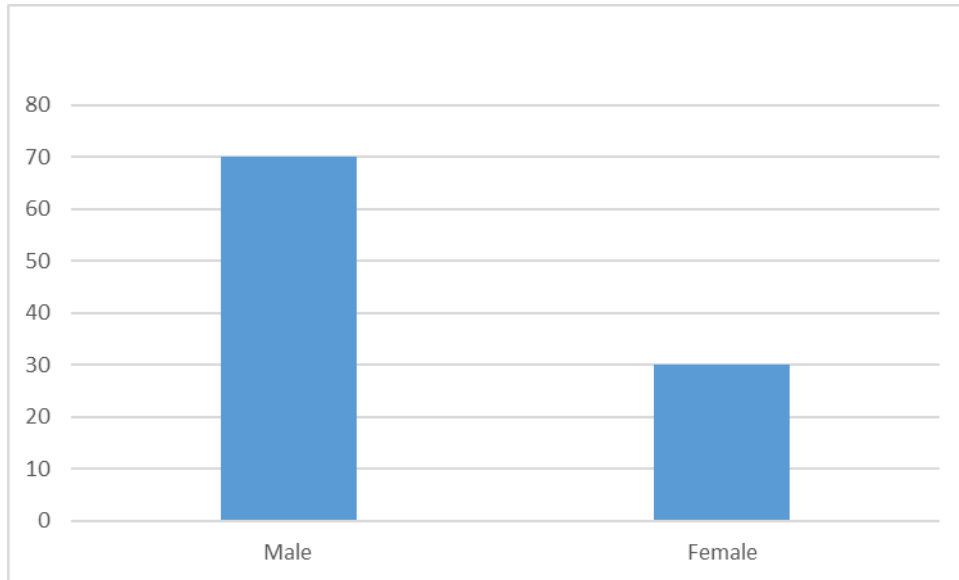
4.1 Introduction

This chapter highlight the results as acquired from the data analysis done. 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 Ghana Investment Fund for Electronic Communication (GIFEC). The results have been presented in a sequential order.

4.2 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 GIFEC. The results have been presented below.

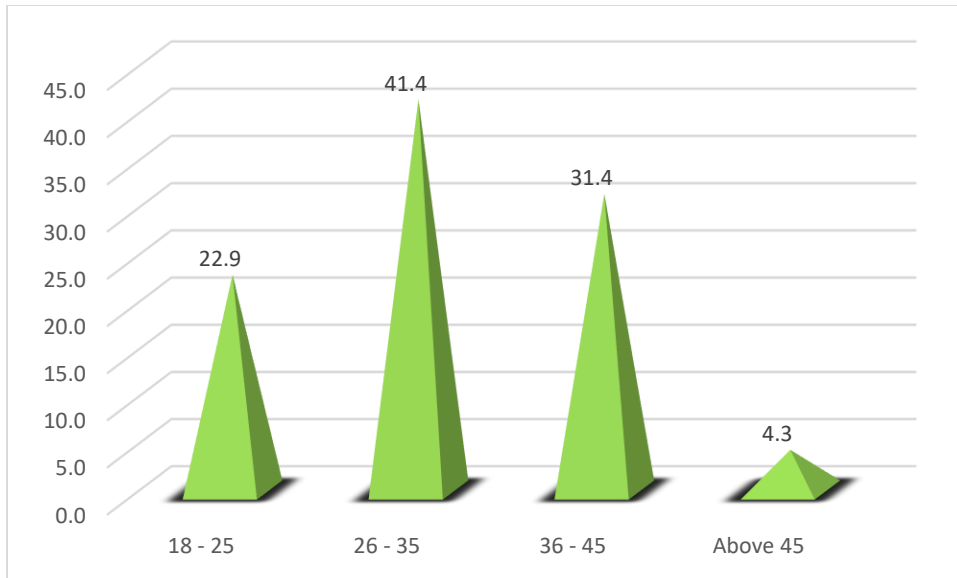
Figure 1: Sex of Respondents



Source: Field Survey, 2021

Figure 1 showcases results on the sex of the 70 respondents selected for the study. 70% of the respondents were males and the remaining 30% were females. It can be concluded that the study involved both males and females however an overwhelming majority of the respondents were males.

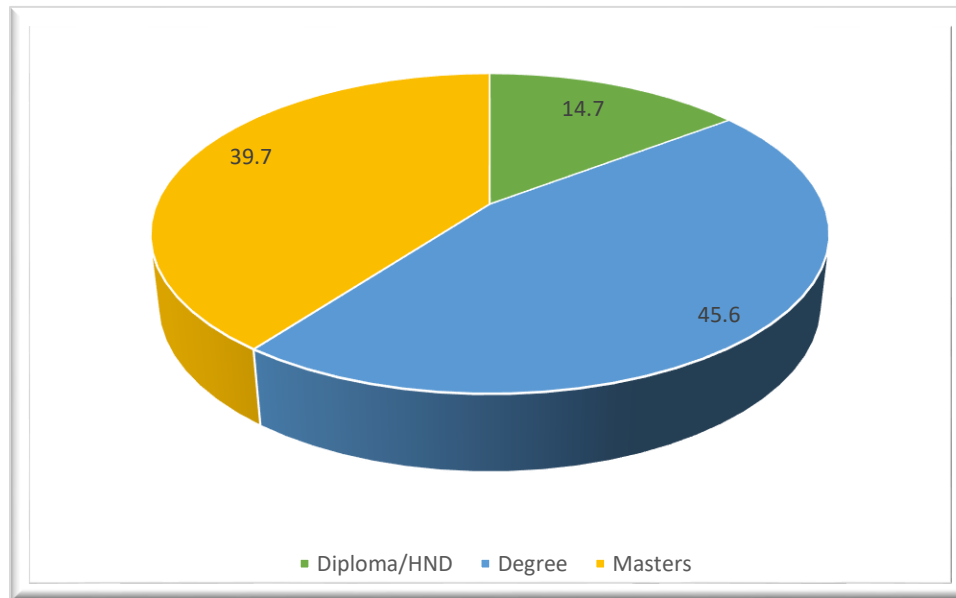
Figure 2: Age of Respondents



Source: Field Survey, 2021

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 31.43% 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.

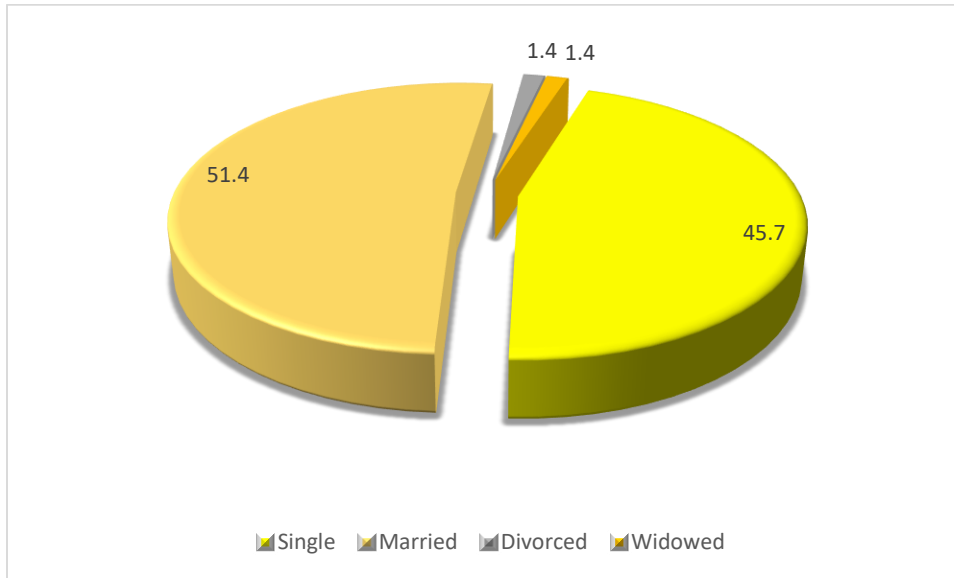
Figure 3: Education of Respondents



Source: Field Survey, 2021

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 GIFEC employs people who are highly educated and also equipped with skills.

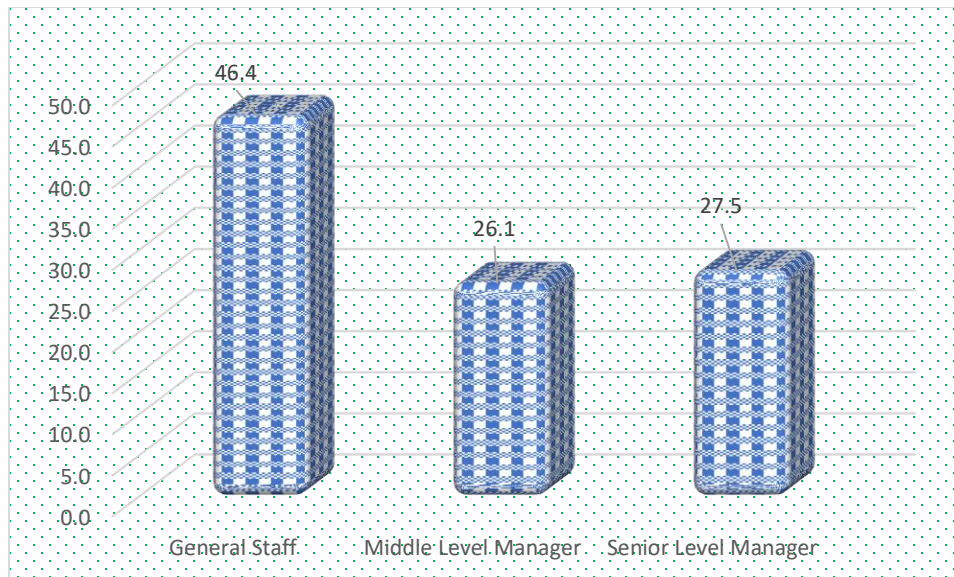
Figure 4: Marital Status of Respondents



Source: Field Survey, 2021

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.

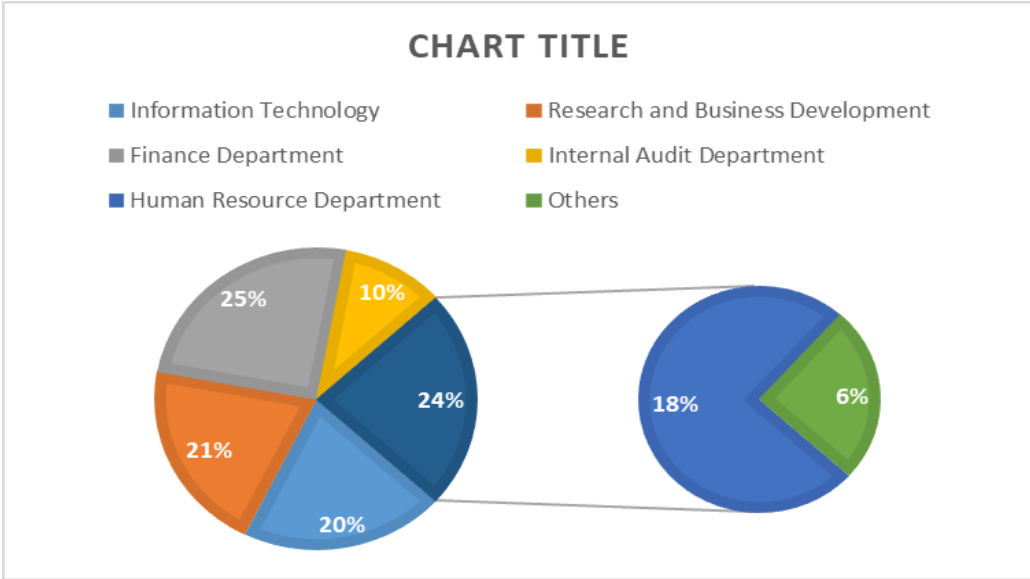
Figure 5: Position of Respondents



Source: Field Survey, 2021

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. The study focused on both employees who have positions and those who do not have leadership positions in GIFEC. This helped in getting diverse views from both superiors and subordinates. Moreover, respondents who have managerial positions were more than respondents with no position by a little percentage.

Figure 6: Department of Respondents

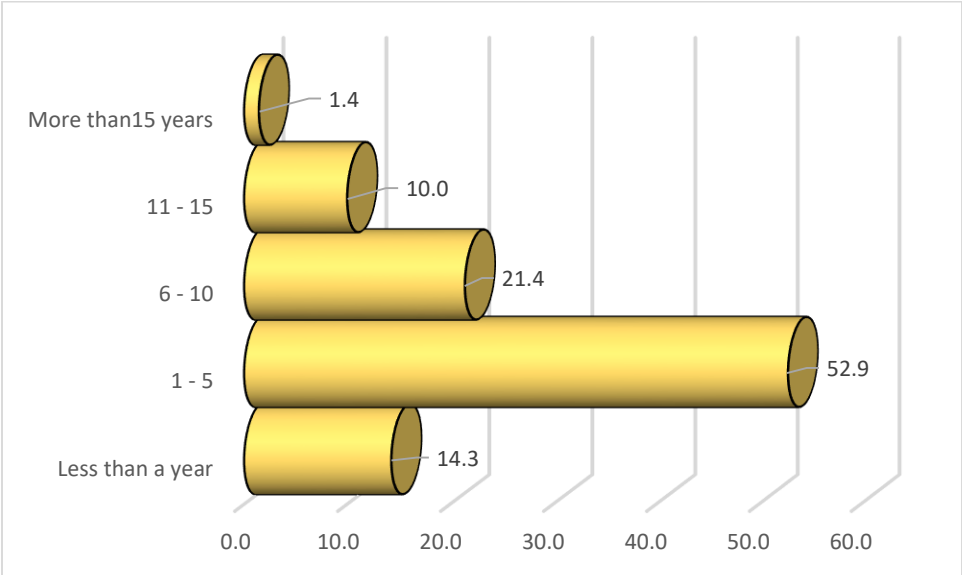


Source: Field Survey, 2021

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 GIFEC 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 GIFEC



Source: Field Survey, 2021

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

worked with GIFEC 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 Ghana Investment Fund for Electronic National Communications

Table 1: Use of Facebook by Respondents

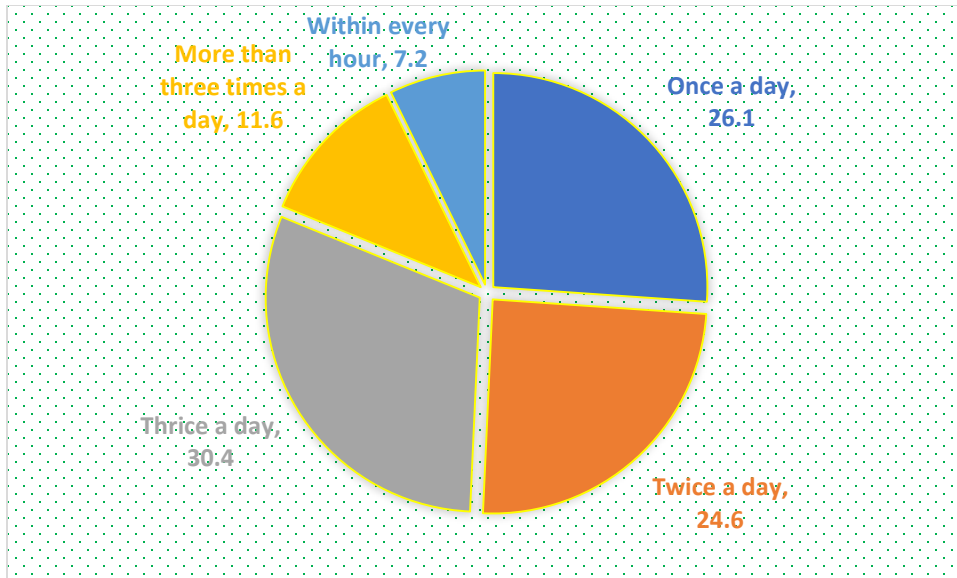
	Responses		Percent of Cases
	N	Percent	
Promoting the brand and activities of GIFEC	31	22.3%	45.6%
Chatting with friends and family	36	25.9%	52.9%
Uploading of personal photos and videos	25	18.0%	36.8%
Seeking for a new job	6	4.3%	8.8%
Interacting with workers in other companies	19	13.7%	27.9%
Chatting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

Source: Field Survey, 2021

The first objective of the study was to determine what employees of GIFEC use Facebook for during work hours and Table 4.1 presents results on that. The use of Facebook by employees of GIFEC ranges from promoting the brand and activities of GIFEC to chatting and sharing ideas with employees of GIFEC. 22.3% of the responses were accorded to promoting the brand and activities of GIFEC, 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 GIFEC use Facebook for promoting the brand and activities of GIFEC, 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 GIFEC to conclude the employees of GIFEC use Facebook for personal and organizational gains.

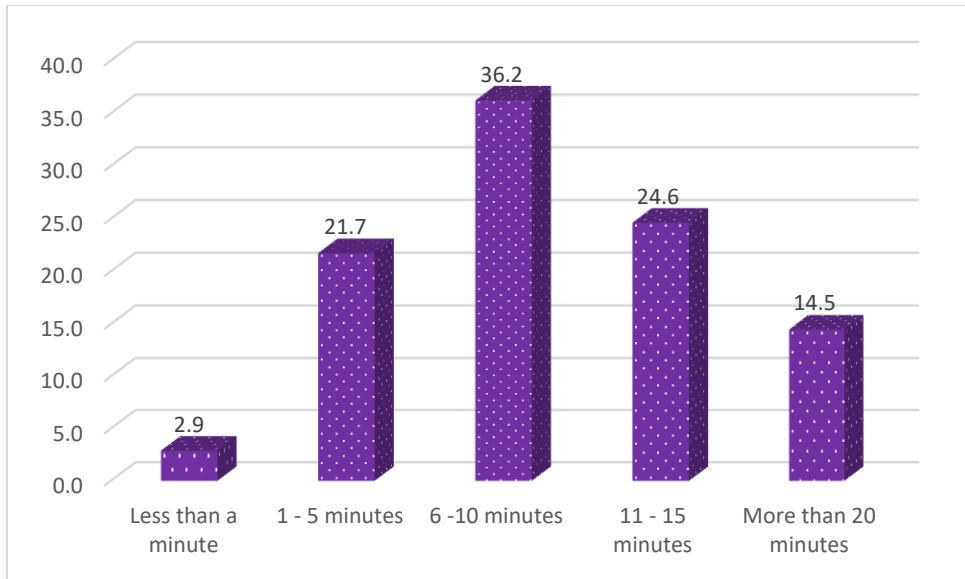
Figure 8: Number of times Employees of GIFEC Use Facebook



Source: Field Survey, 2021

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. GIFEC 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.

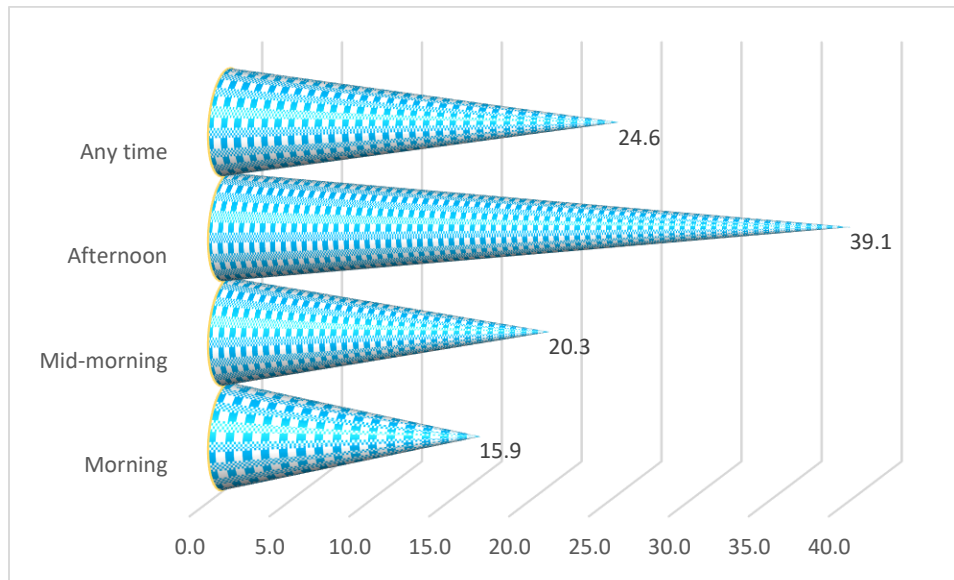
Figure 9: Minutes Respondents Spend on Facebook



Source: Field Survey, 2021

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 GIFEC 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.

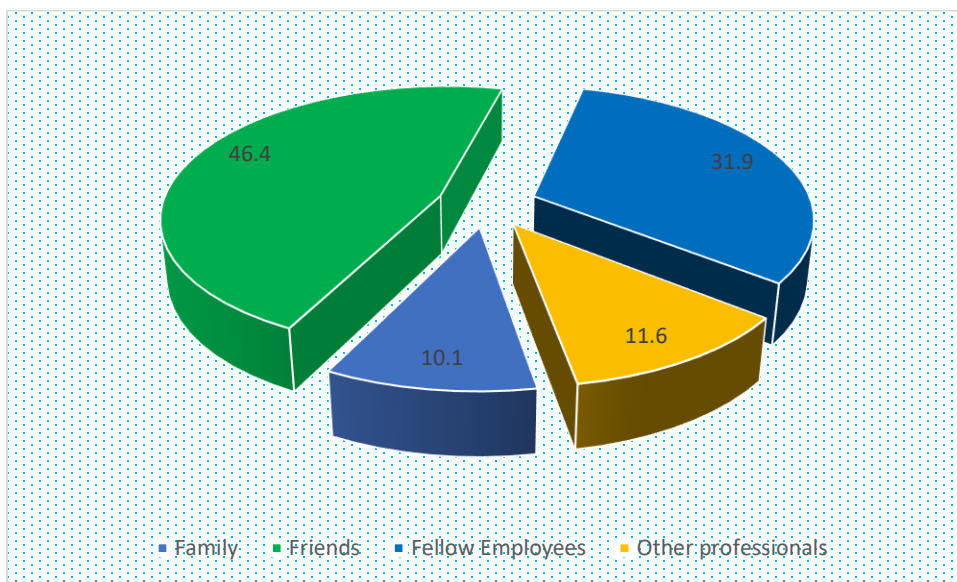
Figure 10: Time of the Day Respondents Access Facebook



Source: Field Survey, 2021

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 GIFEC 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 generally access Facebook in the afternoons.

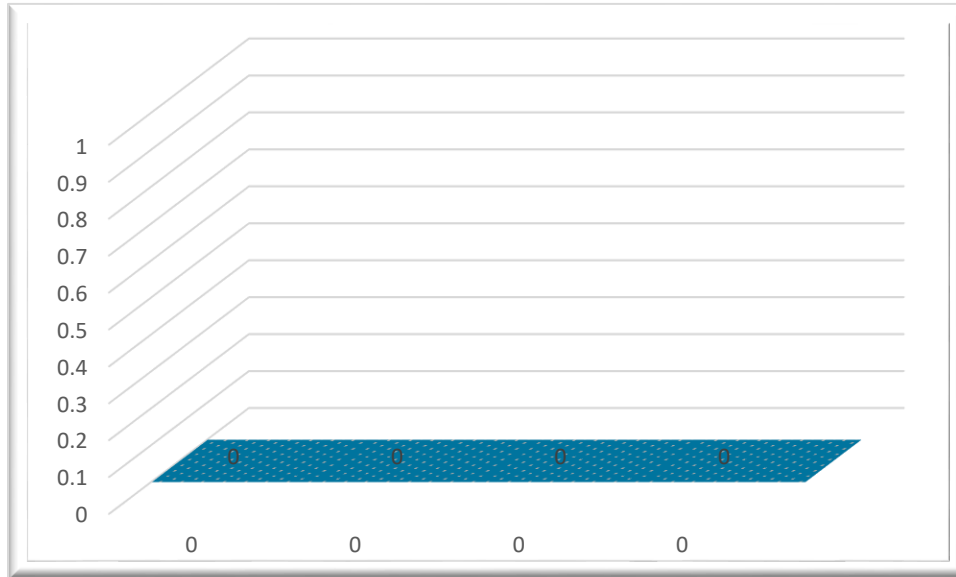
Figure 11: People Respondents Interact with the Most on Facebook



Source: Field Survey, 2021

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 gains interacts mostly with their friends.

Figure 12: Devices Respondents Use to Access Facebook



Source: Field Survey, 2021

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 and faster ways of doing work and contacting clients.	68	2.54	1.177	6 th
Social media use at work allows you to perform tasks more efficiently.	70	2.73	1.115	5 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
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Source: Field Survey, 2021

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 ($m = 2.54$, $SD = 1.177$). The respondents also disagreed social media use at work allows them to perform tasks more efficiently ($m = 2.73$, $SD = 1.115$). 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 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 work 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, 2021

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 GIFEC 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, 2021

Table 4 displays results on employee job satisfaction with four statements. The respondents disagreed that taking part in GIFEC’s social media allows them to feel positive and great about working at GIFEC ($m = 2.83$, $SD = 1.043$). 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 GIFEC 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 wherever I am.	68	2.43	1.238	2 nd

Source: Field Survey, 2021

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 GIFEC 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 GIFEC (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, 2021

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 GIFEC

Table 7: Descriptive of Social Media Breaks

STATEMENTS	N	Mean	Std. Deviation
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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 GIFEC are given flexible work environments that allow them to switch simultaneously between work and social media.	68	3.06	1.157
Employees at GIFEC are allocated a few hours per day to use social media.	68	1.96	1.099

Source: Field Survey, 2021

The study sought to assess the business strategies GIFEC 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 GIFEC 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 GIFEC 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
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There is a social media policy that employees at GIFEC know about and embrace it.	67	3.75	1.975
There is a dedicated social media team at GIFEC that guides employees on social media.	67	2.97	1.243
Employees at GIFEC are limited to what they can access on social media.	65	2.94	1.619

Source: Field Survey, 2021

With respect to social media teams and policies, there were uncertainties as to whether there is a social media policy that the employees know about hence embrace it ($m = 3.75$, $SD = 0.975$). The respondents disagreed that there is a dedicated social media team at GIFEC that guides employees on social media ($m = 2.97$, $SD = 1.243$). Moreover, majority of the respondents disagreed that employees at GIFEC 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 GIFEC help each other, thus if any data leaks out, a fellow employee covers or deletes it.	65	3.54	1.393

At GIFEC, 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 GIFEC 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, 2021

From Table 9, majority of the respondents were uncertain whether employees at GIFEC 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 GIFEC's social media network ($m = 3.52$, $SD = 1.133$). Moreover, the respondents did not agree nor disagree whether employer to employee relationships at GIFEC are great due to sharing on social media ($m = 3.31$, $SD = 1.351$). The study revealed that management of GIFEC does not seek the opinions of employees before launching new social media platforms or posts ($m = 2.61$, $SD = 1.180$).

Table 10: Description of Employee Training

STATEMENTS	N	Mean	Std. Deviation
Employees at GIFEC are aware of the policies on social media.	65	3.80	.939

Employees at GIFEC have the right online behavior.	65	3.34	1.108
Employees at GIFEC are trained and given the best skills to use social media.	65	3.15	1.361

Source: Field Survey, 2021

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 ($m = 3.15$, $SD = 1.361$).

4.6 Discussion of Major Findings

The first objective of the study was to ascertain what employees of GIFEC use Facebook for during work hours. The study revealed that employees of GIFEC 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 GIFEC, 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 GIFEC use Facebook to promote the brand and activities of GIFEC agrees with the position held by Chapman & Cutler (2014). According to Chapman & Cutler (2014), organizations resort to social media is 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 focused on the extent to which employees use Facebook during work hours. 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 7 – 10 minutes whenever they log onto Facebook. The respondents access Facebook any time they deem appropriate. This clearly shows GIFEC 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 GIFEC. 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 GIFEC.

The study further revealed that the social media use at GIFEC 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 GIFEC. 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 GIFEC. 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 GIFEC or work.

Moreover, the study further revealed that the employees are not committed to the GIFEC just because of the use of social media at work. The employees do not get more committed to GIFEC 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 GIFEC. 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 assess the business strategies GIFEC utilizes in dealing with risks associated with the use of social media. The study revealed that employees at GIFEC are not allocated a few hours per day to use social media. Moreover, GIFEC 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 GIFEC do not seek the opinions of employees before launching new social media platforms or posts.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 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 were discussed as well as recommendations for future studies.

5.2 Summary of the Study

The study focused on exploring social media and its impact on employee productivity at Ghana Investment Fund for Electronic Communications (GIFEC). The social networking site used for the study was Facebook. Specifically, the study focused on what the employees of GIFEC use Facebook for during work hours, the extent to which they use Facebook during work hours and business strategies GIFEC 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 selected on 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 use Facebook to promote the brand and activities of GIFEC, 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 7 – 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 GIFEC to perform task more efficiently. The use of social media at work does not increase variety and diversification in terms of tasks at GIFEC. 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 GIFEC. 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 GIFEC does not give its employees social media breaks. GIFEC does not have social media policies and teams that guide employees on social media usage. At GIFEC, there is no form of team building as well as training of employees on the use of social media.

5.3 Conclusion

The Internet has become prominent 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 GIFEC use Facebook for both personal and organizational activities. They use Facebook to promote the brand and activities of GIFEC, 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 is no form of social media restrictions

at GIFEC. 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 GIFEC. Moreover, the use of social media comes with a litany of risks however management of GIFEC have not mapped up business strategies to deal with these risks. GIFEC 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 GIFEC in the long run.

5.4 Recommendations

1. The study brought to light that GIFEC 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.
- 2.
3. Management of GIFEC 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. GIFEC 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.

5.5 Limitations of the Study

1. The study was limited to Ghana Investment Fund for Electronic Communication hence the findings cannot be generalized.

2. Due to time constraints, the questionnaires were not pre-tested to determine its reliability values.
3. The research approach used for the study was solely quantitative. Complementing the quantitative approach with qualitative approach would have helped in getting detailed information from the respondents.

5.6 Areas for Further Studies

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

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APPENDIX

Questionnaire

I am a graduate student at Ghana Institute of Journalism of Graduate Studies and Research (SoGSar) pursuing a Master's degree in Development Communication. I am conducting research on the topic *“The impact of Social Media on Employees’ Productivity: A Case Study of the Use of Facebook at Ghana Investment Fund for Electronic Communications, Accra”*. The information you provide will be confidential and at no point will it be used for any other purpose other than for this study. Your assistance will be highly appreciated.

SECTION A: BIO DATA OF RESPONDENTS

1. Gender a) Male [] b) Female []
2. Age a) 18 – 25 [] b) 26 – 35 [] c) 36 – 45 [] d) Above 45 []
3. Highest Level of Education
a) SSCE/WASSCE [] b) Diploma/HND [] c) Degree [] d) Masters []
e) Other (please specify)
4. Marital Status a) Single [] b) Married [] c) Divorced [] d) Widowed []
5. What is your position at Ghana Investment Fund for Electronic Communications (GIFEC)?
a) General Staff [] b) Middle Level Manager [] c) Senior Level Manager []
6. Which department do you belong to?
a) Research and Business Development Department [] b) Finance Department []
c) Internal Audit Department [] d) Human Resource Department [] e)
Information Technology Department [] f) Other (please
specify).....
7. How long have you worked with Ghana Investment Fund for Electronic Communications (GIFEC)?
a) Less than 1 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 GHANA INVESTMENT
FUND FOR ELECTRONIC COMMUNICATIONS (GIFEC)**

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

Promoting the brand and activities of GIFEC	<input type="checkbox"/>
Chatting with friends and family	<input type="checkbox"/>
Uploading of personal photos and videos	<input type="checkbox"/>
Seeking for a new job	<input type="checkbox"/>
Interacting with workers in other companies	<input type="checkbox"/>
Chatting and sharing ideas with employees of GIFEC	<input type="checkbox"/>

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) Other (please specify)

SECTION C: IMPACT OF SOCIAL MEDIA ON EMPLOYEE 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 and 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 work when I use social media during working hours.					
21.	My interactions with fellow employees or others on social media during work hours 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
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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 to engage in social media wherever I am					

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 GIFEC are allocated a few hours per day to use social media.					
37.	Employees at GIFEC 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.	There is a social media policy that employees at GIFEC know about and embrace it.					
40.	There is a dedicated social media team at GIFEC that guides employees on social media.					
41.	Employees at GIFEC 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 GIFEC, there is a clear procedure on how different departments can contribute to the organization's social media network.					

44.	Employees at GIFEC help each other, thus if any data leaks out, a fellow employee covers or deletes it.					
45.	Employer to employee relationships at GIFEC are great due to sharing on social media.					

d) Employee Training

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

