

**EFFECT OF SOCIAL MEDIA USAGE ON EMPLOYEE PERFORMANCE AT
HIGHER EDUCATION LOANS BOARD, KENYA**

**RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF
BUSINESS ADMINISTRATION, FACULTY OF BUSINESS AND
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DECLARATION

This research project is my original work and has not been presented for a degree in any other university or for any other award.



Signature:

Date: 20/11/2022

Sarah Kerubo Omweri

D61/12455/2018

SUPERVISOR

This research project has been submitted for presentation with my approval as university supervisor.



Signature:

Date: 20/11/2022

Prof. Peter K'Obonyo

Department of Business Administration

Faculty of Business and Management Sciences

University of Nairobi

DEDICATION

I dedicate this project to my mother Peninah Kwamboka, Husband Amos Mokaya, Daughters Tiffany and Terrill for their invaluable support, encouragement, love and prayer which saw me through the entire course.

ACKNOWLEDGEMENT

I am sincerely grateful to God for graciously granting me good health and the opportunity to complete this course and undertake this research paper. Special thanks to Prof. Peter K'Obonyo, who closely guided me throughout my research project and made this project a success.

Finally, I would like to thank my family and friends for their support on my academic journey.

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LIST OF ABBREVIATIONS AND ACRONYMS

HELB	-	Higher Education Loans Board
SM	-	Social Media
EP	-	Employ Performance
HR	-	Human Resource
IT	-	Information Technology
ICT	-	Information Communication Technology
SPSS	-	Statistical Package for Social Sciences

ABSTRACT

The study examined the effects of social media usage on employee performance at higher education loan board. The study adopted the descriptive research design. The population of the study included all the employees of HELB countrywide (285). The sample for this study was 57. The questionnaire was administered online via google forms. The study used descriptive and inferential statistics including means, frequencies and association and correlation with aid of SPSS. The study also used reliability test to ascertain that the instrument used are reliable. The study found that there was no association between most of the social media use aspects in this study and the employees' performance. The employees agreed with the use of social media to post work related content to customers or share their expertise in specific areas. However, they disagreed with the use of social media to organize their work files or sharing information on organization policies and objectives. They also agreed that they use social media to like follow and share content posted by others, take a break from work, make friend within the organization and organize events with co-workers. The findings showed a strong association between better performance and using social media to break from work, make friend and organizing events with co-workers. The study concluded that the effects of social media on HELB employees' performance is significant in terms of time they spent on social media handling work or socio-related activities. The study recorded a positive effect of social media in the performance of the HELB employees. But with a relatively high percentage of respondents who were neutral-did not know or want to agree ,disagree with any of the study statements. It thus recommends that HELB should conduct social media awareness to its employees as many of them are already spending significant amount of time on SM during working hours but are neutral about SM effects to their performance. Key words: Social Media, Employee performance, Facebook and Twitter.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Social media has remained a critical resource for modern organisations since the first social site, six degree.com, was developed in 1997. Social media (SM) involves using various platforms that enable users to actively produce and share content on the social Web (Chen & Wei, 2019). The emergence of social media has transformed human resources worldwide, as the number of internet applications and users has continued to rise over the years (Kluemper, Mitra & Wang, 2016). However, using social media in the workplace can benefit or harm employee performance (Cui et al., 2019). Huang and Liu (2017) state that employee performance is a dimension of HR that is greatly affected by social media usage in organisations. Employee performance (EP) is the work achievement of an individual after the required effort has been exerted within a specified period (Karakas, 2010).

The media dependence theory and the job demand and resource (JD-R) theory are some of the theories that can examine the impact of social media usage on EP. The media dependence theory highlights the importance of employees using social media by arguing that the more individuals rely on a certain media to fulfil their needs, the more significant it becomes to the person (Wainner, 2018). On the other hand, the JD-R theory examines how work-based outcomes like employee performance can be enhanced in the context of job demands and resources (Bakker & Demerouti, 2018). With approximately 41% of employees globally using social media in the office (Digital Report, 2021), it is obvious that employees rely on the media to deal with their job demands. Therefore, with social media becoming the most pervasive technology affecting workers' performance, the two theories facilitate a clearer understating of social media's impact on worker performance.

The higher education loans board in Kenya is one of the public organisations in the country that relies on the performance of its workforce for optimum productivity. The main role of HELB is to disburse loans to Kenyan students pursuing higher education (HELB, 2021). Like employees in other organisations worldwide (Digital Report, 2021), HELB's

workforce, as pointed out by Mutethia (2016), relies on social media as it executes its duties. Therefore, the higher education loans board workforce provides an appropriate context for investigating how the usage of social media affects the performance of workers.

1.1.1 Social Media Usage

Social Media is a digital service that enables individuals with real-life relations or similar backgrounds, activities, interests, or real-life connections to develop social networks online (Bolton et al., 2013). Through social media, Valentini (2015) states that internet users generate, exchange, or consume content that is created and shared by others. However, despite individuals devoting approximately 27% of their online time to social media (Tatham, 2013), the exact impact of Social Media usage on worker performance remains debatable.

Chen and Wei (2019) state that the social media usage in organisations is often classified into two: work-based and social-oriented aspects. Work-based use of social media entails using the media for work reasons, including sharing office-based content, reading work-linked posts, communicating, and setting up work-related meetings with colleagues and sharing information on the objectives, procedures, and policies of an organisation (Chen & Wei, 2019). Social-oriented social media use, on the other hand, involves using the media to develop and maintain non-work connections. Though employees can access social media through corporate/internal or public/popular/external social networking platforms, public sites like Facebook and Twitter are the main sites used in most developing countries. Resultantly, public social media is the main platform used for social and work-oriented social media use during office hours.

Zhang et al. (2019) state that classifying social media usage into these two aspects is critical because they are distinct yet inseparable. Employees use these platforms for work and social reasons, including gathering information, communicating with existing customers and reaching out to new customers (Landers & Callan, 2014). Other uses include intra-office communication, relaxation and leisure, participation in the digital work community, managing the organisation's reputation and using social media as a technical solution.

However, through social media, employees can also undertake time theft, disparage others, perform dissocial medially because of multitasking and represent their organisation poorly. Therefore, examining the two social media usage dimensions and the ensuing outcome in the office is essential for HR managers.

1.1.2 Employee Performance

Employees' performance is defined and measured by the amount of work an employee does within a specified period (Warner, 2012). It is the output that workers exert in a given task and is measured using various metrics, including quality and quantity of work, cooperation, dependability and initiative (Iis, Yunus, Adam & Sofyan, 2018), among others. Quantity of work entails the amount of work an employee does within a specified time. In contrast, the quality of work involves a degree of output quality that the employee produces and thus meets the intended purpose. Cooperation is a worker's willingness to collaborate within an organisation, whereas dependability is the worker's trustworthiness and awareness regarding attendance and completion of work. Generally, maximising workers' performance is a key issue in most organisations. Identifying and implementing operative ways to optimise performance is the main goal of every organisation, particularly in the present digital age.

Despite workers' performance being linked to their output per hour, statistics show that the productivity of workers per day is approximately three hours (Bellet, De Neve & Ward, 2019). However, workers waste around 759 hours annually because of workplace distractions. Because of the double-edged sword nature of using social media, some firms have been sceptical concerning workers wasting much time online during office hours and thus developed measures to control or prevent social media usage in the office (Ng et al., 2016; Cao & Yu, 2019). However, with the ongoing social media development, organisations must use the technology to meet daily work needs like daily communication, transferring files and sending notifications (Osch & Steinfield, 2018). Despite unrelenting arguments over the impact of social media on the performance of employee, the success of organisations in all sectors, including HELB, is still determined by the performance of workers who cannot work without social media in the current business environment.

1.1.3 The Higher Education Loans Board

HELB, Kenya, is the only public organisation established to finance higher education in Kenya. Based on HELB (2014), the corporation was established in 1995 by the country's parliament through the HELB Act Cap 213A. Some of the responsibilities of HELB include soliciting funds, disbursing bursaries and loans to needy Kenya students in the higher education sector, recovering all unpaid university loans given to students in the country since 1974 and creating a sustainable and viable revolving fund (HELB, 2021). To successfully fulfil its mandate in the context of a rapidly evolving technological landscape characterised by extensive social media usage, HELB must determine how to enhance the performance of employees.

HELB serves different stakeholders, including the perpetually youthful customer base of more than 650,000 clients (HELB, 2021). The stakeholders also include 285 employees located in the headquarters in Nairobi and across the 24 branches that operate through Huduma service centres. To enhance service delivery and optimise its human resource, HELB is leveraging various digital technologies, including an online portal for employees and students. In addition, Muthethia (2016) states that HELB is one of the public corporations that has embraced social media in the country. As outlined in the 2013-2018 strategic plan, the institution has been leveraging two social media platforms: Facebook and Twitter (HELB, 2014). However, with the employee base of the institution rising from 120 to the current 285 (HELB, 2021) and with a youth tech-savvy customer base of over 650,000 people, the impact of social media usage on workers' performance in the loan corporation is still not clear. Resultantly, the research will establish the impact of social media usage on employees' performance at HELB, Kenya.

1.2 Research Problem

Work and social-oriented uses characterise social media usage in organisations. Because of the ongoing dual social media usage, Song et al. (2019) state that organisations should commit all their resources, capabilities and energies to understanding the combined effect of social media usage on worker performance. Moreover, with firms investing approximately \$3.7 trillion on information technology (IT) investments in 2018 alone (Gartner, 2018) and with about 41% of employees worldwide admitting that they use social media for work purposes (Digital Report, 2021), Chen et al. (2017) argue that it is more important for firms to determine how they use IT (social media) initiatives and resources than the size of funds they invest in the same technology.

The higher education loans board, as outlined in its fourth pillar of the 2013-2018 strategic plan (HELB, 2014), enhances human resources through various initiatives, including the adoption of ICT. While examining the impact of social media use in institutions of higher education, Mutethia (2016) states that HELB, Kenya, formally embraces Twitter and Facebook. In the research, Mutethia (2016) examined Twitter and Facebook usage in internal communication in HELB. However, there is no single study examining the effect of social media usage on EP at HELB, Kenya.

Various scholars, including Heymann, Fischer-Preßler and Fischbach (2020), Etim, Uzonna and Worgu (2018) and Weru (2016), among others, have endeavoured to examine how social media usage affects workers' performance. These studies have mainly been done in the profit-oriented organisation where workers are required to meet certain financial targets for shareholders. Nonetheless, there is a need to also undertake research in not-for-profit organisations. Therefore, the study seeks to evaluate the effect of social media use on EP in HELB, Kenya. To fill the knowledge gap that exists, this study sought to answer the question: what is the effect of social media usage on the performance of employees in the Higher Education Loans Board?

1.3 Objective of the Study

The objective of this study was to determine the effect of social media usage on employee performance at HELB, Kenya.

1.4 Value of the Study

The study was significant in three ways: theory development, policy formulation and identifying the best practices for using social media the office.

In terms of theory development, the empirical findings provided in the study will expand the existing social media usage and workers' performance literature or provide new trajectories on the subject. Such knowledge is vital to scholars pursuing research on social media use and Employee Performance.

On policy formulation, the relevant results of the study were to enable HR practitioners to determine how social media ought to be used by organisations in the public and private sectors. In particular, the findings suggested the necessary action plans that human resource managers can use to provide a cutting-edge blueprint for proper use of social media in the office.

In terms of practice, the pertinent outcome of the research is to be used in suggesting the best practices of HR that can be used to direct social media usage in the workplace. Developing such practices will increase the limited contemporary practices of HR and thus enable practitioners to meet the constantly rising demands of tech-savvy employees and clients. In addition, the study's findings can be used to validate existing relationships between usage of social media and HR practices like work engagement.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

2.2 Theoretical Foundation

This section focused on the literature used in the study. The first section focused on the theoretical foundation, and the second dealt with the empirical review of social media use and employee performance.

2.2.1 The Media Dependence Theory

The media dependence theory (MDT) was developed in 1976 by Sandra Ball-Rokeach and Melvin DeFleur. The theory holds that media, and their audiences ought to be studied in the context of wider social systems. The MDT combines mass media, individuals, and social systems into a combined illustration of media effects that extend to various facets of life, including the performance of employees in organisations. The theory contends that an individual's dependency on any media is determined by the media's ability to fulfil the individual's needs. Nonetheless, as individuals seek to meet their needs, an association between the media and the audience arises, and thus the three depend on each other.

The MDT identifies three distinct media needs that align with social media usage: social utility, surveillance, and the need for escape (Wainner, 2018). The three needs align with work-related and social-oriented social media use in the office. Surveillance focuses on the need for individuals to understand their environment both inside and outside the organisation. For instance, employees can gather information applicable to issues emerging in the workplace, including obtaining data linked to the work environment through tutorials and getting information on how to solve a particular work problem (Landers & Callan, 2014). Employees can also undertake surveillance through intra-office communication and online work communities. Participation in the online work community involves workers

engaging with an organisation's official social media site (Facebook/Twitter) or networking with co-workers and clients through official social media platforms.

The second need focuses on social utility, where social media is used for efficient and significant purposes within a given social world, such as an organisation (Wainner, 2018). The social world of the employee is the organisation, which according to Assensoh-Kodua (2019), mainly relies on workers who are regarded as the most significant assets of any company because they are capable of creating value and enabling companies to have a sustainable competitive advantage. For instance, by using social media to communicate with existing customers, workers increase the organisation's value by strengthening existing relationships with customers and colleagues. The social utility need also involves new client outreach, which entails using social media to identify or initiate new relationships with clients, with employees capitalising on pre-existing social relationships such as family and friends to establish new relationships.

As outlined in the media dependence theory, the third need entails the need for an escape or the desire to move away from the social environment when one feels overwhelmed (Wainner, 2018). This need is aligned with the social-oriented office-based social media use, where employees can escape the work environment by using social media for activities unrelated to the assigned tasks. For instance, the platforms can be used for relaxation and leisure, increasing the workers' positive outlook and mental clarity and thus allowing them to be more effective (Landers & Callan, 2014). However, the escape need can result in detrimental effects such as time theft, mainly linked to cyberloafing, where employees use social media during working hours for non-official activities and thus stop working. Therefore, based on the media dependence theory, work-oriented and social-related social media use can affect employee performance positively or negatively and thus create or reduce value for organisations.

2.2.2 The Job Demand and Resource Theory

The Job Demand and Resource (JD-R) theory, developed by Demerouti et al. (2001), is applied in organisational settings and seeks to determine how to enhance various work-

based outcomes like worker and job performance by boosting productivity, team cohesion and enabling workers to attain set targets. The theory was developed by elevating the implications of the resources and demands of a job. The theory assumes that each job has special dynamics that affect the working conditions and the mental and physical well-being of employees, which are linked to the demands and resources of the occupation (Bakker & Demerouti, 2018).

Job demands are the organisational, social, psychological, or physical dimensions of a job that must be sustained through psychological and physical skills or effort and, thus, are linked with certain costs (Schaufeli & Bakker, 2004). Job resources according to Demerouti et al. (2001) involve the organisational, social, psychological, or physical dimensions of an occupation that are useful in attaining work goals, minimising the demands of a job and the related physiological and psychological costs, or stimulating learning as well as personal development and growth.

The demands and resources of a job relate to employee performance in various ways. First, job demands can impair the health of workers and thus affect their performance. For example, excessive working hours or demands, including working without breaks, can result in burnout and health impairment. Conversely, Bakker and Demerouti (2007) state that job resources facilitate worker motivation, promoting excellent performance and high work engagement. The JD-R theory also states that the demand and resource interactions is significant for job strain and motivation development. The theory generally holds that job resources may neutralise the effect of harmful components of employee performance emanating from job demands. In addition, Bakker and Demerouti (2007) state that the motivational impact of job resources is more conspicuous under high job demands.

Regarding social media usage in the workplace, Charoensukmongkol (2014) states that both resources and demands can affect workers' performance during working hours. Therefore, using social media for work may lead to job resources and demands, thus affecting the mental health of workers and their performance (van Zoonen, Verhoeven, & Vliegenthart, 2017). For instance, social media use in the office intensifies workers'

exhaustion by raising job demands and escalate job engagement by stimulating job resources.

2.3 Social Media Usage and Employee Performance

Scholars have conducted several studies examining how the usage of social media affects workers' performance. Most of the results of these studies divide social media usage during official hours into two: work and social-oriented use. However, these studies fail to provide consistent findings on whether these two aspects of social media use during working hours are beneficial or detrimental to the performance of workers.

A qualitative study was conducted by Song et al. (2019) in a leading financial service company in China. The research investigated the impact of social media use on the team and workers' performance. The research findings show that social and work-oriented social media usage are complementary resources that enhance the performance of individual workers and team members. However, the study focused on two social media sites: DingTalk and WeChat, which are highly relevant in the workplace in China but not globally, thus limiting the study findings to these specific social media platforms and making the results less generalisable.

Wushe and Shenje (2019) conducted a study in Zimbabwe examining how the productivity of workers in the public sector is affected by social media usage. The research findings showed that using social media for social reasons in the workplace significantly decreases workers' productivity. However, though the study was conducted in the public sector, it focused on a few government departments in Harare and thus could not provide an outlook of all public departments in the country.

In Kenya, Nyamanya (2017) conducted research examining how social media usage affects EP at Rongo University. The findings show that social media use positively impacts employees' performance through attributes linked to collaboration and knowledge sharing. Despite examining the impact of social media on EP in institutions of higher learning, the study does not focus on other institutions in the education sector such as HELB or other sectors.

2.4 Summary of Literature and Gaps

The chapter has presented a literature review on the effects of social media usage on employee's performance. The review has highlighted the media dependency theory where both mass media is combined with individual and social systems to illustrate effects of social media in several facets, in this study, employee's performance. It identifies three most needs that aligns with social media usage: utility, surveillance and necessity to escape. The chapter has also presented a discussion on Job Demand and Resource theory where it assumes each job has its own dynamics that affects the employees. These may include demands like organization, social, Psychological and physical skills or efforts. The literature also discussed the social media usage and employee performance which deduced that social media affect performance. The discussion has highlighted a number of studies which have been done that confirms the effect of social media on performance. However, since social media in itself is dynamic and the result from one study doesn't rubberstamp result on all users, and since each work set up is unique, It was therefore imperative to conduct this specific study to determine if use of social media also affects the performance of HELB employees.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This section focused on the methodology that was used in the study. As such, the chapter identified the research design, study population, sample design, data collection and analysis methods used in the research.

3.2 Research Design

A research design, according to Bell and Bryman (2007) is the procedures researchers use to address the research goals and questions. Generally, there are three possible forms of research design: exploratory, descriptive, and explanatory. The study adopted the descriptive research design, which, according to Kothari and Garg (2014) entails the observation as well as the description of a subject's behaviour without influencing it.

The descriptive research design was appropriate for the study for two main reasons. First, as Erickson (2017) points out, the design enabled investigators to observe research variables in their natural settings without changing or manipulating them. Resultantly, the researcher was able to obtain high-quality and honest data on social media usage and worker performance in its natural settings. The design also helped to establish underlying patterns and prevailing conditions of the research object. As such, the non-invasive nature of the descriptive design enabled the investigator to critically observe each variable under investigation and conduct an in-depth analysis.

3.3 Study Population

A population, as outlined by Mugenda and Mugenda (2003) is all the objects, individuals and events with related qualities that fit a given description. The study's population consisted of all Kenya Higher Education Loans Board employees. HELB (2021) states that the corporation currently has 285 employees. As such, the study population included all 285 workers.

Instead of focusing on the entire population, the study identified a target population. This population involves objects or people a researcher uses to generalise a study's conclusion (Mugenda & Mugenda, 2003). Gay et al. (2006) state that an appropriate target population ought to include 10 to 30 percent of the total population. As such, the target population of the research was 20% of the population, which was therefore 57 employees of HELB, Kenya. - Part of sample design.

3.4 Sample Design

Ritchie, Lewis and Elam (2013) pointed out that it is not always feasible to engage every member of the population in research. Thus, only a subset or representative group can be included when conducting qualitative research. A sample, as defined by Robinson (2014), represents the whole population and, therefore, enables investigators to understand research phenomena irrespective of the fact that the whole group may not be involved in the research. Consequently, the researcher used sampling to identify a representative population participating in the research. In particular, since the study relied on the descriptive research design, the investigator employed purposive sampling.

In purposive sampling, a subset is chosen based on the knowledge that the investigator has on the study population (Barratt, Ferris & Lenton, 2015). As a result, respondents were selected based on the needs of the study. Etikan, Musa and Alkassim (2016) point out that purposive sampling entails numerous methods, including critical case sampling, extreme sampling and homogeneous sampling. Homogeneous sampling entails selecting a specific set of respondents (Etikan, Musa & Alkassim, 2016). As such, the research focused on homogeneous sampling by selecting members of the higher education loans board that have experienced the social media usage phenomenon in the organisation.

3.5 Data Collection

The collection of data involves a combination of information that is systematically observed, organized, recorded, defined and categorized to make it available for logical processing (Marshall & Rossocial mediaan, 2014). To effectively collect data on the effect of social media usage on Employee Performance, the research depended on primary

research. According to Bryman and Bell (2015), primary data is the collection of raw data specifically designed to address the research questions. Self-administered questionnaires that were developed by the researcher were used to collect data based on the research objectives. A questionnaire comprising three sections was used in the study. The questionnaire was divided into three sections: section one focused on the general/demographic information of the respondents, and section two focused on the independent variable, social media usage. The third section focused on the dependent variable, employee performance.

The items that measured each variable were developed from extant literature as shown in appendix A. The first part gave a brief introduction to the purpose of the study, and then the respondents provided their demographic characteristics, such as age, gender and education, and their enterprise-related characteristics, like the amount of time they spend on social media while in the office. The work-related social media questionnaire and social-related social media use questionnaire was developed based on Zhang, Ma, Xu and Xu (2019) and assessed the level of social media usage among workers in HELB. The employee performance questionnaire was developed based on Ahmead and Hamamadeh (2022). The questions had variables measured using the interval scales. For interval measures, a five-point Likert- scale (1- 'strongly agree' to 5- 'strongly disagree') was used to measure respondents' agreement with the concept under investigation. The questionnaires were shared to the sampled respondents and obtained after five days.

3.6 Data Analysis

Data Analysis entails the systematic application of logical and statistical methods to describe, illustrate, condense, recap, and evaluate data (Bryman, 2017). For example, through questionnaires, the study was expected to generate quantitative data. In turn, data analysis was conducted through descriptive and inferential statistics. Descriptive statistics describe a study's basic features and involves the use of means, frequencies, and standard deviation, among other measures (Stapor, 2020). In the study, the basic data features

visualised through descriptive statistics were presented in tables and charts and calculated using the mean, media and mode.

Inferential statistics help researchers to explain a situation or phenomenon. It involves several techniques, including regressions and correlation analysis. It enables investigators to make conclusions based on extrapolations and, thus, is distinct from descriptive statistics that only summarise the measured data (MacRae, 2019). The study relied on multiple regression analysis to establish the association between social media use (the independent variable) and EP (dependent variable). This relationship was established through the application of the following model:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + e \dots \dots \dots (i)$$

Where:

$$Y = EP$$

$$X_1 = \text{Work-based social media use}$$

$$X_2 = \text{Social-oriented social media use}$$

β_0 is a constant (the value of the dependent variable when all the independent variables are 0).

β_{1-4} is the regression coefficients or change induced by $X_1, X_2,$

e = error term

Quantitative data was analysed using SPSS software version 24.0.

3.7 Reliability and Validity Test

Reliability and validity are notions used to evaluate the quality of research. LoBiondo-Wood and Haber (2014) define reliability as the level to which researchers can obtain consistent results using an assessment tool. Reliability can be measured using various approaches, including across items and inter-rater reliability. Across items reliability

focuses on the internal consistency of data while inter-rater identifies data consistency across different investigators. The study focused on internal reliability, measured using Cronbach's alpha coefficient.

Validity, according to Csikszentmihalyi and Larson (2014), is the consistency or repeatability of data during research. Validity enhances the accuracy of data by ensuring that all the requirements of scientific research methods are met during research. Validity can be measured using various approaches, including content and criterion validity. Validity in the research was measured through content validity, which according to Kothari (2004), is the level to which a measure covers the construct of interest. Accordingly, the researcher included items that measure work-oriented and social-related social media use.

To measure reliability, the Cronbach Alpha (AC) was used, and the indicators for reliability must be greater than 0.70 for the tool to be accepted as reliable for data collection. To test the validity of the questionnaire, the Pearson product-moment correlation was calculated using SPSS. The validity test was done by correlating questionnaire items with the total score, with correlation scores less than 0.05 demonstrating validity (Reis Neto et al., 2019).

CHAPTER FOUR

DATA ANALYSIS, INTERPRETATION AND DISCUSSION

4.1 Introduction

The purpose of this study was to determine the effect of social media usage on employee performance at HELB, Kenya. The findings are presented in the sections of this chapter. The first section is on the general demographics of the study population. The second section is on the work-related social media use. Third is the social-oriented social media use. Forth the employees' performance and finally the cross tabulation and discussions on the effect of social media usage on employees' performance.

4.2 Data analysis and Interpretation

4.2.1 Response rate

Out of the sampled 57 HELB employees, all managed to respond to the online survey thus achieving a 100% response rate.

4.2.2 Gender of Respondents

The respondent gender distribution had more males at (53%) than females at (47%).

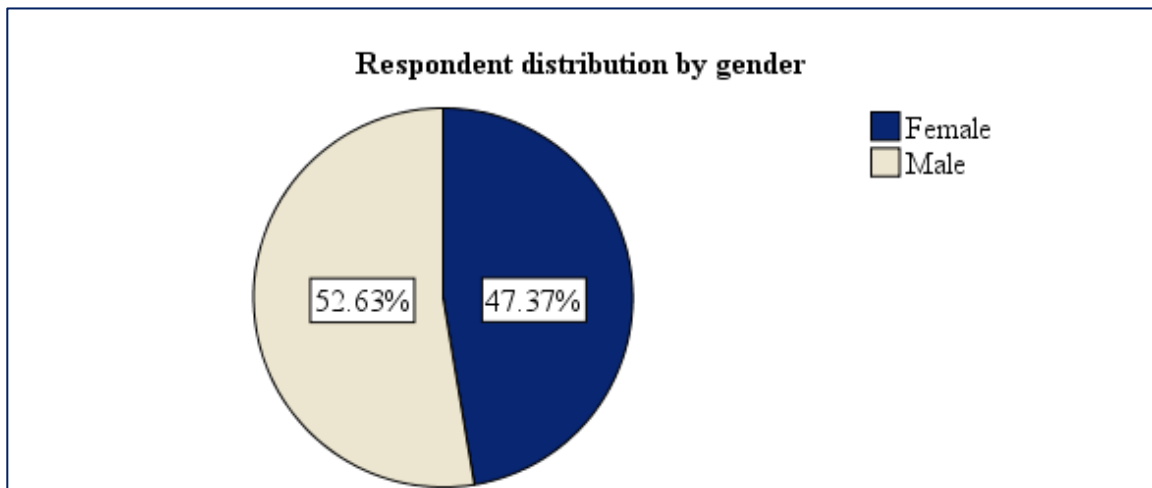


Figure 1: Respondent Distribution by gender

4.2.3 Age of Respondents

As shown in figure two below, majority of the respondents were in the age category of 30-39 years (68%). This was followed by the 20-29 years category at 18% and 40-49 years at 7%. The least was the 50 and above years' category at 7%.

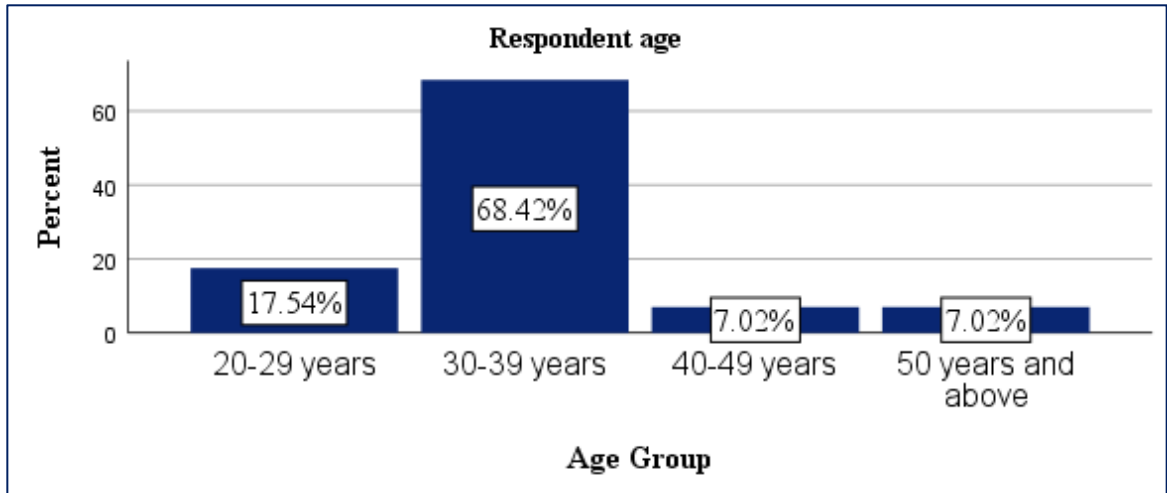


Figure 2: Respondent distribution by age

4.2.4 Distribution of Respondents by Education

The finding revealed that Bachelor's degree holders were the majority (54%), followed by Master's Degree holders at 39% and lastly Diploma certificate holders at 7%.

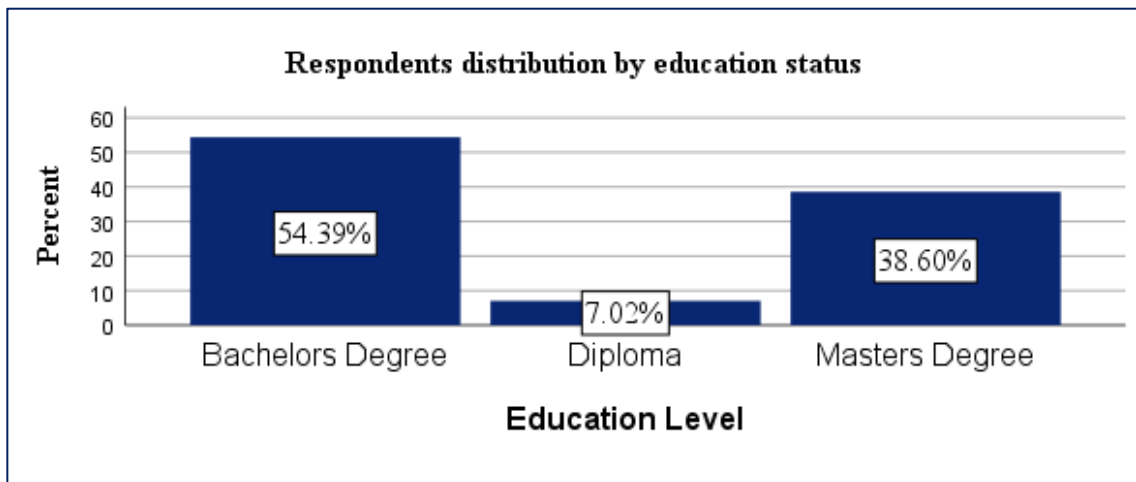


Figure 3: Respondent distribution by education status

4.2.5 Hours Respondent spend on Social Media (Facebook and Twitter)

The findings revealed that the majority of HELB employees spend below 2 hours a day (working hours) on social media; on Twitter 79%, on Facebook 72 and for both Twitter and Facebook 54%. Those who spend above four hours, but less than six hours were; on Twitter 18%, on Facebook 23% and for both Twitter and Facebook 39%. There were also a few employees who were spending more than 6 hours daily on social media-Twitter 4%, Facebook 5% and for those who use the two simultaneously 7%. See figure 4 below.

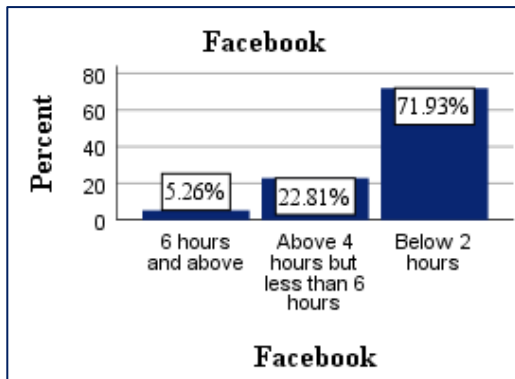


Figure 4: Hours respondent spend on Facebook

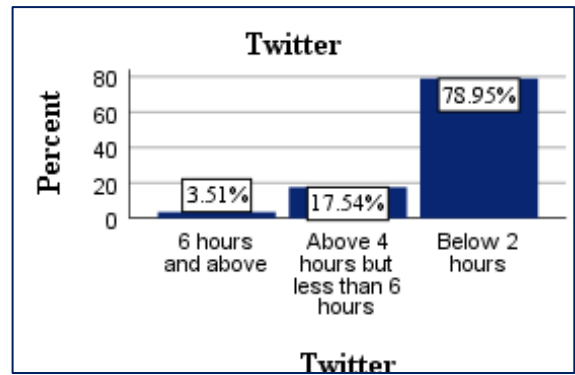


Figure 5: Hours respondent spend on Twitter

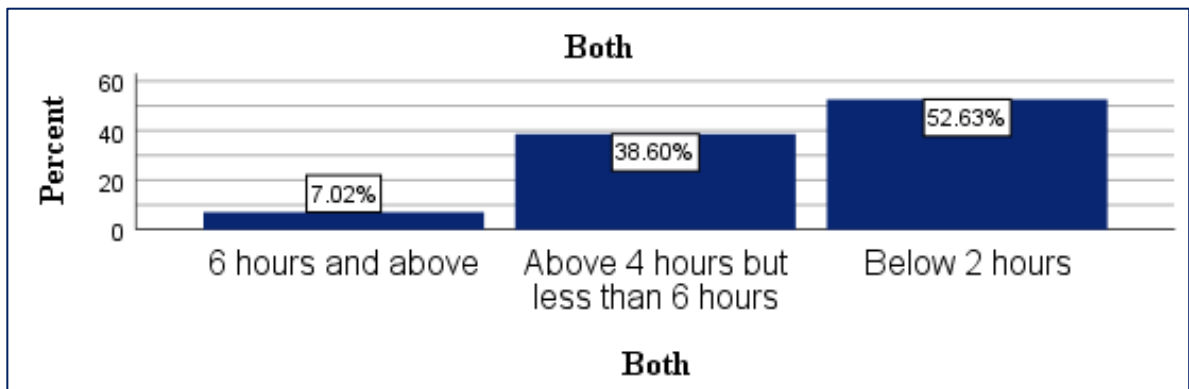


Figure 6: Hour respondent spend on Facebook and/or Twitter

Using the bar of “Both” in figure 4, the conclusion is that out of the 8 hours designated for work, 39% of HELB employees use at least four hours on social media doing either on work related or social related activities. To test whether there was a significant difference in terms of gender, a cross tabulation was done between the time employees spent on Facebook, Twitter by gender. See table three below. The finding revealed that females were on social media for more than six hours

(100%) and below two hours (52%) while on the other hand more male than females spent 4 to 6 hours (68%).

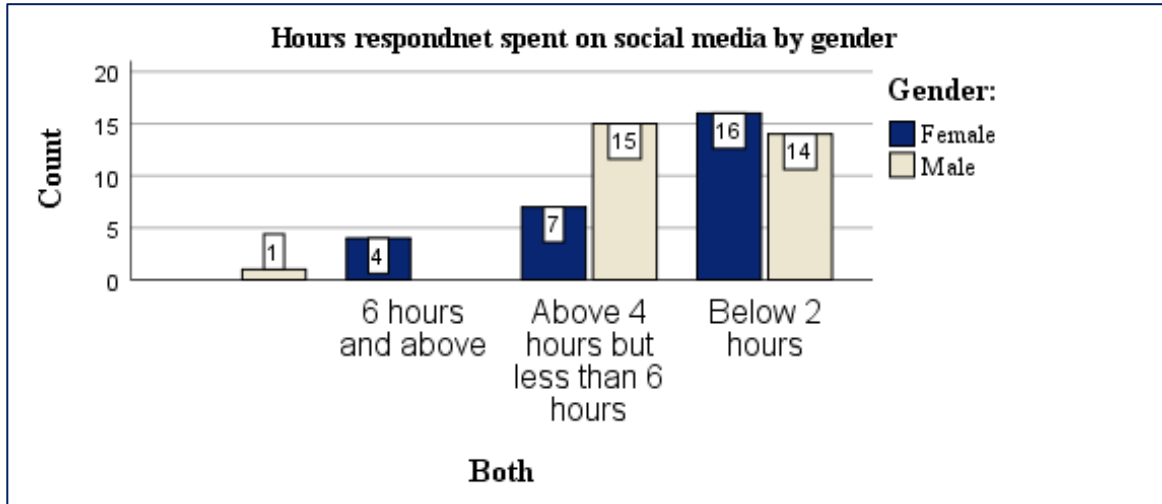


Figure 7: Hours respondent spent on social media by gender

Table 1: Time spent by respondents on social media

Hours on Social Media	Both (Facebook and Twitter)	
	Female	Male
6 hours and above(n=4)	100%	0%
Above 4 hours but less than 6 hours(n=22)	32%	68%
Below 2 hours(n=31)	52%	48%
Grand Total(n=57)	47%	53%

This percentage is significant and can affect the performance of the employees positively or negatively. The next sections seek to unpack and determine these effects.

4.2.6 Employees perception on work related social media use.

Use social media to share information about organization objective with colleagues

The respondents were asked to indicate the degree to which they agreed or disagreed with the social media influence in their day-to-day work at HELB. The respondents were expected to indicate their level of agreements on a Likert scale as either 1-Strongly Disagree, 2-Disagree, 3-Neutral, 4-Agree, 5-Strongly Agree. On the use of social media to share work related content to customers, on summates scale, 40.35% confirmed use of social media to share information about organization

objectives with colleagues. 22.81% were neutral to the statement-they neither agreed or disagreed with it. while 36.84% disagreed with the statement. Thus the percentage of the study respondents who are using social media to share information about organization objective with colleagues is higher compared to the percentage that disagrees.

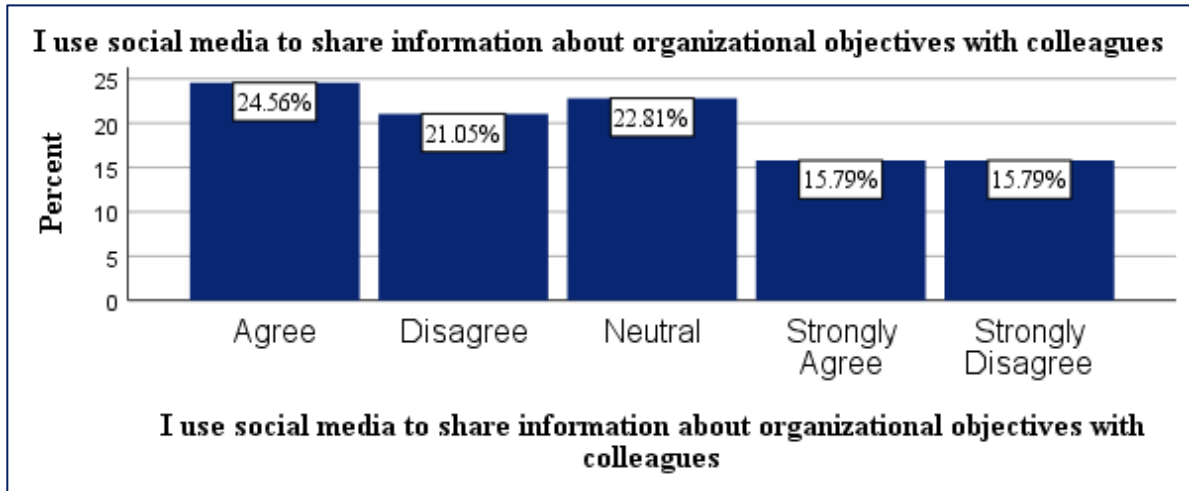


Figure 8: Respondent response on use of social media to share organization objectives with colleagues

Use social media to share information about organization policies and procedures

The respondents were also asked if they use social media to share information about organization policies and procedure. 33.34% (strongly agree plus agree) confirmed that they use social media to share information about organization policies and procedure, 24.56% were neutral to this statement-they neither agreed nor disagreed to statement, while a majority, 42.1% (strongly disagree plus agree) annulled the statement. That is, they are not using social media to share information about the organization policy and procedures. The proportion that reported to use or rather to have used social media to share information about organization policies and procedures is the second largest, meaning social media has rapidly started to impact the work of the HELB employees positively. 33.34% are already steadily using social media while another 24.56% did not want to confirm it yet they also did not annul it.

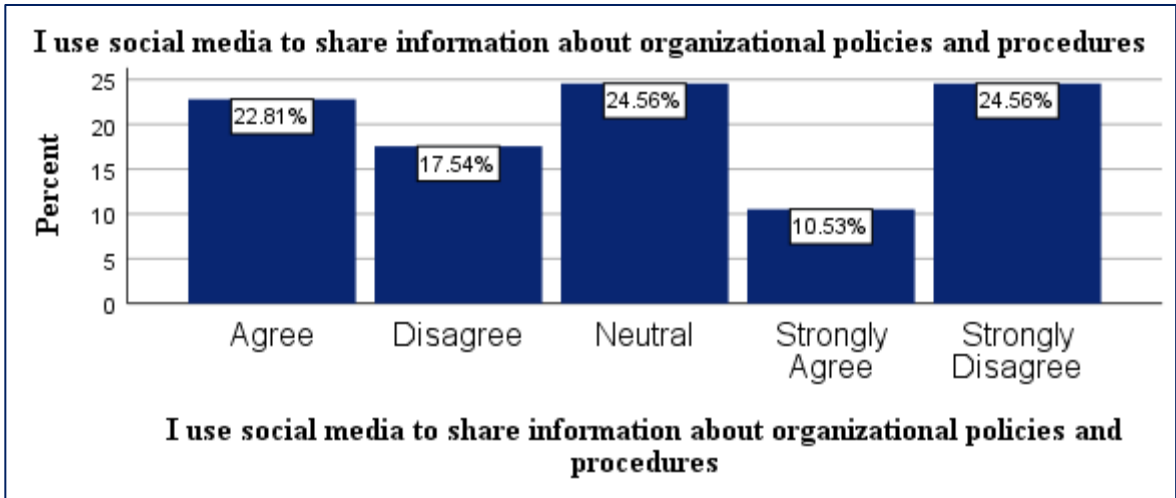


Figure 9: Respondent response on use of social media to share information about organization policies and procedures

Use social media to organize my working files

Majority of the respondents disagreed with this statement. On summates scale 54.38% disagreed with the statement; 22.81% were neutral while 22.8 agreed that they use social media to organize their work files. Again, even though a majority of the study respondents disagreed, a substantial proportion agreed to use or to have used social media to organize their work files. This reveals that there is a rise in use of social media by HELB workers, even if it might not be significant to their performance improvement or depreciation.

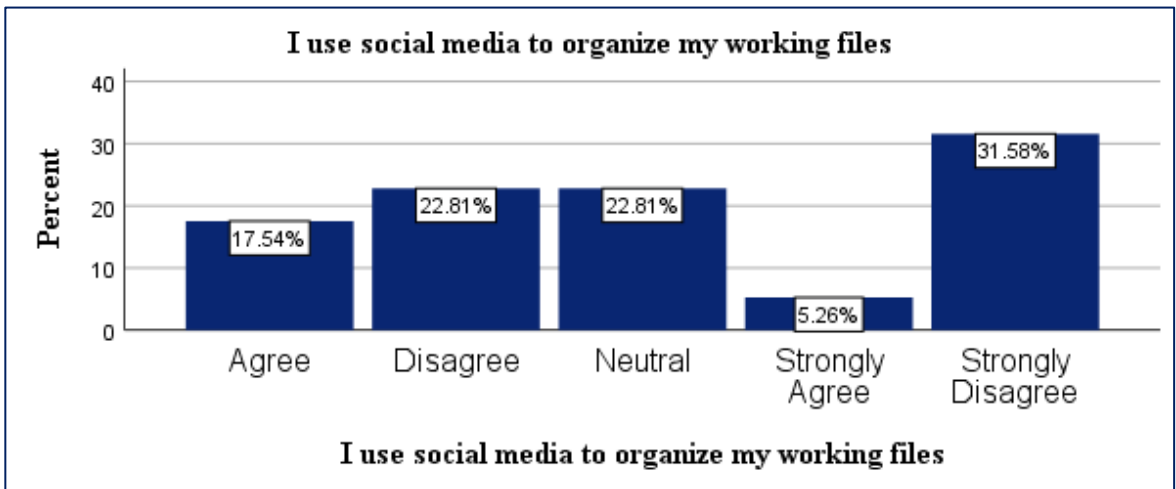


Figure 10: Respondent response on use of social media to organize work files

I use social media to share my expertise in a particular area

Majority of the study respondents (57.9%) agreed that they use social media to share expertise in particular areas. This proportion is significant and can either positively or negatively affect the performance of the employees. The percentage of those who are neutral (15.79%) also reduced in comparison with the earlier questions. Likewise, to the percentage that disagreed that use social media to share expertise in particular area 26.32%.

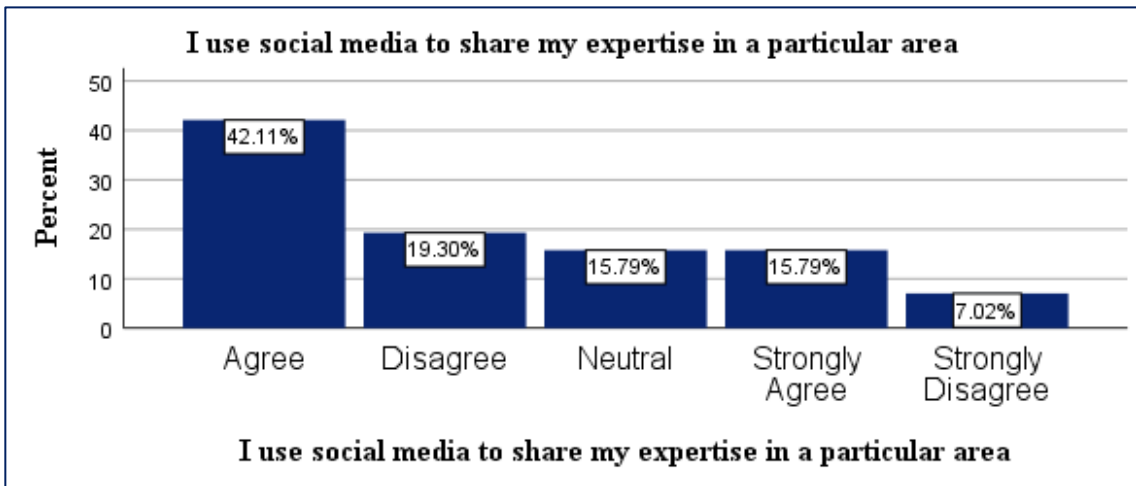


Figure 11: Respondent response on use of social media to share expertise in particular areas

I use social media to post work related content to customers

About the use of social media to post work related content to customers, summated majority (47.37%) of the respondents agreed that they use social media to post work related content to customers. 21.05% were neutral about this statement-they neither disagree or agreed with the statement. 31.58% did not agree to the statement. The higher proportion accepting to have used social media to post work related contents to customers is another positive impact of social media on worker's performance. This study focused on social media platforms- Facebook and Twitter. The sampled employees agreeing to the use of social media to post work related content to customers may associate closely with the

duration of time they reported to spend on either of the platforms. The test of association will be handled in the subsequent sections.

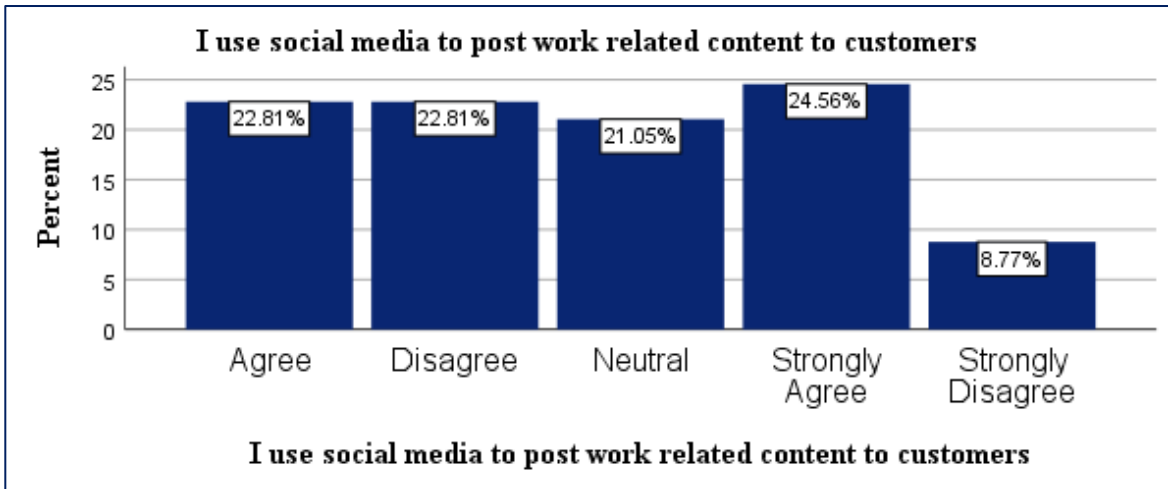


Figure 12: Respondent response on use of social media to post work related content to customers

In summary on summated scale, most of the respondents 48% (23% agree plus 25% strongly agree) agreed that they use social media to post work related content to customers. Another majority 58% agreed that they use social media to share their expertise in particular areas. On the other hand, a majority (56%) disagreed that they use social media to organize their work files. On using social media to share information about organizational policies and procedures, a significant proportion (43%) of the respondents disagreed while 34% agreed. A similar observation was made on the use of social media to share information about organizational objectives with colleagues where it was recorded that 41% agreed while 37% disagreed. Important to note were the proportion of the respondents who neither agreed or disagreed with the statements.

SD-Strongly Disagree, D-Disagree, N-Neutral, A-Agree, SA-Strongly Agree

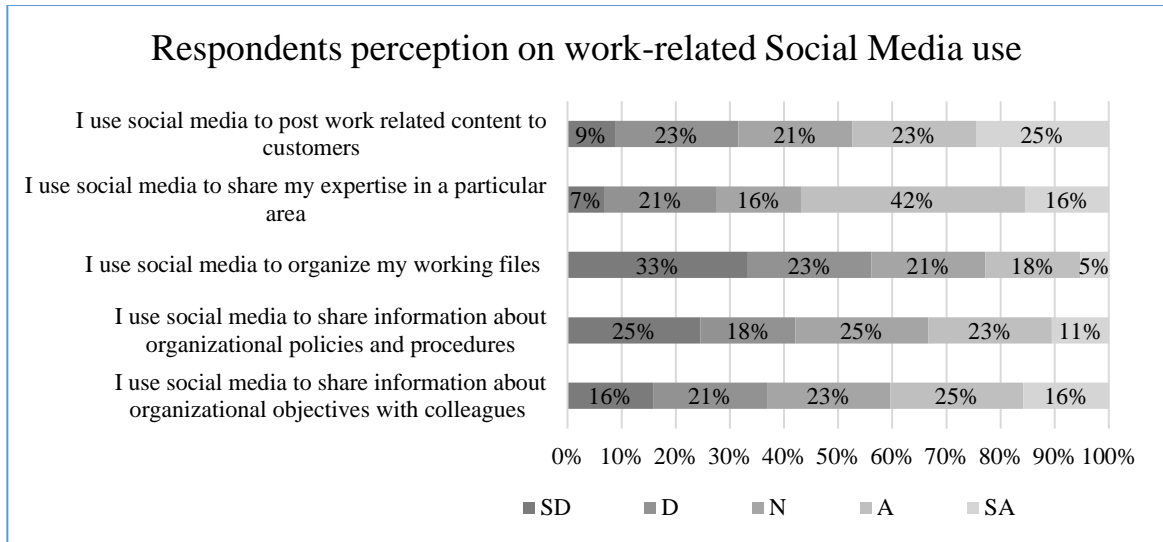


Figure 13: Respondents perception on work-related Social Media use

The test of association showed that there were no significant associations in some of the employees' performances. B1($p=0.762$); B2($p=0.357$); B3($p=0.032$); B4($p=0.225$) and significance difference in one B5($p=0.0077$). This mean that despite the high and substantial percentage proportions the study recorded for use of social media to share information about organization objectives with colleagues, policies and procedures and even to share expertise in particular areas, a statistical significance was not achieved, except for use of social media to share work related content with colleagues($p=0.007$) and that use of social media to organize work files. This means that there is a significant effect of social media to employees work performance. For this study one indicator showed the statistical significance while others, though had high percentage proportions did not, but their proportions indicated the direction of the effect as towards positive effect.

Table2 is a summary output of the frequency any chi-square association test values for each question.

Table 2 Respondents perception on Work-related Social Media use and Pearson Chi-Square between time duration on social media by performance perception

Item	Frequencies					Sig.[p-value]
	Strongly Disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	Strongly Agree (%)	
B1. I use social media to share information about organizational objectives with colleagues	8(16%)	12(20%)	13(23%)	14(25%)	9(16%)	0.762
B2. I use social media to share information about organizational policies and procedures	13(25%)	10(18%)	14(25%)	13(23%)	6(11%)	0.357
B3. I use social media to organize my working files	18(33%)	13(23%)	12(21%)	10(18%)	3(5%)	0.032
B4. I use social media to share my expertise in a particular area	3(7%)	12(21%)	9(16%)	24(42%)	9(16%)	0.225
B6. I use social media to post work related content to customers	4(9%)	13(23%)	12(21%)	13(23%)	14(25%)	0.0077
Summated scale	46	60	60	74	41	

Notes: * Significant at $p < 0.1$; ** significant at $p < 0.05$; *** significant at $p < 0.01$

4.2.7 Employees perception on Social related social media use

Use social media to setup social events with co-workers after work

Out of the 57 respondents in the study, 26.32% strongly agreed that they use social media to setup after work events with co-workers, 26.32% agreed. Summated, it gives a consolidated percentage of respondents who agreed that they use social media to setup after work events with co-workers at 52.64%. this is a substantial proportion of employees who use social media (in this case Facebook and Twitter) to setup events with colleagues. There were another 22.81% that reported neutral while 24.56% disagreed to the statement “I use social media to set-up events after work with co-workers.

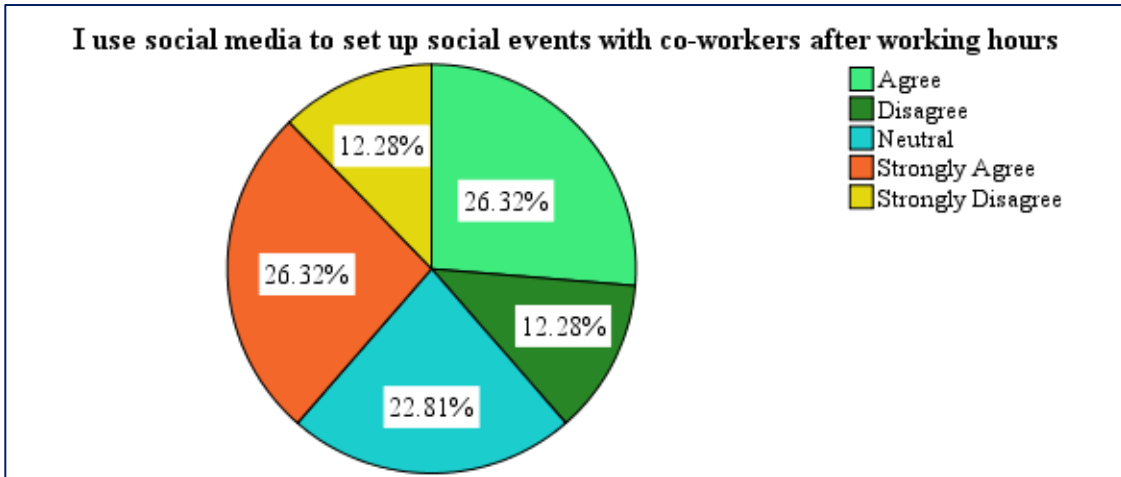


Figure 14: Respondent response on use of social media to setup events with co-workers

Use social media to make friends within the organization

The proportion of respondent who agreed that they use social media to make friends within the organization was 50.88% (that is 40.34-agree plus 10.53-strongly agree), 21.05% of the sampled respondents were neutral to the statement-they neither denied nor accepted the use of social media to make friends within the organization. Then 28.08% disagreed with the statement (14.04%-for disagree plus 14.04%-strongly disagree).

Again, this proportions reveals a rising trend in the use of social media within and amongst the employees' respondents. Especially the percentage that confirmed that they use social media to make friends within the organization from this study is at 50.88%- this is already more than a half of the study respondents. Even if they spend less than 2 hours a day on either of the listed social media platform, it is evident that social media is affecting their performance at work. To some this might be positive, to others it may be negative depending on the kind and type of friendship they establish with the colleagues. See figure 15 below.

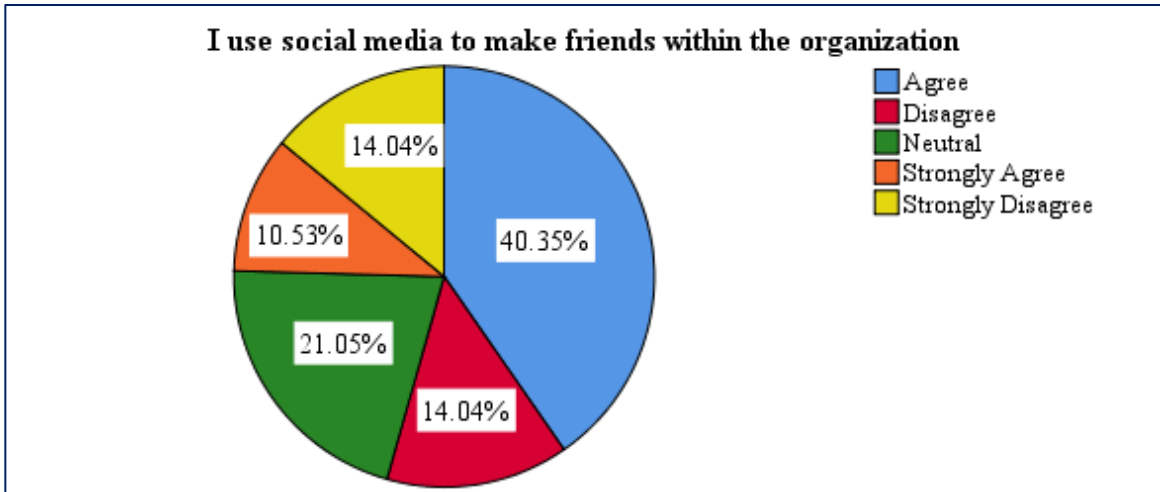


Figure 15: Respondents' response in use of social media to make friends within the organization

Use social media to take break from work

The respondents were also asked if they use social media to take break from work. 70.17% (36.84-agree plus 33.3%-strongly agree) agreed that they do use social media to take breaks from work. The percentage proportion of those who were neutral was 15.79% while those who disagreed with the statement were only 14.03% (that is, 5.26 strongly agree plus 8.77% agree). This statement scored the highest percentage of agreement by the respondents than all other statements that were asked. If 70.17% of the employees at HELB agree that social media is their break destination at and during work, then without doubt this is directly or indirectly affecting their performance at work. The study will seek to determine whether the effect is negative, positive, or neutral. See figure 16 below.

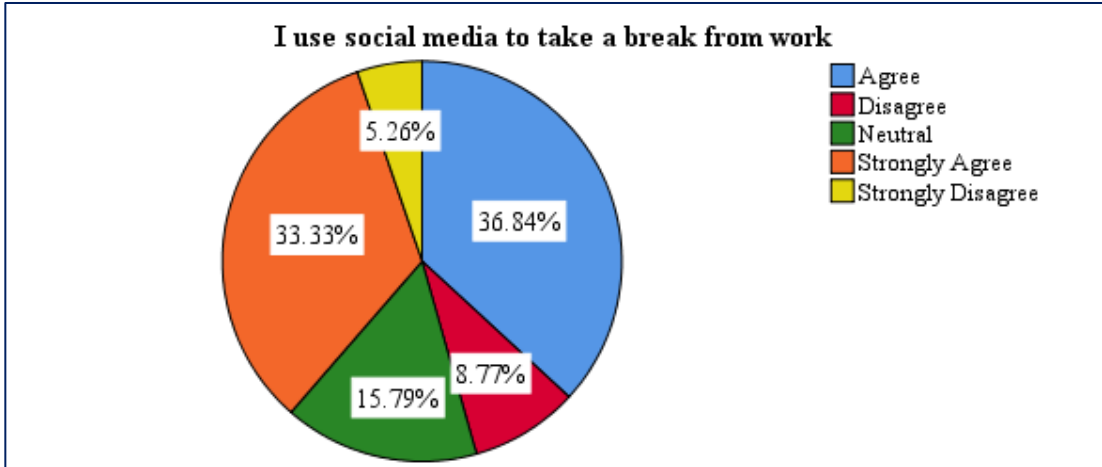


Figure 16: Respondent response on use of social media to take break from work

Use social media to like comments, share content posted by other

The study findings revealed that 73.69% agreed to the statement, 15.79% were neutral while 10.53% disagreed to the use of social media to like comments or share content posted by others. This high percentage again shows the extent to which the employees are using social media during working and non-working hours. The study will determine whether the use of social related social media has any statistical significant effect on the employees' performance. See figure 17 below,

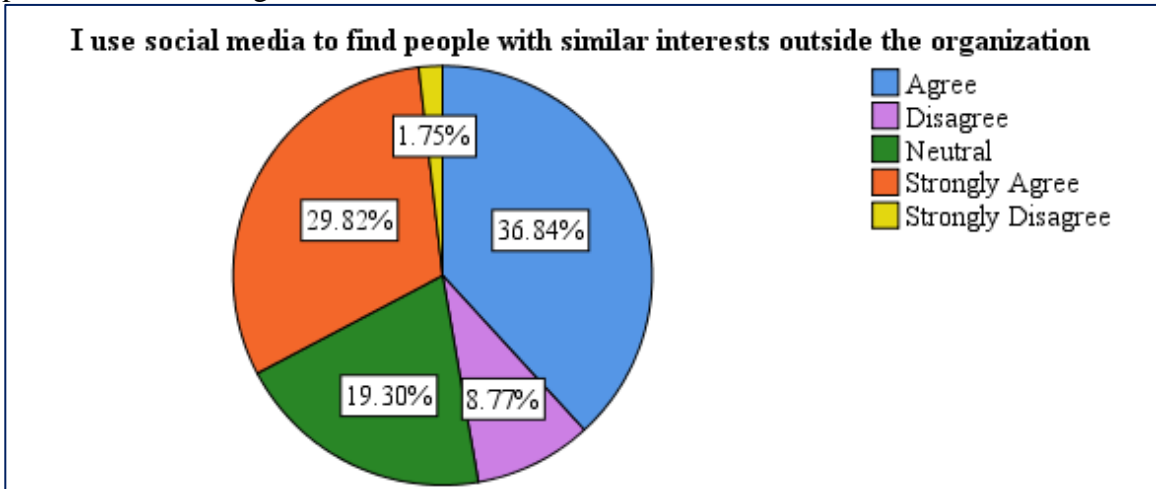


Figure 17: Respondents' response on use of social media to find people

Use social media to find people with similar interest outside the organization

The study also asked respondent to respond on the use of social media to find people with similar interest outside the organization. 66.66% (summed) agreed that they use social media to find people with similar interest outside the organization. 19.38% of the respondents were neutral, while 10.52% of the sampled respondents disagreed with the statement that they use social media to find people with similar interest outside the organization. See figure 18 below. The high percentage agreeing with the statement confirms that the employees are actively using social media and that has high chances of affecting their work performance either negatively or positively. The study will seek to determine the statistical significance of the effect.

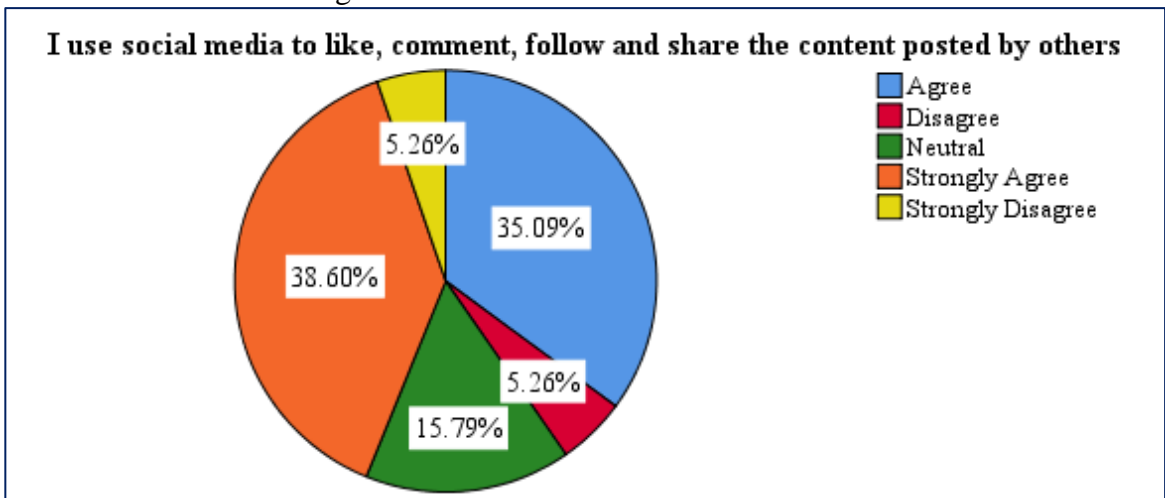


Figure 18: Respondents response on use of social media to like, comment, follow and share content posted by other

Overall, high number proportions of the sampled respondents agreed or strongly agreed with these statements. And the low percentage disagreed to these statements. For example, when asked about the use of social media to like, comment, follow and sharing of comments by others, 74% (35-Agreed plus 39% Strongly Agree) of the respondents agreed to this statement. On use of social media to find people with similar interests outside the organization 69% agreed; use of social media to break form work 72%, to make friends within the organization 61% and 52% agreed to use of social media to set up social events with co-workers after working hours.

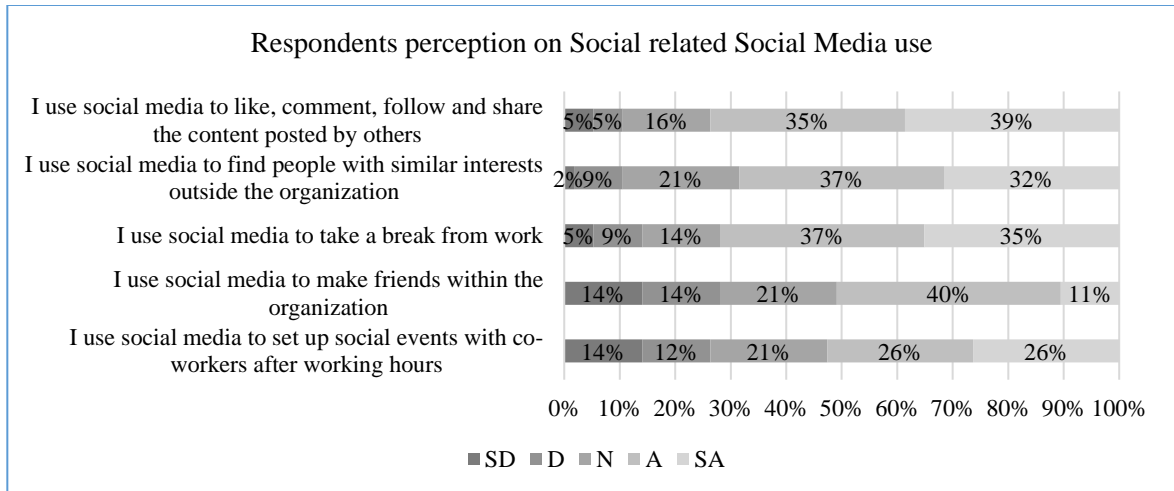


Figure 19: Respondents' perception social-related social media use

The test of association showed that there were no significant associations between employees' performances and some of the perceptions across the Socio-related social media use except for C3 and C5 where a statistical significance of $p=0.0028$ and 0.0056 were recorded respectively. This confirms the known norm of having regular breaks during work to improve performance. Like in this case where the study found an association between best performance at work and use of social media to break from work, during which they can like, comment, follow or share content posted by others.

For the others: C1($p=0.077$), C2 ($p=0.134$), C4($p=0.094$), there were no statistical differences in the perception. This implies that though the respondents use social media to set up social events with co-workers after working hours or make friends within the organization or to find people with similar interest outside the organization, yes the respondents agreed to use them and from the percentages they do appear to be significant contributors to their performance, but statistically they are not directly affecting their performance at work-positively or negatively.

This finding is partly in tandem with the finding of Wainner (2018) on the media theory where the third need entails the need to break away for active work concentration environment to social setup. This has been partially made possible through the use of social media during the breaks.

Table 3: Respondents' perception on Social-related Social Media use and Pearson Chi-Square between time duration on social media by performance perception

Item	Frequencies					Sig.[p-value]
	Strongly Disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	Strongly Agree (%)	
C1. I use social media to set up social events with co-workers after working hours	7(12%)	7(12%)	13(23%)	15(26%)	15(26%)	0.077
C2. I use social media to make friends within the organization	7(12%)	8(14%)	13(23%)	23(40%)	6(11%)	
C3. I use social media to take a break from work	3(5%)	4(7%)	9(16%)	21(37%)	20(35%)	0.0028
C4. I use social media to find people with similar interests outside the organization	1(000%)	5(000%)	11(000%)	21(37%)	19(33%)	0.094
C5. I use social media to like, comment, follow and share the content posted by others	2(3%)	3(5%)	10(18%)	20(35%)	22(39%)	0.0056
Summate scale	23	28	56	100	81	

Notes: * Significant at $p < 0.1$; ** significant at $p < 0.05$; *** significant at $p < 0.01$

4.2.8 Employees perception on their Performance.

In the last section the respondents were again asked to score the five statements pertaining their performance at work. The questions were: D1-they perform better in the job, D2- they comply with deadline at work, D3- they communicate with colleagues and existing clients, D4- they undertake additional responsibilities and D5- they seek for solutions from colleagues when they experience problem at work. Figure7 below shows the respondents' proportional scores for each statement.

I perform better in my job

The study findings revealed that 94% (summated) of the sampled respondents agreed that they perform better in their jobs. 4% were neutral-they either agreed or disagreed that they perform better in their work. Only 2% disagreed that they perform better in their jobs. See figure 20 below

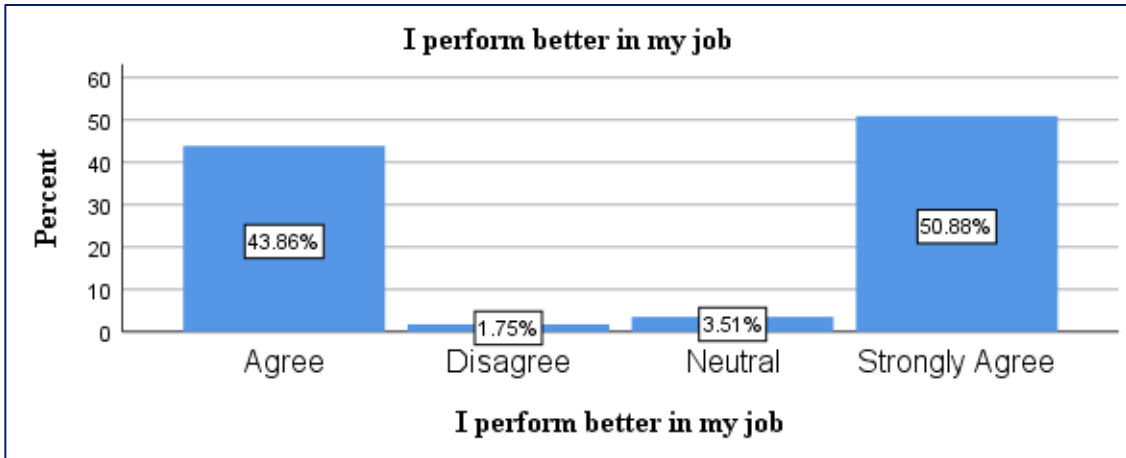
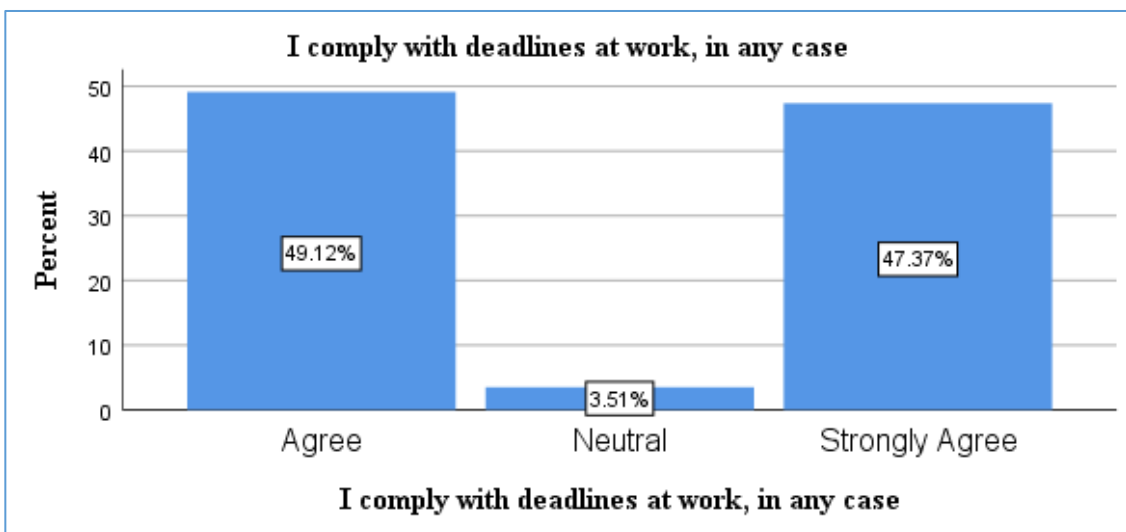


Figure 20 I perform better in my job

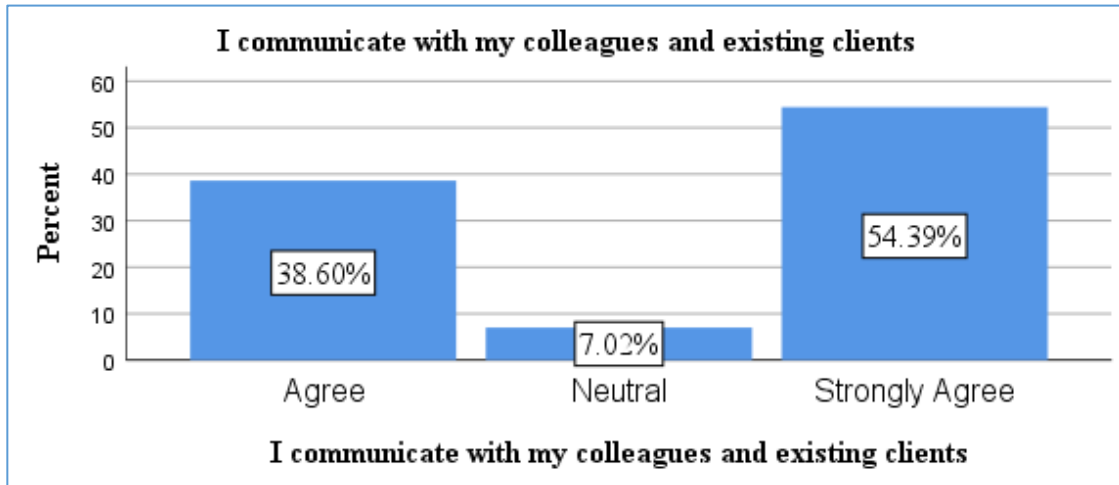
I comply with deadlines at work in any case

The respondents who agreed to the statement that they comply with deadlines at work were 96% and 4% were neutral to this statement; they neither agreed nor disagreed, Key to note is that no respondent disagreed to this statement. This high perception indicates that most of the HELB employees, if they spend substantial time on social media, then they are using it positively to improve their delivery at work. This resonates with the findings in the already analyzed sections of time duration they spend on social media, how they incorporate social media into their work and social life



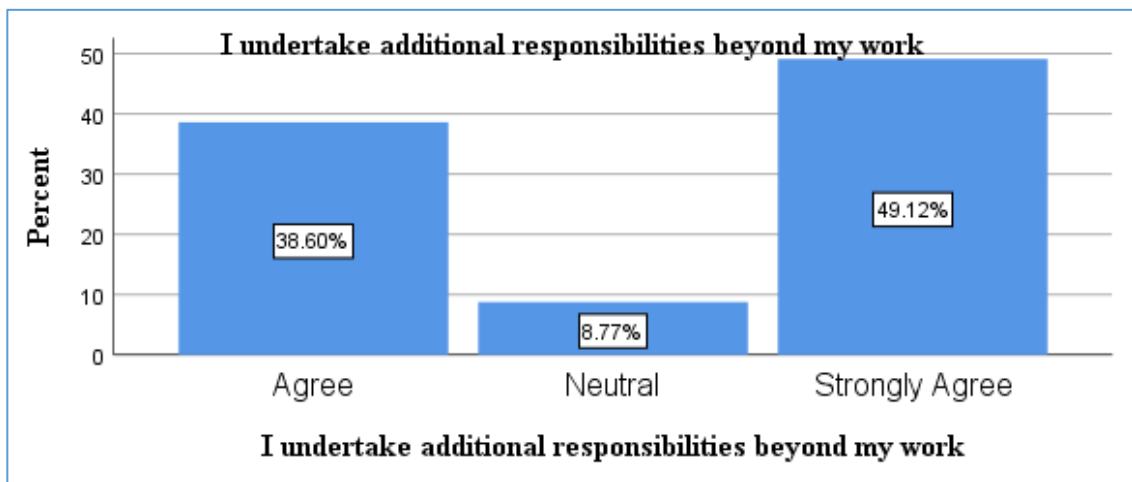
I communicate with my colleagues and existing clients

About communicating with colleagues and existing clients, 93% agreed that they communicate with their colleagues; 7% were neutral. 0% disagreed to the statement. See figure below.



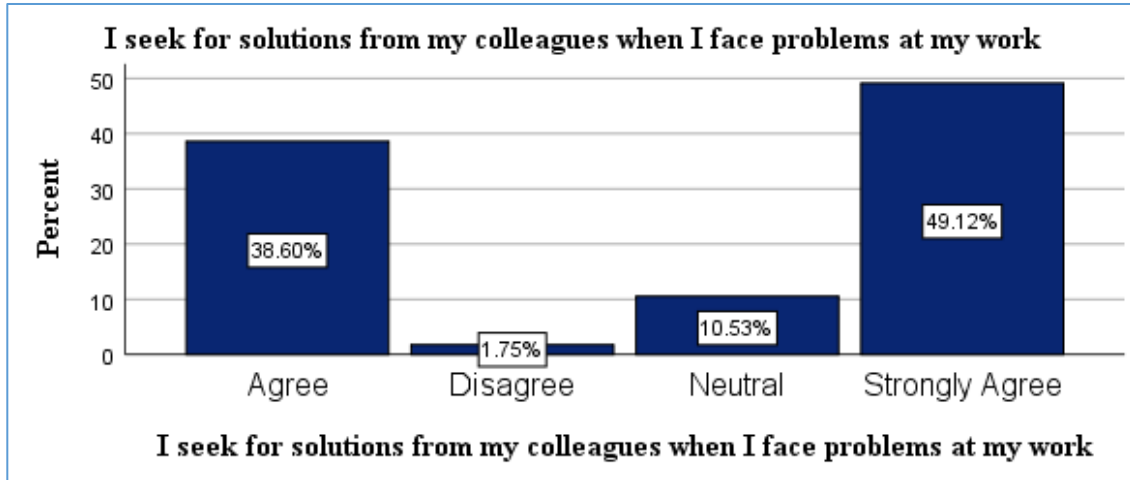
I undertake additional responsibilities beyond my work

The study also revealed that there is a high proportion of respondents (91%) who agreed that they undertake additional responsibilities beyond their work. Only 9% were neutral to the statement. See figure below.



I seek for solution from my colleagues when I phase problems at my work

Majority of the sampled respondents (87%) confirmed that they agreed to the statement; 11% were neutral and those who disagreed were 2%.



Summated (Agree plus Strongly Agree), this section recorded the highest percentage of respondents who agreed with the perception statements with the lowest and highest percentage score of 88% and 96% respectively. This section also recorded the lowest number of respondents who scores Neutral to the statement. See figure below.

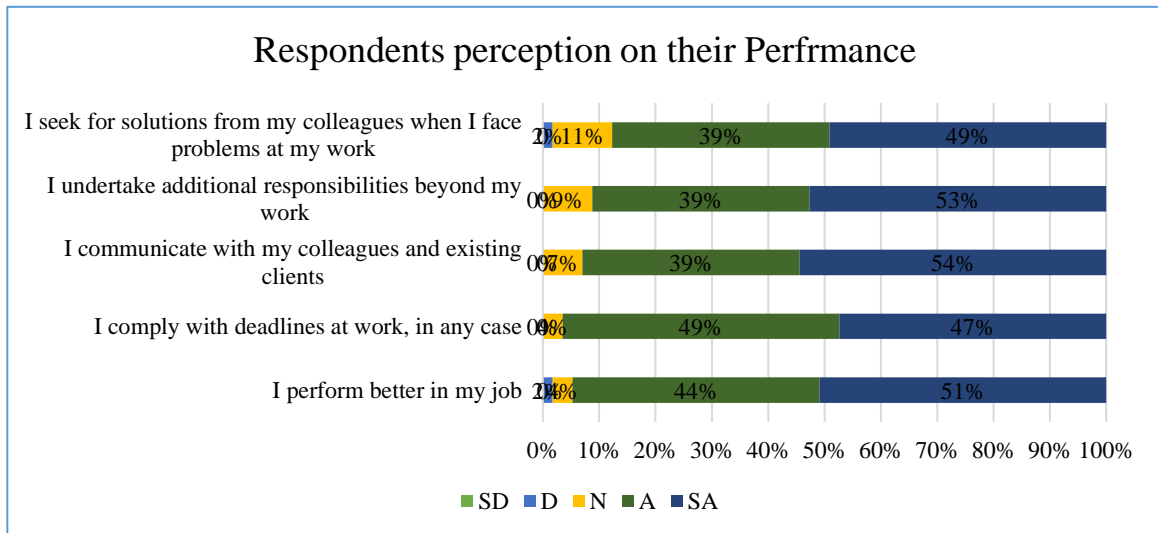


Figure 20: Respondents' perception on their performance

To validate the high scores in this section, a chi-square test of association was computed to determine their statistical significance in relation to the other section. The findings showed lack of statistical difference in the perception statements across all the sections. D1(p=0.06), D2(p=0.2), D3(0.485), D4(p=0.05), D5(p=0.199).

Table 4: Respondents perception on their performance and Pearson Chi-Square between time duration on social media by performance perception

Item	Frequencies					Sig.[p-value]
	Strongly Disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	Strongly Agree (%)	
D1. I perform better in my job	0(0%)	1(2%)	2(4%)	25(44%)	29(51%)	0.06
D2. I comply with deadlines at work, in any case	0(0%)	0(0%)	2(2%)	28(49%)	27(47%)	0.2
D3. I communicate with my colleagues and existing clients	0(0%)	0(0%)	4(7%)	22(39%)	31(54%)	0.495
D4. I undertake additional responsibilities beyond my work	0(0%)	0(0%)	5(9%)	22(39%)	30(53%)	0.05
D5. I seek for solutions from my colleagues when I face problems at my work	0(0%)	1(2%)	6(11%)	22(39%)	28(49%)	0.099
Summate scale	0	2	19	119	145	

Notes: * Significant at $p < 0.1$; ** significant at $p < 0.05$; *** significant at $p < 0.01$

4.3 Discussion of Findings

4.3.1 Effects of social media on Employees performance

The study indicated that both Facebook and Twitter were used by the HELB employees interchangeably at a proportional rate of 47% and 53% respectively. Majority of the respondents reported to spend less than 2 hours a day on social media either on work-related or Social related activities. The second majority were the employees who spent between four hours to six hours on social media and the least were those who spent more than 6 hours a day on social media. Though it was a social media all proportion, one would wonder trying to guess which departments the employees came from, most probably these are customer care department staff who spent significant part of the day-to-day work chatting with clients on social media. The findings further revealed that of the employees who spend more than 6 hours on social media 100% were female who are the majority at the customer care department of HELB.

Of the five statements on work-related social media use, the study indicated that the responses provided did not have any effect of the performance of the employees. However, majority of the respondents agreed to the statements that they use social media daily in posting work related content to customers and share their experience in particular areas. Majority also disagreed that they use social media to organize their work files, share information about the organization policies or objective to colleagues. This affirms the Job Demand Resource (JD-R) theory by Demerouti et al. (2001), where organizational settings limit and set standards on how its issues should be transacted. And this includes the information security policies that limits what and how specific organization documents should be shared. In this study most of the HELB employees disagreed with sharing important institutional documents via social media. This implied that, due to the rapid growth of social media use the institution, they may have regulated the extent to which social media can be used for work- related activities. It is clear from the responses that HELB employees do prefer using social media for some aspects of their work, especially communicating work related information to customers, but for the internal policies and regulations of the institution, they do not perceive social media as the best platform.

The majority who agreed to work-related social media usage also affirmed the qualitative study findings by Song et al. (2019) and Nyamanya (2017) where they investigated the impact of social media on the team and worker's performance and concluded that work-oriented social media usage are complimentary resources that enhance performance of individual workers and the team. For instance, the findings on socio-related social media use revealed a significant relationship between performance and employees using social media to take work breaks. Analysis on the same also showed a very strong association($p=0.0028$) between using social media to break form work and the employee's performance with a summated 41 out of 57 respondents agreeing with the perception that social media has been their destination whenever they decided to take a break from work.

The findings also revealed that a notable proportion of the HELB employee were Neutral to the work-related statements asked. That is, they found no reason to agree or disagree with the perception statements on work related and socio-related social media use at HELB. They were neutral that they use social media to post work related content to customers; that they use social media to share expertise in particular areas or fields. There was no statistical difference in terms of age or gender or work performance. Nonetheless the percentage that was neutral across all levels was averagely above 15% and this means there is a portion of employees who feels that the

existence and use of social media for work or social related activities has not changed a bit about their performance at work. These employees have not yet aligned themselves with the social media usage as illustrated by Wainner (2018) on the MDT identifiers- social utility, surveillance and need for escape which must align with work or social related media use.

The HELB employees have high perception scores about their performance. Of the five questions asked about their performance, the larger majority agreed that they perform better at work (96%), they comply with deadlines at work (96%), they communicate with both colleagues and existing clients (93%), they undertake additional responsibilities ((92%) and seek solution to their problems they face at work (88%). This therefore can only affirm that, for HELB employees, with their majority spending 4-6 hours in social media and still deeming themselves as highly delivering at work as shown by the percentages on performance, then they are using the social media to catalyse their work delivery. This could be true as their main job is to deal with the millions of HELB beneficiaries scattered all over the country. With Facebook and Twitter handle, HELB employees can effectively and efficiently communicate with their clients

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the study, conclusions of the findings and the recommendations made to the study. The conclusions and recommendations made are based on the purpose of this study which was the effect of Social Media Usage on employee performance, HELB Kenya.

5.2 Summary

Majority of HELB employees spend two hours daily on social media. This is followed by another high proportion that spend between 4 to 6 hours daily on social media and the least proportion spend more than 6 hours a day on social media. For work purposes, a high majority agreed that they use social media either to: post work related content to customers, and share expertise in specific areas. On the other hand, they disagreed on the use of social media to organize their work, share information on organization objectives and policies.

On the use of social media for social related activities the employees agreed that they use social media to like, comment, follow and share content posted by others, take a break from work, make friend within the organization, setup event with co-workers and find people with similar interests. While on their job performance, they strongly agreed to all the statements they were asked to rate. That is, on problem-solution consultation, taking additional tasks, effective communication, complying and meeting work deadlines and performing better at their jobs

It is also important to note that there was a substantial proportion of employees who were neutral on the work and social related statements asked in the survey. As already discussed in the previous section, they are unaware of the effects the social media has on them already and a training will be most appropriate as they are already users of social media.

Analysis of variance on the work and social-related social media use and employees' performance revealed no significant differences within and between these factors except for use of social media to break from work and use of social media to like, follow share contents of others. This lack of

association between performance and social media use can be attribute to the nature of the respondents work or awareness of the effects of social media to their work delivery.

5.3 Conclusion

The study indicates that the effect of social media on HELB employees' performance is starting to be felt but still lack statistical significance within and between various aspects that were tested in this study. Majority agreed that they use social media for both work and socio-related activities. However, only a few obvious ones proved to be statistically significant. Such were statements like using social media to take break from the daily work; liking, following, or sharing someone's post. On the other hand, another significant proportion were neutral on the perception of social medial effect on their work or social life. This either means they were unconscious about the effect social media has on their day to day life while they used it since majority reported to spend between 4 to 6 hours day on social media.

Majority of the HELB employees still have strong perception that they perform better at work; they comply with their deadlines, communicate with colleagues and client, undertake additional responsibility and consult to find solutions to their work problems. I believe social media plays an important integral part in these.

In conclusion, the study found that social media affects the performance of HELB workers positively when they use it for work related purpose as shown in the frequency and chi-square significance tables discussed in previous sections. On the other hand social media can cause either positive effect on HELB employees, especially if they use it a break from work strategy as was revealed in the statistics tables in the findings and analysis section. Or negatively. Time duration on social media is directly associated with performance effect-either positive or negative.

5.4 Recommendations

The study reveals that currently social media is majorly used by employees to connect to their customers and other professionals for their own personal use. For the organization to reap the benefits of social media on employee productivity there should be deliberate attempts and guidelines by the organization to put strategies that target enhancing employee productivity with social media to enhance innovative behaviour, employee commitment and employee job satisfaction.

The proportion of the respondents who were neutral on the perception questions is non-ignorable, even though statistically there was no significance in the differences. The institution should take some initiative to train its employees on social media use and best practices while benefiting from it. The degree of training should vary depending on the department or divisions in the institution.

HELB should explore other social media platforms like WhatsApp to improve their interaction with individual clients. This will also increase their client reach as many customers today prefers WhatsApp for one-on-one communication in addition to the two which they already have.

5. 4.1 Recommendation For Further Research

The study was limited in terms of scope. It only focused on HELB and within a limited period. Therefore, I recommend similar studies under different times and with inclusion of other organizations should be considered.

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Appendix

Section A: Demographic Data

Demographic data: Information about the profile of the respondent. Please Tick (√) in the box or boxes relevant to you

Age: What is your age?

: less than 20 years

: 20-29 years

30-39 years

: 40-49 years

: 50 years and above

B. Gender: What is your gender? Male Female

C. Education Level: What is your education level?

Primary

Secondary

Diploma

Bachelors Degree

Masters Degree

PhD Degree

any other, please specify-----

D Time Spent on Social Media

Kindly tick (√) the alternative space/box that represents the time (on the average) that you spend on each of the following social media in a day?

Facebook.....[Below 2 hours][Above 4 hours but less than 6 hours]
[6 hours and above

Twitter[Below 2 hours][Above 4 hours but less than 6 hours]
[6 hours and above

Both.....[Below 2 hours][Above 4 hours but less than 6 hours]
.....[6 hours and above

Section B: Work-related Social Media Use

Could you please indicate your level or extent of agreement or disagreement with the following statements on work-related social media use by ticking (√) the (space) Or box corresponding to the (correct) answer that applies to you

Scale: Strongly Disagree = 1: Disagree= 2: Neutral = 3: Agree = 4: Strongly Agree = 5

Statements		1	2	3	4	5
1	I use social media to share information about organisational objectives with colleagues					
2	I use social media to share information about organisational policies and procedures					
3	I use social media to organise my working files					
4	I use social media to share my expertise in a particular area					

5	I use social media to post work related content to customers					
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Section C: Social-oriented Social Media Use

Could you please indicate your level or extent of agreement or disagreement with the following statements on social-related social media use by ticking (√) the space or corresponding to the correct answer.

Scale: Strongly Disagree = 1: Disagree= 2: Neutral = 3: Agree = 4: Strongly Agree = 5

Statements		1	2	3	4	5
1	I use social media to set up social events with co-workers after working hours					
2	I use social media to make friends within the organisation					
3	I use social media to take a break from work					
4	I use social media to find people with similar interests outside the organisation					
5	I use social media to like, comment, follow and share the content posted by others					

Section D: Employee Performance

In your opinion, may you please indicate your level of agreement or disagreement with the following statements on employee performance by ticking (√) the space corresponding to the correct answer.

Scale: Strongly Disagree = 1: Disagree= 2: Neutral = 3: Agree = 4: Strongly Agree = 5

Statements		1	2	3	4	5
1	I perform better in my job					
2	I comply with deadlines at work, in any case					
3	I communicate with my colleagues and existing clients					
4	I undertake additional responsibilities beyond my work					
5	I seek for solutions from my colleagues when I face problems at my work					