The Impact of Social Media Use on the Productivity of Employees in Private Universities in Kenya: A Case Study of the United States International University Africa

By

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UNITED STATES INTERNATIONAL UNIVERSITY- AFRICA

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EMPLOYEES IN PRIVATE UNIVERSITIES IN KENYA: A CASE STUDY
OF THE UNITED STATES INTERNATIONAL UNIVERSITY AFRICA

BY

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Business in Partial Fulfillment of the Requirement for the Degree of
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STUDENT’S DECLARATION

I, the undersigned, declare this my original work and has not been submitted to any other college, institution or university other than United States University in Nairobi for academic credit.

Signed ______________________  Date: ______________________________

John Jirah Mugaza (Id No: 633161)

This project proposal has been presented for examination with my approval as the appointed supervisor.

Signed: _____________________  Date: ______________________________

Professor Zachary Mosoti

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Dean, Chandaria School of Business
ABSTRACT

The main purpose of this study was to establish the impact of social media use on employee productivity at United States International University Africa (USIU). The study was guided by the following research questions: What are the impacts of social media use on productivity of the employees at United States International University Africa? What obstacles are there in implementing a social media strategy at United States International University Africa? What business strategies are there to deal with the risks that social media use at the United States International University pose?

This study adopted a descriptive research design and the target population of the study was 685 employees at the institution and using a formula a sample size of 59 respondents was attained although only 50 responded resulting into 85% response rate. Primary data was collected for this study by administering questionnaires and the data collected was analyzed by the use of descriptive statistics such as mean, standard deviation.

The study revealed that social media use at work leads to an increase in team work as it enables the employees share and receive feedback from fellow workmates. Employees have also been able to build relationships with colleagues faster and social media participation at work makes the staff feel free and not chained to organization or work. It was also agreed that the organization allows social media use during work and this makes employees feel valued because it considers their social life as a result they have developed a positive attitude at work.

Analysis of the security obstacles experienced revealed that USIU had not experienced espionage where companies steal critical information due to data posted. It was however revealed that information posted on social media is uncontrollable. Although reengineering of passwords and usernames was also not considered as a challenge at the University. No cases of privacy issues with bosses able to check/invade privacy of employees on social media have been reported.

The findings indicated that at USIU employees are not allocated certain a few hours per day to engage and indulge on social media. At the same time, employees at USIU agreed that they are given flexible work environments that allow them to switch simultaneously between work and social media. An analysis of social media training revealed that staff at USIU have the right online behavior or etiquette. It was also revealed that at USIU there
is a no clear procedure on how different departments can contribute to the organizations social media network.

The study concluded that social media use has not in any way influenced work performance at USIU. In addition, social media is not among the communication channels used to contact clients. Secondly, the university has not experienced security obstacles in relation to cases of espionage. The findings show that the employees are aware of information security breaches and information leakage that would result into the sharing of confidential information. Finally, USIU employees are able to utilize their time at work effectively and manage to engage and indulge on social media. There is a no clear procedure on how different departments can contribute to the organizations social media network.

The study recommended that with the current generation of tech survy students joining the institution, there is a need to inform all employees on the use of social media as a tool to communicating with clients. Secondly, as an institution that handles crucial student data, USIU needs to have a policy that will guide the institution against data theft that would result into espionage. Freedom of expression is important, therefore USIU needs to avoid any rules and regulations that would result into invasion of employee privacy on social media. Finally, to maintain its position as a leading institution, employees should not be allocated certain timings to engage and indulge on social media as this might jeopardise productivity. A social media policy should be instituted to ensure there is a clear procedure on how different departments can contribute to the organizations social media network.

For further study, a similar research need to be done on other private university in the country to be able to generalize the findings. Future studies are needed to assess a larger sample size, and test the results in multiple contexts. The use of other social network sites is also recommended for future study.
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I would like to acknowledge the valuable help and guidance offered by my supervisor during the proposal writing for this research paper. His expertise guidance and comments have been sincerely appreciated.
DEDICATION

I would like to dedicate this research proposal to family, friends and colleagues who supported me throughout the process of undertaking it.
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ABBREVIATIONS AND ACRONYMS

HR: Human Resource
IBM: International Business Machines
ICT: Information and communications technology
M: Mean
SD: Standard Deviation
UK: United Kingdom
USIU: United States International University
CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Study

In the world today Technology and businesses are continuously evolving thus leading to the enormous amounts of growth and globalization witnessed in many parts of the world today. Technology no doubt increases the efficiency and productivity of industries that use IT (Farooquie et al. 2012). However, with evolving plus development in technology comes a lot of other challenges such as high costs, hacking, inflation, increased levels of life style diseases and decreased profits. Herraiz (2015) notes that all these advancements affect organizations both negatively plus positively. This no doubt affects the productivity in one way or another.

Employees are thus very important aspects of organizations today, especially with the advancements in technology, and evolvement of the business world as a whole. The employee who can master advanced knowledge and technique has a crucial role to play in increasing economic growth (Zhang, Chenhung and Weifu, 2002). This thus suggesting for employees to be much more productive today they must themselves advance. For many this advancement comes in the form technology among other things, and with technology comes social media communication. The term Unrestricted Social media commonly refers to a group of various applications and websites that allow people specifically users to share information or data over social networks without any barriers on time or which applications they can use over a network (Arvantis, Loukis, Coyle & Vaughn, 2008).

According to Tenopir, Volentine and King (2013) the term social media can be looked at as being a variety of specific tools and applications like Twitter, blogs, Social networks or sites plus other online electronic tools. These tools then allow one to communicate and share plus receive information with the world from the comfortability of their houses or workplaces. The Top social media or social networking sites today are Facebook, Twitter, Instagram WhatsApp, and google groups. Facebook is currently the largest with one thousand million users worldwide followed by WhatsApp with 1.2 billion users then by twitter with five hundred million followers. In almost all of them users have to create
profiles with their information and then they can easily communicate all types of text and media messages. It is now argued that people have more friends over the internet than real life (Herraiz, 2015).

Social media no doubt has plenty of advantages such as it improves communication and allows for information sharing all over the world in split seconds. In other circumstances social media can be used to find life partners. Over fifty percent of teenagers between twelve and seventeen are using social networking every day, perhaps suggesting they wouldn’t be able to really think without the internet (Farias, Paskor, and Walter, 2015). However social media is also disadvantageous in the sense that it makes it almost impossible to keep your private life private. People now also tend to lose control of their information over the internet. Social media has also contributed to high number of anti-social behaviors experienced in our homes e.g. people not speaking to each other during breakfast or dinner instead they are more focused on their social networks. Social media is also affecting office relationships and personal relationships where people prefer to have virtual relationships than physical real relationships (Herraiz, 2015).

Social media is also greatly contributing to the increase in narcissism which is commonly viewed as the personality disorder where one experiences high levels of self-absorption, manipulative behaviors, exploitative and lack of empathy (Wallace and Baumeister 2002). However, despite all these issues the use of social media and social networks is now a normal part of life for many people thus the reason it attracts millions of users worldwide (Buffardi and Campbell, 2008).

According to studies by Golder, Wilkinson and Huberman (2007); Arvantis, Loukis, Coyle and Vaughn (2008) all seem to agree that social media and social networks are part of the characterization of human beings or rather human behavior. According to their respective studies human beings need to fulfil the urge to communicate and interact with people they know. This can be in order to share data, knowledge or common interest. For many the internet is an effective tool for social networking in order to fulfill various urges such as building relationships, discussion of trending issues, or to find potential soulmates. Such tools are increasingly becoming more popular and organizations can now engage in discussions with stake holders or customers on platforms like social networks, online communities and on article writing platforms such as blogs (Munene and Nyaribo, 2013).
The internet and social media has really developed plus revolutionized how organizations and people do things. A good example can be identified in politics, where elections can now be predicted from opening up web browsers. This was especially evident in Barack Obama’s 2008 election and also in his reelection that took place in 2012. Obama’s publicity on the internet was much better than Mitt Romney, this led to people declaring their votes on social media (Farias, Paskor, and Walter, 2015). Ultimately this contributed to people encouraging each other plus their friends to vote for specific candidates i.e. Mostly the same candidates their friends preferred (Ashburn and Howard, 2012).

However, it is not all rosy, as according to Team lease world of work survey (2014-2016) report which indicates that across different business and market sectors, employees are now spending 2 and a half hours per day at work accessing social media. The survey also highlights that 13 percent of total productivity is lost due to employees being on social media. According to the survey out of 62 percent of the employees who accessed social media during work or office hours, 83 percent of them visited Facebook. Further to this the survey illustrates that the extensive use of social media platforms at work has led to an increase in defamation, loss of confidential information, misinformation and employee solicitation. Unrestricted social media use at the workplace is no doubt negatively influencing productivity at the workplace (Team lease world of work 2014-2016). This in return is negatively affecting the Financial position of the organization. Therefore, since high unrestricted social media use is affecting the productivity of employees one needs to closely examine and understand the relationship between unrestricted social media use and employee productivity. There is also very little information on what measures can be taken to reduce the high workplace social media use.

According to Bernolak (1997) productivity is how much and how well we produce from the resources used. If more is produced from the same number of resources productivity is enhanced or increased. This can also be said of the vice versa where if the same number of goods is produced from less resources productivity is also enhanced. In this research “productivity” will refer to the amount of time an employee spends doing the job or tasks he or she was employed to do, so as to bring about the expected output based on the descriptions of their specific jobs.

Relevant studies argue that social networking is a fundamental human behavior, however the real question that seems to always arise is do social media or social networks add any
real value to our organizations today? With an emphasis on “productivity”. According to Arvantis and Loukis (2009) studies on links between Human capital, ICT, labor productivity, and workplace organization in Greek firms, ICT has improved some aspects of productivity however the full productivity level was not attained due to the lack of human capital efficiently combing with technology. This thus emphasizing the fact that there is a problem between social media and productivity. Most companies or businesses seem to ignore the fact that employee time wastage on social media has a huge financial cost on the business. Thus with social media seemingly having negative effects on productivity most organizations today have implemented “restricted” social media use at the work place. Where one cannot access social media during work time.

However, this tends not to work with the raise of smart phones allowing one to view the same sites or networks on their phones, this thus making it virtually impossible for computer experts to control social media access (Baker et al, 2010). Businesses are now making online presence on social media and other sites an absolute necessity. Lazer and Kelly (1973) describe this as social promotion, meaning it is concerned with promoting methods, information and ideas in order to increase economic and social ends. They also claim this helps promote decisions, policies and activities, which then eventually impact the organization positively. Consumers like to associate themselves with companies they feel attached to or affiliated to in one way or another.

In the UK Cambridge University is one of the best universities at using social media to market itself and also tell consumers and students about range of different programs. The university has a dedicated team that addresses any social media activity, and answers any queries potential clients, current clients or students might pose on their various channels, thus allowing for better client to organization relationships. Some of these things are what make it rank first in university league tables (Perraudin, 2012). Over 90 percent of companies are utilizing social media for their business and are promoting their specific organizations to clients outside as well as improving internal communication between upper management and employees (Orstein, 2014).

The Kenyan higher education sector has also not been left behind on social media or social networking sites. The country has an ever growing and developing higher education sector with 22 licensed public universities, 14 private chartered universities and an additional 13 other universities with the letter of interim authority. Making it a
combined list of 49 institutes of higher learning within Kenya. The University of Nairobi leads the social media followers list with 30.7K followers followed by Mount Kenya university with 30.3K followers thus showing that social media space is vital for the Kenyan higher learning sector with everyone looking to gain a massive audience or followers online (Matara, 2017). Even older higher learning institutions such as Kenyatta university are also in for the fight for social media space or presence with 24.4K followers to the institution. Their pages both on twitter and Facebook are constantly updated and queries from students or potential clients plus issues addressed within minutes. Social media is now not only seen as a link to prospective clients or students it is also viewed by higher learning institutions as an audience connector with prospective parents (Ridley, 2013).

The United States International University Africa is one of the best private Universities in Africa. It was established in 1969 as a Nairobi Campus of United States International University an institution based in San Diego and is known for having acquired dual accreditation in the USA and in Kenya. In 1999 the Nairobi campus established itself separately as a university under a new name United States International University Africa. It has a multicultural aspect to it, with over 73 different nationalities represented and the workforce at the institution are also very diverse. The university strives to have a modern human resources function to meet its increased development to cope with growing student population and this includes having highly technological sound employees (Ciuri 2015).

The United States International University Africa has also actively gained social media pages and influence and the school has official pages on Twitter Facebook, LinkedIn and recently on YouTube where the school actively engages students, gives updates, and offer responses to any questions posed in the various platforms (USIU Africa, 2010). The school has also taken an active role in revolutionizing technology at the school by introducing an E platform in 2010 called Blackboard where students and teachers can be able to share information, assignments and make announcements. The idea behind the platform was to allow students and teachers easy access to information plus communicate effectively on internal matters. (USIU Africa, 2010).

It is thus clear that social media is now an integral part of any business brand strategy, and has taken up an increasing bigger role than marketing (Zog, 2013). Social media has
changed the way people not just students learn, leading to improvements in efficiency. It gives a lot of information with which lecturers at the universities can use within their lessons. “Tweeting in Italian”. At the Montclair State University, a teacher allowed her students to tweet in Italian in and out of the classroom atmosphere, where there was a reported 90 percent increase in confidence and motivation (Zog, 2013). There is no doubt that social media is changing the way organizations do things today and has led to mostly positive impacts in most organizations. However, it is highly important to highlight the link between social media use at work and productivity in order to deeply understand the variable. As much as statistics show that worker productivity has increased by over 70 percent over the past 40 years, it is important to note that other studies tend to differ and have produced differing or mixed results (Opti, 2017).

In one of the studies one half of employees claimed social media helped them get mental boosts but the other remaining half claimed social media was a distraction, while one fifth said social media contributed negatively to their work. An expert argues that for every minute an employee is on social media, 25 minutes of work time is lost. (Opti, 2017). Therefore, it is vital for organizations to strike a balance and maximize positive impacts and minimize the negative impacts. Cutting off employees completely from social media or social networks leads to hostility and leads to rebellious attitude towards the rules from employees. In organizations where everyone is told what to do, this usually leads to disengagement from the employees and leads to low morale and productivity (Aleardi, 2015). Therefore, it is vital that organizations strike the correct balance between their employee’s productivity and social media.

As much as unrestricted social media access at work is advantageous in some ways, 22 percent or 1 in 5 is a very significant number to loose for companies especially with regard to productivity. The loss is extremely significant as well as the capital it generates (Perry, 2017). It is thus highly important to look into this issue.

1.2 Statement of the Problem

Different relevant literature claim that social media is increasingly becoming more popular in use in workplaces and companies are increasingly applying social media usage internally and externally to consumers (Munene and Nyariibo, 2013). Social media is now viewed as a marketing and communication channel where consumers or potential
consumers can be reached directly with organizations for interactions (Gummerus et al 2011; Stelzner, 2011).

In the last ten years’ social media and social networking sites have grown in relative use and importance. They are now one of the main areas of academic research (Constantinides et al, 2013: Kaplan and Haenlein, 2010). The quick growth of people using the platforms and easy access to internet on phones, has affected people’s behaviors and way of living from all social groups Social media has no doubt transformed the world and has brought a about a challenge to public and private sectors (Belch and Belch, 2014) However social media use at work is also being blamed for reducing productivity among employees, as they spend a lot of time on online. Social media use at work is considered to be a time wasting opportunity and part of security trapping by some (Turban, Bolloju, and Liang, 2011).

Social Media at work no doubt affects output, abilities, time, skills, and urge to work. It is now argued that employees spend 4 hours on social media a day, that’s half a working day, and most of the time spent there is for personal issues or reasons (Ott, 2010). This is vital output, morale, creativity and time lost to organizations and as a result profitability and productivity of organizations is affected. This definitely has to be huge concern for organizations and more so for Human Resources Departments (Constantinides et al, 2013). Businesses worldwide are facing issues to do with productivity management, because they have now come to the realization that productivity greatly impacts the success and business operations in general. Thus productivity is a cause of great concern for most organizations (Belch and Belch, 2014).

Thus it is extremely vital for businesses to highlight the various benefits and drawbacks social media use can bring to employee productivity. It is also of high importance to highlight the differences between “Restricted” and “unrestricted” social media access at work. Important empirical evidence is also required to illustrate the benefits and drawbacks social media use at work will bring to employees, the organization and its external environment (Lakhani, 2013). There have been various attempts to look into and ultimately address the impact of social media use on employee productivity at work. However, majority of the studies have not focused on employees of higher learning institutions like Universities where social media usage is rampant but rather they focused more on banks and commercial institutions (Ridley, 2013). Majority of the studies have
also been on developed countries and where the conditions may not be in line with developing countries such Kenya.

In Kenya Munene and Nyaribo (2013) focus on employee participation at work, effects of social media on the employees with very little emphasis on attitude and how the participation of the employees on social media also affected the teamwork. Their study focuses on everyone that has internet access rather than specific people. Jagongo and Kinyua (2013) research focused on social media, and entrepreneurship growth relationship with more emphasis on medium and small businesses in Nairobi without necessarily looking at private higher learning institutions like the United States International university Africa. This study will aim to fill the knowledge gap by focusing deeply on the impact of social media use on employee productivity at work with focus on employees of higher learning institutions such as the United States International University. The Study will additionally focus on the link between social media use and employee productivity with emphasis on actual output in terms of performance: employee attitude towards work when on social media, employee team work participation, employee job satisfaction, and employee commitment to the organization,

1.3 Purpose of the Study

The general purpose of the study was to establish the impact of social media use on employee productivity at United States International University-Africa (USIU).

1.4 Research Questions

The study was guided by the following research questions:

1.4.1 What are the impacts of social media use on productivity of the employees at United States International University Africa?

1.4.2 What obstacles are there in implementing a social media strategy at United States International University Africa?

1.4.3 What business strategies are there to deal with the risks that social media use at the United States International University pose?
1.5 Importance of the Study

The findings from the study will be beneficial and significant to these stakeholders:

1.5.1 The Management of United States International University Africa
The management at the United States International University Africa will find the findings of use in trying to understand the best way to mitigate the risks social media access brings to the institution. The findings will also be helpful in understanding and evaluating the social media access decisions made to employees as well as identify areas of improvement. The findings will also be of great use to the management of the United States International University Africa in helping in formulating measures to fill the areas of improvement.

1.5.2 Employees
The employees who indulge in social media at the workplace can start learning and become brand ambassadors for their organizations. The findings from this study can be used positively by employees to make changes to their behaviors and attitudes at work in order to push the organization forward.

1.5.3 Institutions that Use Social Media
Other institutions that encounter the same types of issues will learn from the findings and implement better in their own institutions.

1.5.4 Human Resource Managers
Human resource Managers facing the same issues will understand better the issue of social media use in at the workplace and as a result make better informed decisions.

1.5.5 Researchers and Policy Creators
The study will be important for fellow researchers and academic students conducting research who will view this study as a foundation to formulate new problems and proceed to research on them. Policy creators can use this as a guide in creating and directing policies.

1.6 Scope of the Study

The study will focus on the Employees of the United States International University Africa at the institutions main school located in Nairobi Kenya off Thika road area. The main reason for this was to draw respondents from employees in different departments at
the school who have access to social media during working hours and thus focus on their respective productivity. The study was conducted between the months of January and March 2018. The challenges foreseen included some of the respondents failing to completely fill the questions or some issues being misunderstood. This was mitigated through constant reminders to the respondents during the period they were having the questionnaires.

1.7 Definition of Terms

1.7.1 Social Media

According to Daniel (2017) social media refers to communication tools via the web that can allow people to interact, share and consume information with each other. This social media information can be in the form of private information such as emails, instant messaging, contact information and photo albums. While semi private information is basically information that is available for a chosen group of people or friends. This may include friends of friends (Lakhani, 2013).

1.7.2 Unrestricted Social Media

This term generally refers to social media or internet that has no barriers where one is free to use it as they please or choose at any time (Merrium, 2017).

1.7.3 Restricted Social Media

This generally means having an official rule or regulation against social media use or internet during or at work (Collins dictionary, 2016).

1.7.4 Social Networks

These are groups of people who have and share a common foundation. Social Networks are part of the commonly used term social media. They are called networking groups in professional teams. Social networks basically now represent platforms where people communicate, interact and share information. These may include LinkedIn, Twitter, and many more (Randy, 2016).
1.7.5 Employee Productivity

Generally, employee productivity or work force productivity can be referred as to as the number of units of a service or product an employee can handle within a specified amount of time (Gillikin 2016).

1.7.6 Business Strategy

The term basically refers to the process of assessing the opportunities and threats that will be ahead or in the future in order to make adequate changes to secure it purposefully (Henderson, 2017).

1.8 Chapter Summary

This chapter covers the background of the study, problem statement as well as the general and specific objectives. This chapter also provides the justification for the study as well as scope which the study aims to capture. Chapter two will focus on addressing various literature work from scholars and academicians on impact of social media on employee’s productivity at work which is the subject of the study. In chapter three the research methodology is discussed with chapter four presenting the results and findings of the data analysis done. In chapter five the recommendations and conclusions are discussed.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction
This chapter reviewed existing literature on the focus of the entire research which is how social networking sites affect employee productivity at work. This chapter also highlights the various obstacles businesses face in implementing a social media strategy. Additionally, this chapter highlights strategies that businesses can implement to deal with risks of social media use at work.

2.2 The Impact of Social Media Use on the Productivity of the Employees

The study will focus on the impacts social media has on the productivity of the employees with special focus on employee job performance, employee attitude towards work when on social media, employee team work participation, employee job satisfaction, and employee commitment to the organization.

2.2.1 The Impact of Social Media Use on the Job Performance of the Employee

According to Chu and Chan (2009), businesses are facing rapidly changing environments thus organizations seeking innovation could use online social networking and communities have found online to identify new ideas that can lead to the creation of new services and products. Thus as is with the suggestion by Chu and Chan (2009), employees in innovative organizations can use online social networks to increase knowledge, creativity and ingenuity.

Social Media use at the workplace also helps create a collaborative environment for learning within an organizations social system where any problems or issues are solved collectively and the solution is shared with other employees (Boshoff and du Plessis, 2008; Davenport, 2001; Orlikowski, 2002). This suggests that employee job performance can be impacted positively by being on social media at work by perhaps enhancing team work approach to issues.

Minocha (2009), suggested that in collaborative spaces of work like blogs or Wiki people can learn through looking at contributions others have made and then reflect on contributions they have made themselves. This thus contributing positively to job performance with respect to team work.
It is also argued that individuals get important skills, such as team work and collaboration which can easily be transferred and allow employees to fit in faster in working environments. Social media use at the workplace empowers people or employees in organizations (Hasgall and Shoham, 2007; Scheneckenberg, 2009). They suggest that social networking systems work on the basis of real time networking or technology. Hence this enables quick updates on various activities at levels that are trivial virtually. The trivial work and activities enhance openness, trust and empower employees. In addition it is also argue that the social media networks increase the job satisfaction of employees and helps maintain their morale (IBM, 2007; Smith and Kollock, 1999; Van Zyl, 1999).

This is through the rewards and or contributions one gets online through the creation of followers who subscribe to their work and ratings (IBM, 2007; Smith and Kollock, 1999). These digital reputations allow an individual to be recognized personally not in group settings and place an important emphasis plus value on an employee. The value is recognized through an employee’s knowledge and knowledge creation capacity. This then leads to satisfaction of an individual employee’s desire for things like prestige and recognition (IBM, 2007; Smith and Kollock, 1999).

However as much as social networks may have considerable advantages, it is argued that many users are internet addicts and thus lack the adequate control of using it at work (Chen et al. 2008). Many also tend to turn to the internet and social media to get help on their job related tasks, hence giving a false view of their job performance. They also further argue that internet and social media use at the workplace affects socialization, in that people have trouble talking to one another if not on the computer (Chen et al. 2008). It is also argued that social media affects peoples job performance in that it exposes malware such as viruses, and bad messages to fellow employees and the organization ICT systems, this can result in loss of data (The European Network and information Security Agency, 2007; Perkins, 2008).

It is also commonly argued that the characteristics of social networks really affect job performance, even though employees tend to get occasional positivity from such networks most of these affect the levels of their performance and reaching targets (De Choudhry and Counts, 2013).
2.2.2 The Impact of Social Media on Employee Attitudes towards Work

According to Bucher et al (2013) and Fonner, Roloff (2012) social media is making it increasingly difficult for employees to give a break mentally and separate themselves from work plus life roles. This is thus giving them a negative towards work related tasks. It is also strongly argued by (McKinsey, 2009) social media allows employees to feel a sense of connection towards the company through playing roles of ambassadors of the brand. These functions allow them to feel the business spirit thus making them good credible organization representatives. Thus the ever increasing lists of employees being organizational ambassadors (Edelman, 2010/2012). Social Media is a platform that forces employees to constantly show either happiness or frustration and this then leads to organizations making rush decisions without adequate information. This then means employees have to be constantly working or monitoring communications. Which can mean a negative view towards work.

2.2.3 The Impact of Social Media on Employee Team Work Participation

According to Kar (2016) IT systems and social media allow employees to connect, share information with one another. This leads to a collaborative working culture where employees or even companies can share ideas, future suggestions or current and also interact with top management on a more one on one perspective. This according to Kar (2016) helped to raise the levels of engagements employees had with each other which lead to improved communication. DiMicco et al., (2008) also suggests that internal social media gives employees a sense of motivation to build better and stronger ties with ties they consider weaker. He also argued employees can use social media to reach out to employees they don’t know hence improving team work and collaboration.

Jackson et al. (2007) also argued along the same lines claiming social media such as blogs does create and strengthen ties in working environments. However, Parry an Solidoro (2013) conducted a study on the influence of social media as an engagement tool on current and future employees, and came up with findings that social media does allow engagement between employees who already exist in organizations. However, findings from their study also suggests that using social media as an engagement tool for employees will not be successful if the organization does not embrace communication and participation openly. Social Media is also looked at as a relatively new idea or way of
2.2.4 The Impact of Social Media on Employee Job Satisfaction

According to Andrisani (1978) job satisfaction is an employee’s evaluation of their job or the specifications or work related tasks that the job comes with. Thus job satisfaction is in basic terms a good evaluation of work and positive outcomes coming from it: that is a good emotional state as a result of one’s experiences at work (Locke, 1976). Social media has allowed for people and employees to be independent in terms of their communication and interactions which has led to better understanding and collaboration (Smith, 2009). This then allows employees to take part in tasks at work that are flexible and complex in coordination. Social media more in a deeper context allows for the employees to collaborate in informal platforms making them feel more satisfied and share a vision (Barger and Labrecque, 2013).

It is also commonly argued that social media now gives a voice to employees that allows them to voice concerns or issues that they may have with management this leads to greater employer to employee engagements and increased job satisfaction (Holland, Pyman, Copper and Teicher, 2011). Malik, Saleem and Ahmad (2010) identify social media as a key ingredient of creating a work a work and life balance which is essential for job satisfaction. They argue social media enables a better balance of work and life. This notion is closely supported by Bennet, Owners, Pitt and Tucker (2010) who claim social media has a positive effect on morale.

However, according to Sluis, Burgers and Montfort the link between social media and job satisfaction is closely related to social interactions and structures within organizations. Thus Croon and Schyns (2006) defined social structures as a mix or combination between colleagues and supervisors in positive relationships. Thus as much as social media has an impact on job satisfaction social structures determine the extent of the impact.

2.2.5 The Impact of Social Media on the Employees Commitment to the Organization

The term commitment commonly refers to a phenomenon that is extremely diverse referring to a state of which people or individuals are bound by the things they do or participate in (Salacink, 1977). Thus in essence organizational commitment is when
employees are willing to give their best energies and their utmost commitment, loyalty to social systems (Kanter, 1968).

Social media allows current and new employees to learn new things because it allows them to communicate to fellow employees who are senior with some expertise or blog about a problem issue (Koch et al., 2011). Due to the flexible nature of social media, employees do not need to leave their offices in order to get information related to their work. Organizations can now manage the knowledge at the workplace and allow information to be shared on social media (Mcfee, 2009). This then leads to high levels of organizational commitment from the employees or new hires. Social Media implementations in the workplace are created to allow integration of the social and work lives of employees (DiMicco, 2008). Thus through the encouragement of activities that involve socializing on social media, companies can create an environment at work which accepts chatting online or blog writing during work hours. This is thus likely to allow an employee feel more committed to an organization rather than restricted (DiMicco, 2008).

When Employees new or current joining an organization are given the access to internal social media platforms, it is highly likely that they will use it for personal reasons (Collins, 2010). However, the ability that social media platforms gives them to keep relationships with their friends and family allows for them to feel connected (Boyd and Ellison, 2008). The employees will connect and form internal social networks of friendships. This is likely to bring about more organizational commitment as the creation of relationships and partnerships within the employees will reduce boundaries between their social and working roles (Koch et al., 2012). Deep commitment is an attachment emotionally and physically which employees that have a strong sense of belief, participate in, and enjoy being members of an organization have in their characteristics (Allen and Meyer, 1990). Employees that feel a sense of belonging and create relationships with fellow employees are thus likely to have an emotional attachment. The acquiring of information is linked directly to commitment. Thus social media has the capacity to directly impact organizational commitment (Ostroff and Kozlowski, 1992).

2.3 The Obstacles of Implementing a Social Media Strategy

Social media’s steady rise development and use in organizations has been beneficial but at the same time it has brought about major concerns or issues to organizations worldwide. Organizations are now having to deal with issues such as the disturbance and
distractions of their employees while on work duties (Mastrangelo, Everton, and Jolton 2006; Sherman 2009). Management must constantly look into the amount of time employees spend on social media on computers or gadgets while sideling work (Wang and Kobsa, 2009). There are also major safety issues which have come up due to social media (Sherman, 2009). The study will look into the obstacles in terms Security (Information Security breaches leakage, Malware), and obstacles for human resources management.

The increased blurred lines between personal and official use of social media during working hours has compelled organizations to come up with policies that dictate its usage by its employees. Workplace social media policies are gaining attention as the number of people commenting, sharing, liking and tweeting every aspect of their life continues to grow. IT abuses have increased over the past years. This includes excessive tweeting and using Facebook, which 65.2% of HR pros surveyed by the Center said was a common problem (Akitunde, 2013). A growing concern for employers is how to manage their employees’ social media use and its potential impact on their brand.

Managing employees’ use of social media remains at the top of employers’ list of concerns (Williams, 2014). Together with policies, companies have been compelled to take disciplinary action against employees who have contravened its social media policies. Disciplinary action ranges from verbal to written warnings, demotions and ultimately termination form employment. These actions are taken by employers in order instruct and correct rather than to punish the errant behavior. Disciplinary action is also taken to serve as an example to discourage other employees from engaging in similar acts.

2.3.1 Security Obstacles

There is no doubt that social media is an attractive offers a platform to organizations and provides vast benefits. Thus the use of social media is continually growing in different sectors worldwide (Kaplan and Haenlein 2010; Qualman 2009; Safko and Brake, 2009). However, it is unfortunate and important to note that social media sites such as LinkedIn, Facebook, Twitter and Blogs pose various security issues or threats to the users themselves and respective their organizations. A global study conducted by (Ponemon 2010) surveyed a total of 4640 Information Technology and Information Technology security participators in twelve countries specifically looking at the issues social media
brings upon security. More than fifty percent of the respondents agreed that there was an increase in malware within their systems due to using social media. Sixty-three percent of them said there are serious security risks to their organizations due to social media use in their workplaces.

Another study by a top security vendor Kaspersky Labs (2009) concluded that the sites on social media which people visit are 10 times better effective at exposing one to malware than the older methods of email being delivered. As 2008 was coming to an end Kaspersky labs collections had malicious files amounting to more than 43,000 all relating to sites from social media. These number of malicious files that were received by Kaspersky labs illustrates that people who use social networks are very popular targets. Further to this Ponemons (2011) study also found and highlighted that many companies do not have the required controls on security and policies which can be enforced to deal with the risks on information that is brought about by social media. Out of the respondents only 29 percent confirmed that their companies have the required social media controls on security within social media. Thus they were not in a position to deal or mitigate the security risks.

According to a study by Cisco Systems (2008) policies on security tend not to work effectively always for employees. Thirty-four percent of the IT professionals agreed and reported that majority of the employees in their companies do not have an understanding of policies regarding security and take security risks lightly, even though they have been handed over written security policies plus educated on security issues. This thus arguably contributes to the high security issues associated with social media use. When employees are aware of policies regarding security they often dismiss them so as to do what they desire, due to things like pressures on time, lack of adequate knowledge, and motivation (Son, 2011; Davison and Silence, 2010; Stanton et al., 2005). This thus highlights that a lot more research is required to create strategies on social media security that are a lot more effective (Aytes and Connolly, 2003; Davinson and Sillence 2010; Hayden, 2009)

2.3.2 Information Security Breaches, and Information Leakage

It is universally accepted that information security is now becoming a social issue on top of being a technical one. Company reputations can be destroyed through data breaches. Information security refers to the ways in which companies and organizations protect their information and systems from disclosure, unauthorized access, changes or
modifications, or destruction all together (National Institute Standards and Technology, 2013). This is in order to provide effective integrity, confidentiality and availability.

The leaking or sharing of sensitive and confidential information on social media by employees has been rapidly increasing. A good example is when an Israeli militant revealed the area and exact time of a raid on his Facebook Status update forcing the Israeli military operation to be canceled (BBC, 2010). It is thus no doubt that such information security breaches or information leakage issues are having huge impacts on organizations today. Irresponsibility on the internet or social media by employees puts companies plus systems at risk of exposure to malware. This then leads to issues such as lawsuits because of defamation and copyright issues. This also leads to reduction in productivity which deeply affect companies, revenues and reputations (Colwil, 2010; Gudaitis 2010; Young 2010).

Social media use at work also exposes organizations and the users to potential cybercriminals who can steal information and use their storage to enable them do commands and controls (Everett, 2010; Smith and Toppel, 2009; Westervelt, 2009). Furthermore, sites like Facebook can now be downloaded as torrents thus exposing 170 million plus information that users have on the site (Paul, 2010). Employees on social media platforms are now top targets of cyber criminals in order to gain access to sensitive information in order to launch attacks (Mcfee, 2010).

Information Leakage refers to the breaching of confidentiality of data or information usually from employees within an organization which leads to information or data to be disclosed to the general public (ISF, 2007). Information leakages can also occur through offline social networks ways however the leakage on social media is extremely different than the offline methods (Jansen, 2010). This is due to the fact that when employees post data or information on their pages, the information remains almost permanent. This information can then be accessed by different people, copied and sent to other people. If information is leaked on a face to face basis the information only remains with one person and if communicated to other people it is viewed as rumors. Social Media has the ability to control user’s information and this makes social media use at work the most challenging avenue of information leakage because it is difficult to manage information from organizations leaked by employees on social media platforms (Sophos, 2010).
2.3.3 Malware Exposure

According to Grimes (2001) malware is a program or software that has been created to move between computers and networks with an intentional motive of modifying computer systems without consent from the owner or user. This term includes viruses, worms, Trojan horses and malicious internet codes. There new techniques such as spear Phishing where users are deceived into carrying out certain actions e.g. opening documents which launch attacks (Jacobson and Myers, 2006)

Cybercriminals are increasingly using URLs on different sites which employees might visit while at work, these then direct users to malware (Huber et al., 2009; Zhang, 2011). Employees indulging in social media at workplaces potentially expose themselves and their organizations to malware. Malware can easily lead to inappropriate responses to it which can cause more damage to organizations and users than the actual attack (Harley et al., 2001). Majority of data sent on social media or internet is usually encrypted. However, encryption is not always present on data on social media. This can then leave critical data on servers that can be accessed publicly which leads to hacking (Huber et al., 2009).

The only real security on social media is usually restricted to a user profile, log on and passwords. These can easily be wrongly configured thus making the employee and their organization vulnerable to an attack. These changes in functionality allows for routines to be reengineered in order for weaknesses to be spotted (Shah, 2007). The use of social media at work potentially exposes employees to the psychological effects that malware can have on them if they become victims. These can be in the form of decrease in motivation due to insecurity and scape goat targeting. Damage can occur with regard to relationships with other companies where the victim company can be viewed as a virus carrier (Harley et al., 2001). Another concern is with regards to the law regarding the internet and social media as it is extremely hard to know or spot information security breaches and if even if a breach was to be spotted it is hard to pin point the people involved (Mandia et al., 2003).

2.3.4 Obstacles for Human Resources Management

According to Bowen and Ostroff (2004) Human Resources Management is a system on communicating that’s on going. The system informs the employees of behaviors which
are desired by the organization and this then contributes to the greater better commitment to the organization (Sanders and Yang, 2004). Miller (2012) conducted a survey and claims about 81 percent of employees who participated in the survey concluded and said that they used their mobiles in the work environment. The growth of technology and social media in organizations has led to workers becoming digital where the employees are allowed to use their computers, devices and internet in order to undertake their daily jobs assignments (Benson, Johnson and Kuchike, 2002).

Employees can now carry their work home on top of using technology at work (Miller, 2012). Human resources role has changed from traditional file maintaining to becoming strategic in terms of business in order to add value to successful organizations (Casico, 2005). However, despite the many advantages that social media is bringing to organizations it is also contributing negatively. Social media blurs the boundaries between home and work which leads to negativity on the work environment of an employee (White et al., 2003).

Human Resource management in vast organizations is having to deal with different cases of employees complaining or even filing legal cases of their privacy being invaded by their bosses which has led to high number of employee terminations because of using social networks (Davison et al., 2011). It is also argued that the regulations and standards used within social networks by Human Resource managers are unclear (Gramberg, Teicher and O’Rourke, 2014).

Furthermore, Miller (2012) claims a large number of employees use their own personal mobiles at work and carry work home. This has brought issues to Human Resources with regard to the privacy of organizations data. Human Resource management is now facing a hard debate between using personal devices at work and allowing the growth of technology in the workplace. Studies claim that social media is now leading to low productivity patterns due to issues like cyberbullying and cyber slacking (Whitty and Car, 2006). Human resource managers are constantly finding employees or fellow managers on social media indulging in comments and liking friend’s pictures during work. Thus because of this many employees are using the internet plus social media badly. This is creating more lawsuits for organizations (Gramberg et al., 2012). Human resource managers are having to continually check on their employees to avoid high costs and
legal issues originating from the misuse of technology by the employees (Gramberg et al., 2012).

Human resource management is now more than ever struggling to govern the use of social media and other technological devices by employees at work. Human resources managers have had to create a set of rules plus procedures to deal with social media issues. This additionally has brought about further issues to human resources managers because when dealing with termination or suspension. Most employees tend to feel that their privacy is under threat due to the thin line between work life and personal life created by social media (Gramberg et al., 2012).

2.4 Business Strategies to Deal with the Risks that Social Media Use at Work Pose

Despite the many different advantages of social media to organizations or companies and its power in attaining goals. The implementation or approach it its use must be a cautious one and strategic. Otherwise organizations risk being exposed to the many different disadvantages the platform can bring up. The current study focuses on Social Media Breaks, Employee training, Team building, Social Media Teams and Policies as some of the strategies which organizations can use to reduce or deal with the issues social media use at work poses (Staples, 2017).

2.4.1 Social Media Breaks

According to Pew Research Center (2016), about seventy-seven percent of two thousand and three American employees where surveyed and they agreed that even with restrictions on social media usage at work they still indulge in it. This thus showing the type of resistance Human Resource managers are likely to be facing with social media.

Therefore, according to Staples (2017) its high time organizations introduce social media breaks in the workplace to cope with this resistance. According to the research about fifty-seven percent of employers and sixty-four percent of employees agreed that taking breaks was an important ingredient that leads to maximum productivity. When employees are given opportunities to relax their minds from work related tasks many organizations could see positive effects (Pew Research center, 2016). The research also found that fifty-four percent of the employees came to an agreement that social media breaks were helpful as they helped them refocus at work. Thus this suggests that employees should be allowed to move away from their work desks and spend some time outside the office environment.
If they have a preference to go on social media this should be allowed to do so during those breaks. The breaks should be on set on times which the employees can look forward to without having to sneak or ide to do it. If the employees know they have allocated time for social media, they are unlikely to indulge in it during work hours. (Pew Research, 2016)

According to a National Workplace Flexibility Study (2014) flexible work environments lead to a 53 percent improvement or increase to the motivation of the employee as well as a 20 percent improvement in their productivity levels. This further emphasizes the importance of breaks as a mitigation tactic. However, the study also revealed that the employees need a boundary in order to stay fully focused on work, and be fully productive.

2.4.2 Employee Training

In simple terms training is an activity that brings about changes in behavior in people. In Flippo (1984) terms training is the art of adding extra skills to an employee to enable them do a certain job. Training can also be looked at as a systematic way of getting skills, concepts, rules and new attitudes that then leads to better performance in other environments. Therefore, according to Farooq and Khan (2011) in any organization employees need training in order to shape the employee’s skills attitude and abilities a certain way. Similarly, Training can be looked at as not only a way to improve the skills of a workforce but as a way to encourage togetherness within the contests of an organizational culture. This can lead to better employee commitment and a better quality of workers. According to Malshev and Loop (2013) on management of organizations on social media, companies should now start to include training programs regarding their policies on social media and also keenly make sure employees comply with the policies.

According to Ryan (2016) social media work is slowly being brought into university programs. This is in order to bring a good bridge of social media skills for the working environment and will one day be part of the introduction classes such as computer skills etc. Social media is now an extremely vital skill for jobs in this century. According to Kotke (1999) employees need to be trained on the current knowledge their particular job and employees will produce more for the benefit of the organization. Training is an important aspect of any Human Resources department as it allows employees gain the necessary skills required on their jobs. This then gives them the ability to perform more
efficiently (Suazo et al., 2009) This thus suggesting that social media training or internet training is also vital for employees to be much more efficient and handle social media with the care it deserves to avoid the many issues that come with social media in general. Human resource departments need to ensure their stuff are empowered by offering them training in other aspects of the business as well as social media. This is because social media is now a significant section of many organizations (Coote, 2015).

2.4.3 Team Building

According to Senge (1990) a team is a collection of people who are participants of a group and function together for a shared cause. Hammer (1996) also describes a team as an organized system of processes where the group of people are organized in a way that links with customer process. The group members in the teams are responsible to ensure tasks are performed efficiently. Thus social media is vital for team building as it links workers together in an informal way. They can then talk with each other after working time and built friendships. Social Media may also be used to support each other by sending information that are positive to fellow workers or anyone e.g a sick person. This is vital as it builds long lasting friendships and connectivity (Heather, 2016).

Organizations can now use social media as a tool in building employer to employee relationships. Different companies can utilize the forums which are open to view and celebrate the performance of an employee which is efficient and effective just like announcing meetings. The old fashioned way of sending emails to employees which can sometimes go unread) takes lot of time thus the creation of Facebook pages for an event or meeting is easy and can keep everyone informed. This type of communication is less likely to be overlooked (Heather, 2016). Social media can help with regards to team building in the sense that it links fellow employees who work in the same industries. This potentially good to organizations as it ensures togetherness not only between employees but with other organizations which can help reduce competition (Global Recruiting Trends, 2016).

Acquiring of talent is also made easier because connections can be created through employees and this even helps with regard to recruitment. Companies are also likely to find the organization on the social media e.g having an efficient presence on Facebook or twitter will make customers take business from you more seriously. This can then allow employers get a good market share (Coen, 2016). When employees are on social media
they can communicate with various people including top managers in an instant and also
share and discuss with other employees this leads to bonding and team building at a
relatively small costs. When there is team work and sharing employees are highly
unlikely to be targets of cybercriminals and even if they were they would share with other
employees thus reducing the damage (Global Recruiting Trends, 2016).

Globoforce claim that 89 percent of employees agree that working relationships play a
part in having a quality life. Communication mediums that are informal like social media
is a gateway to a deeper understanding of the members in the team, what they are capable
of and their everyday needs. Team work within employees leads to greater plus open
communication which in itself can safe guard the against any organizational obstacles.
Social media platforms allow for flexibility within teams and work environments and this
according to a research by Ring Central (2016) is important for fifty-five percent of
millennials.

2.4.4 Social Media Team and Policies

The term social media term commonly refers to a group of people who give guidance and
support to fellow employees and top executives within social media platforms or
contexts. Social media teams take responsibility for the development and execution of
guidelines plus policies for employees and social media trainings. (Altimeter, 2011; Brito,
2012; Fed Ex and Ketchum, 2012). These are very important as they aid in dealing with
most problems social media use at the workplace may bring and also offer protection to
the organization as a whole. A perfect Social media team should contain vast experience
in social media and management and also understand deeply the culture of the
organization. It should also cut across departments in terms of its function and its
members should be from different departments so as to have a diverse mix of expertise
within the group (Flynn 2012).

The term social media policy commonly refers to a certain conduct policy or rules that are
handed to employees who participate in social media as part of work or personally. The
code of conduct is meant to guide them on the dos and don’ts when they are on the
internet (Tech target, 2016). While control is just general blockage to accessing social
media at certain times. Guidelines and policies on social media are very important so as to
avoid big losses with regard to productivity and they also help with the protection of the
organizations image, property and vital information (Manpower Inc., 2010). According
to Domos (2012) they illustrate how positive social media policies are. They explain that social media policies are a good source of information for employees, as they give them a good outlook of the social media environment. They also additionally emphasize the responsibilities of the employee on the social media platform, provide social media advice and best practices. The policies are usually in bullet form and simple sentences and provide adequate examples.

Social Media guidelines are important in that they illustrate the risks one puts the company under and fellow employees. They also offer the necessary actions of discipline that can be taken if the guidelines are violated (Linke and Zefass, 2012). Furthermore, according to Linke and Zefrass (2012) as much as guidelines and regulations are good the main challenge is in balancing the importance of the regulations and the flexibility that is vital for authentic communication on social media. Thus the creation of social media guidelines should be done in phases, that include efficient planning, efficient or thorough implementation and continuous improvements. Employees should be involved in each phase to ensure it is successful. Hawkins (2012) social media teams and guidelines are important as they provide the employees with the required instructions adequate practices and efficient training to successful and efficient on social media. According to Ployhart (2012) social media is very beneficial to an organization but if not efficiently managed can lead to financial, and legal risks. Thus with such a thin balance between the risks and benefits of social media it is of high importance that organizations management create social media teams and policies in order to enable them use it appropriately.

2.5 Chapter Summary

The chapter has reviewed literature relating to the subject matter on the impact of Social Media on employee productivity. This particular chapter also focused on the impacts of social media use on productivity of the employees, obstacles are there in implementing a social media strategy and what business strategies are there to deal with the risks that social media use and in chapter three the research methodology is discussed.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

This chapter provides a detailed guide on how the study was undertaken. It mainly focuses on the population of the study, design of the research, design used in sampling, methods used to collect data, procedure for the research and the analysis procedure used on the data.

3.2 Research Design

The main research design used in this study was Descriptive. Descriptive research design focuses on gathering data from people in a population sample as it happens in an environment that is natural to them (Burns and Grove, 2003). The information gathered can then be used to make final judgments or create theories. According to Kerlinger and Lee (2000) researchers using descriptive research design do not have a direct impact on the variables that are independent this is because their manifestations have happened already and can’t simply be changed. The descriptive research design is very structured and specific in measuring the characteristics that are on the research question. The main focus point of descriptive research designs is to illustrate or show the accurate characters of people or situations they may indulge in. It is extremely vital to have an accurate picture of the research objective of which the researcher wishes to gather about before the gathering of the actual data (Saunders, Lewis and Thronhill, 2003).

3.3 Population and Sampling Design

3.3.1 The Population

According to Polit and Hunger (2000) population is the aggregate total of subjects, objects or people that conform to specific group of specifications or ideas. While Webster (2000) looks at it as a finite section of a population where certain things are studied to get data about the whole. Since the study focuses specifically on people, it can be looked at as a group of respondents chosen from the bigger population for a specific study of the survey.
The main target population of the study was the staff at the United States International University Africa in Nairobi. The study focus on 685 staff members at the private university who have access to internet at their various desks or workstations. The population included only staffs who work at the United States International University Africa Nairobi off Thika road Branch because of the limited time to undertake the study and ease of access to the premises.

### 3.2: Population

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non Teaching</td>
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<td>41</td>
</tr>
<tr>
<td>Adjunct Faculty</td>
<td>244</td>
<td>36</td>
</tr>
<tr>
<td>Full Time Faculty</td>
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<td>18</td>
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<tr>
<td>Contract Employees</td>
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<td>6</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>685</strong></td>
<td><strong>100</strong></td>
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</table>

Source: (HR office USIU, 2018).

#### 3.3.2 The Sampling Design

#### 3.3.2.1 The Sampling Frame

According to Turner (2003) a sampling frame can be referred to as a set of source materials where the sample is chosen from. A sampling frame must be able to capture statistically the main target population of any particular study. The best sample frame is one in which is accurate, complete, and current meaning up to date. It is thus extremely essential to strive to attain them in creating a frame from the beginning. Sampling frames can be idealized by how well the properties are specified (Turner, 2003).

The sample frame needs the correct sample to be chosen from the population that was targeted so as to focus on the correct population that the researcher target (Sekaran and Bougie, 2013). The sampling frame for the study was gathered from the staff that was present in different departments at the United States International University Africa when the study was carried out. The respondents or participants were then be selected randomly within each sub group selected.

#### 3.3.2.2 The Sampling Technique

After identifying the target group, the research were then use the stratified random sampling frame to ensure that all the specific sub groups was represented in the sample.
According to Black (2009) Stratified sampling allowed for the target population to be broken down into specific samples known as strata’s. The staff members were then be grouped according to their various departments in the university, and the randomly selected to ensure the process is free and not biased. The random process involve selecting each third employee that was on duty in the various departments.

### 3.3.2.3 The Sampling Size

A sample size refers to the number of people who fit your demographic (Smith, 2013). According to Garson (2012) It can also be referred to as the number of combined sampling unit sets that doesn’t include the whole set that is described as the population. According to cooper and Schindler (2011) argue that if well chosen, samples of about 10% of a population can often give good reliability. Therefore the minimum sample size was 10% of 685 resulting into 69.

<table>
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</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>69</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

### 3.4 Data Collection Methods

The study conducted used primary data collected via questionnaires from the respondents in the different departments. The first area or portion of the questionnaire focused mainly on data about the respondents related to demographics. The second portion was focused on the impact social media on employee productivity at work. The third focused on challenges the university faces in implementing a strategy on social media. Then the last and final section was focused on identifying various strategies that can be used to deal with the risks social media use at the university poses.

The collection of data by the use of social media was essential as it allowed for huge amounts of data to be gathered in short periods of time. The questionnaire contained
questions that are open ended this allowed the respondents to offer their different opinions without feeling restricted or confined. The questionnaires also contained 5 point Likert scale which focused on analyzing the respondent’s extent of agreement and disagreements to the different variables being researched. The open questions and the likert scale was very useful as they addressed different factors yet still gathered important data.

3.5 The Research Procedures

Firstly, the questionnaire was created with the research questions forming the foundations of it. The questions were then ensured to be valid, very reliable and standardized for the purposes of testing. The questionnaire will be pretested on different respondents from the various departments. This allowed reliability to be outlined and collection of useful information to be obtained. It also helped spot any errors and the necessary corrections were undertaken. Respondents who take part in the pretests are not included in the final study so as to prevent any bias due to previous knowledge.

Before the distribution of the questionnaires a written email was written to the Human Resources Management at the University seeking approval to undertake the study. A drop and pick strategy was implemented during the data collection procedure. The questionnaires was printed and distributed in the morning when shifts for the various respondents generally start. The respondents were given ample time to fill in the questionnaires. The filled in questionnaires were then be collected during the end of the various respondent’s shifts. The importance of the study was stressed to the respondents and the ways which will affect the university and them in general. This was done during the distribution phase of the questionnaires. The respondents were also given assurances that all their answers would be confidential so as to encourage truthful answers. The study was conducted and data gathered between January and March 2018.

3.6 The Data Analysis Methods

Data analysis or commonly known as data analytics is a process where data is inspected, cleansed, transformed and modeled with an aim of getting information that is useful, give final answers and can support in giving informed decisions (Ader and Mellenbergh, 2008).
After gathering the answered questionnaires from respondents they were assigned reference numbers linked to the answers and the responses entered into grouped categories. This was very important for analyzing the information which included categories, manipulation and the summary of the various data to obtain accurate answers to the research questions. The Statistical package for Social Sciences was created to conduct analysis on statistical data or quantitative information. Thus because the study was descriptive, descriptive statistics like mean and standard deviation were calculated. This allowed the researcher to summaries effectively and gives a good description of quantitative data which empirical evidence outlined. The data analyzed was then presented in tables and chart forms to allow accurate understanding.

3.7 Chapter Summary

The chapter outlined a guideline on how the research was undertaken. It covers the design the research used, the population of the study, the data collection procedure, the research procedure, and finally the way data was collected and analyzed and in chapter four the findings of the study is presented.
CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction

This chapter brings forth the results as acquired from the data analysis done. This include results relating to the demographical analysis of the respondents and the specific research objectives aimed at establishing the impact of social media use on employee productivity at United States International University Africa (USIU).

4.1.1 Response Rate

The research issued a total of 69 questionnaires and a total of 50 were filled and returned giving a response rate of 85%. This was sufficient for the study as indicated in table 4.1

Table 4.1: Response Rate

<table>
<thead>
<tr>
<th>Variable</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Filled and returned</td>
<td>50</td>
<td>72</td>
</tr>
<tr>
<td>Non-response</td>
<td>19</td>
<td>28</td>
</tr>
<tr>
<td>Total</td>
<td>69</td>
<td>100</td>
</tr>
</tbody>
</table>

4.2 General Information

4.2.1 Respondents Gender

On analysing the gender of the respondents revealed that female had the highest representation at 56%, while male had a 44% representation as shown in figure 4.1.

Figure 4.1: Respondents Gender
4.2.2 Respondents Age Group

On analyzing the age group of the respondents, the findings revealed that respondents ages 18-25 years were 18%, while those aged 26-35 years were 32%, respondents aged 36-45 years represented 26%, while those aged 46-55 years were 16%, while those above 56 years were 8% as shown in figure 4.2.

Figure 4.2: Respondents Age Group

4.2.3 Department Work

Figure 4.3: Department Worked
On analyzing the departments the respondents belonged to revealed that, Human resources had 4% representation, Housing had 10% representation, administration department was 12%, cafeteria 10%, Academic and student affairs 14%, ICT Department had 18% representation while Maintenance department had a 14% representation. On the other hand, finance department had a 12% representation while University Advancement department had a 6% representation as shown in figure 4.3. This implies that all the departments in the institution were adequately represented.

4.2.4 Currently Cadre

The study sought to analyze the cadres represented by the selected sample and the findings indicated that Junior level managers were 36% while employees in the middle level management accounted for 15%, in addition, Senior level management were only 14% as indicated in Figure 4.4

Figure 4.4: Currently Cadre

4.2.5 Years worked at United States International University Africa

An analysis of the years the respondents have been at USIU revealed that 16% had been at USIU for less than a year. On the other hand, 50% had 1-5 years experience at the institution. It was also revealed that 24% had 6-10 years experience, and only 10% had over 11 years experience as indicated in Figure 4.5. This inferred that the study represented views from respondents with varied experience.
The study sought to establish the social media firms accessed by employees at the work place and the finding revealed that only 1% used twitter while at their work stations. It was also established that all respondents accessed FaceBook. On the other hand Whatsapp was accessed by 70% of the respondents while 76% accessed linkedIn and only 34% used Instagram at the work place as indicated in Table 4.2.

### Table 4.2: Social Media Sites Accessed

<table>
<thead>
<tr>
<th>Variable</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
<td>Percentage</td>
</tr>
<tr>
<td>Twitter</td>
<td>22</td>
<td>44</td>
</tr>
<tr>
<td>Facebook</td>
<td>50</td>
<td>100</td>
</tr>
<tr>
<td>WhatsApp</td>
<td>35</td>
<td>70</td>
</tr>
<tr>
<td>LinkedIn</td>
<td>38</td>
<td>76</td>
</tr>
<tr>
<td>Instagram</td>
<td>17</td>
<td>34</td>
</tr>
</tbody>
</table>

### 4.2.7 Frequency of Social Media indulgence

The study intended to establish how frequent the respondents indulge in social media and the results show that only 4% accessed the sites once a day, 8% did so twice daily, while 10% accessed the sites thrice a day. On the other hand 16% accessed the sites four times a day. Majority of the respondents accounting for 38% accessed the sites more than 4 times a day.
a day. Finally, 24% checked their social media platforms within every hour as indicated in Figure 4.6.

**Figure 4.6: Frequency of Social Media indulgence**

4.2.8 Time Spent On Social Media

The study sought to establish the amount of time spent on social media and the finding show that only 2% spent less than a minute while those who spent 1-5 minutes represented 6%, on the other hand individual who spend 6-10 minutes were 20 in number while 28% spent 11-15 minutes. Finally, 44% acknowledged spending more than 15 minutes on social media.

**Figure 4.7: Time Spent On Social Media**
4.2.9 Most Communicated to

The study sought to establish who the respondents communicated with the most on social media while in the office and the results revealed that 56% communicated with friends, 26% communicated with family, on the other hand 10% communicated to their partners while 8% admitted to communicating with other professionals as indicated in Figure 4.8

![Pie chart showing the percentage of communication frequencies](image1)

**Figure 4.8: Most Communicated to**

4.2.10 Use of Social Media

The study sought to establish use of social media by respondents and the results showed that 56% used it to chat to friends, 12% to upload pictures, 22% for job seeking, 4% to get followers and 6% for queries as indicated in figure 4.9

![Pie chart showing the percentage of social media uses](image2)

**Figure 4.9: Use of Social Media**
4.3 Impact of Social Media Use on the Productivity of the Employees

The first objective sought to establish impact of social media use on the productivity of the employees. To achieve this, the respondents were required to indicate what extent they agreed or disagree that social media can help them achieve or attain more engagement and a greater need to perform tasks efficiently at their work stations or departments and the results were as follows:

4.3.1 Descriptives of Job Performance of the Employee

The study revealed that majority disagreed that Social media use at work allows new faster way of doing your work and contacting clients (m=1.49, sd=.501). Many also disagreed that social media use at work Increases variety and diversification in terms of tasks you do at work (m=1.36, sd=.709). It was also agreed that social media use at work leads to an increase in Team work as it enables the employees share and receive feedback from fellow workmates (m=4.18, sd=.714). It was also disagreed that social media use at work allows for easy selection of mentorship for new employees (m=1.68, sd=1.326). The results also indicated that there was uncertainty of Social media use at work allowing employees to perform tasks more efficiently (m=3.01, sd=1.315). There was however a disagreement of social media use and sharing allows for the creation and planning of staff events (end of year parties) (m=1.46, sd=1.116).

Table 4.3: Descriptives of Job Performance of the Employee

<table>
<thead>
<tr>
<th>Variable</th>
<th>N</th>
<th>Mean</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) Social media use at work allows New faster way of doing your work and contacting clients</td>
<td>50</td>
<td>1.49</td>
<td>.501</td>
</tr>
<tr>
<td>2) Social media use at work Increases variety and diversification in terms of tasks you do at work</td>
<td>50</td>
<td>1.36</td>
<td>.709</td>
</tr>
<tr>
<td>3) Social media use at work leads to an Increase in Team work as you can share and receive feedback from fellow workmates</td>
<td>50</td>
<td>4.18</td>
<td>.714</td>
</tr>
<tr>
<td>4) Social media use at work allows Selecting a mentorship for new employees to be easy.</td>
<td>50</td>
<td>1.68</td>
<td>1.326</td>
</tr>
<tr>
<td>5) Social media use at work allows you to perform tasks more efficiently.</td>
<td>50</td>
<td>3.01</td>
<td>1.315</td>
</tr>
<tr>
<td>6) Social media use and sharing allows for the Creation and planning of staff events (end of year parties)</td>
<td>50</td>
<td>1.46</td>
<td>1.116</td>
</tr>
</tbody>
</table>
4.3.2 Descriptive of Employees Commitment to the Organization

Analysis of employee commitment revealed that there was uncertainty about employees being more committed to the organization if it allows them to share information with fellow colleagues on social media (m=3.86, sd=.917). Majority however disagreed that taking a break off work just to engage in social media leads to organization commitment (m=2.97, sd=1.154). It was also revealed that employees disagreed about the organization showing commitment and trust by allowing them to do work at home and share on the organizations social media platform (m= 2.13, sd=1.449). It was also revealed that respondents neither agreed nor disagreed on the organization deserves loyalty from them thus must allow me engage in social media whenever they wanted (m=3.86, sd=.917).

Table 4.4: Descriptive of Employees Commitment to the Organization

<table>
<thead>
<tr>
<th>Variable</th>
<th>N</th>
<th>Mean</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>7) I will be more committed to the organization if it allows me to share information with fellow colleagues on social media.</td>
<td>50</td>
<td>3.86</td>
<td>.917</td>
</tr>
<tr>
<td>8) Taking a break off work just to engage in social media leads to my organization commitment.</td>
<td>50</td>
<td>2.97</td>
<td>1.154</td>
</tr>
<tr>
<td>9) My organization must show commitment to me and trust by allowing me to do my work at home and share on the organizations social media platform.</td>
<td>50</td>
<td>3.13</td>
<td>1.449</td>
</tr>
<tr>
<td>10) The organization deserves loyalty from me thus must allow me engage in social media whenever I want.</td>
<td>50</td>
<td>3.86</td>
<td>.917</td>
</tr>
</tbody>
</table>

4.3.3 Descriptive of Employees Team work Participation

The study revealed that there was uncertainty of Social media communication and usage at work breaking hierarchical boundaries and thus allow staff to to work better in teams (m= 3.87, sd=.866). Employees however agreed that Participating in social media at work allows their suggestions to be factored into any decision for the team (m=3.91, sd=.898). There was however a disagreement that participating in social media at work allows free sharing of ideas and thus makes employees to feel good and participate more in the team (m=2.48, sd=1.125). The study also showed that social media participation at work allows employees to build relationships with colleagues faster (m=4.28, sd=.899).
Table 4.5: Descriptive of Employees Team work Participation

<table>
<thead>
<tr>
<th>Variable</th>
<th>N</th>
<th>Mean</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>11) Social media communication and usage at work breaks hierarchical</td>
<td>50</td>
<td>3.87</td>
<td>.866</td>
</tr>
<tr>
<td>boundaries allows me to work better in teams.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12 Participating in social media at work allows my suggestions to be</td>
<td>50</td>
<td>3.91</td>
<td>.898</td>
</tr>
<tr>
<td>factored into any decision for the team.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>13) Participating In social media at work allows sharing of ideas freely</td>
<td>50</td>
<td>2.48</td>
<td>1.125</td>
</tr>
<tr>
<td>and this makes me feel good and thus participate more in the team..</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14) Social media participation at work allows me to build relationships</td>
<td>50</td>
<td>4.28</td>
<td>.899</td>
</tr>
<tr>
<td>with colleagues faster</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

4.3.4 Descriptive of Employees Job Satisfaction

The study revealed that majority agreed that taking part in the organizations social media allows them to feel positive and great about working for the company (m=4.01, sd=1.207), although majority disagreed that the organizations social media allows their opinions to be considered (m=2.61, sd=1.206). There was uncertainty about having a high recognition at work when employees participate in social media while at the organization (m=3.23, sd=1.125). Despite this, many agreed that social media participation at work makes me feel free and not chained to organization or work (m=4.58, sd=1.171).

Table 4.6: Descriptive of Employees Job Satisfaction

<table>
<thead>
<tr>
<th>Variable</th>
<th>N</th>
<th>Mean</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>15 Taking part in the organizations social media allows me to feel</td>
<td>50</td>
<td>4.01</td>
<td>1.207</td>
</tr>
<tr>
<td>positive and great about working for this company.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>16 The organizations social media allows my opinions to be considered</td>
<td>50</td>
<td>2.61</td>
<td>1.206</td>
</tr>
<tr>
<td>17 Recognition is high at work when I participate in social media while</td>
<td>50</td>
<td>3.23</td>
<td>1.125</td>
</tr>
<tr>
<td>at the organization</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>18 Social media participation at work makes me feel free and not</td>
<td>50</td>
<td>4.58</td>
<td>1.171</td>
</tr>
<tr>
<td>chained to organization or work</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
4.3.5 Descriptive of Employees Attitude towards Work

Analysis of the Employees Attitude towards Work revealed that they are always ready, and enthusiastic to do work when engaged on social media during work (m= 4.13, sd=1.182). It was also revealed that my interactions with fellow employees or others on social media during work increase my emotional and social state positively (m=4.27, sd=1.365). It was also agreed that the organization allows social media use during work and this makes employees feel valued because it considers their social life as a result they have developed a positive attitude at work (m=4.46, sd=1.267). Finally employees disagreed that social media sharing and use at work was a motivation for them to go to work every day (m=2.32, sd=1.015).

Table 4.7: Descriptive of Employees Attitude towards Work

<table>
<thead>
<tr>
<th>Variable</th>
<th>N</th>
<th>Mean</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>19 I am always ready, and enthusiastic to do work when engaged on social media during work.</td>
<td>50</td>
<td>4.13</td>
<td>1.182</td>
</tr>
<tr>
<td>20 My interactions with fellow employees or others on social media during work increase my emotional and social state positively.</td>
<td>50</td>
<td>4.27</td>
<td>1.365</td>
</tr>
<tr>
<td>21 My Organization allows social media use during work and this makes me feel valued because it considers my social life as a result I have a positive attitude at work.</td>
<td>50</td>
<td>4.46</td>
<td>1.267</td>
</tr>
<tr>
<td>22 Social media sharing and use at work motivates me to go to work every day.</td>
<td>50</td>
<td>2.32</td>
<td>1.015</td>
</tr>
</tbody>
</table>

4.3.6 Correlation of Social Media Use on the Productivity of the Employees

A Pearson correlation analysis was done to establish the relationship between the dependent variable employee job performance against commitment, team work, job satisfaction, and employee attitude. The result established a strong positive correlation between employee job performance and employee commitment (r=0.300, p=0.035); team work (r=0.687, p=0.000); job satisfaction (r=0.547, p=0.000); and attitude (r=0.547, p=0.000). All the variables were significant as indicated in table 4.7. Therefore, an increase in employee commitment, team work, job satisfaction and attitude results into an increase in employee job performance.
The study also established a significant correlation between employee commitment, team work, job satisfaction and attitude. Thus implies that Commitment, Team work, Job satisfaction and employee attitude combined influence each other although the highest association was between employee commitment and attitude ($r=0.682$, $p=0.000$) and job satisfaction and attitude ($r=0.658$, $p=0.000$).

### Table 4.8: Correlation of Social Media Use on the Productivity of the Employees

<table>
<thead>
<tr>
<th>Employee Job Performance</th>
<th>Pearson Correlation</th>
<th>C</th>
<th>TW</th>
<th>J</th>
<th>ATT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commitment (C)</td>
<td>Pearson Correlation</td>
<td>.300*</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.035</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Team work (TW)</td>
<td>Pearson Correlation</td>
<td>.687**</td>
<td>.394**</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>.005</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Job satisfaction (J)</td>
<td>Pearson Correlation</td>
<td>.547**</td>
<td>.454**</td>
<td>.357**</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>.005</td>
<td>.005</td>
<td></td>
</tr>
<tr>
<td>Attitude (ATT)</td>
<td>Pearson Correlation</td>
<td>413**</td>
<td>.682**</td>
<td>.450**</td>
<td>.658**</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.003</td>
<td>.000</td>
<td>.001</td>
<td></td>
</tr>
</tbody>
</table>

N: 50

* Correlation is significant at the 0.05 level (2-tailed).
** Correlation is significant at the 0.01 level (2-tailed).

### 4.4 The Obstacles of Implementing a Social Media Strategy

The second objective sought to establish impact of social media use on the productivity of the employees. To achieve this, the respondents were required to indicate what extent they agreed or disagreed that the university faces the following obstacles due to employee’s participation in social media networks during work.

#### 4.4.1 Descriptive of Security Obstacle

Analysis of the security obstacles experienced revealed that the institution had not experienced espionage where companies steal critical information due to data posted ($m=2.03$, $sd=1.109$). It was however revealed that information posted on social media is uncontrollable ($m=4.36$, $sd=.930$). Reengineering of passwords and usernames was also not considered as a challenge at the University ($m= 2.95$, $sd=1.148$).
Table 4.9: Descriptive of Security Obstacle

<table>
<thead>
<tr>
<th>Variable</th>
<th>N</th>
<th>Mean</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) Espionage where companies steal critical information due to data posted</td>
<td>50</td>
<td>2.03</td>
<td>1.109</td>
</tr>
<tr>
<td>2) Information posted on social media is uncontrollable</td>
<td>50</td>
<td>4.36</td>
<td>.930</td>
</tr>
<tr>
<td>3) Reengineering of passwords and usernames</td>
<td>50</td>
<td>2.95</td>
<td>1.148</td>
</tr>
</tbody>
</table>

4.4.2 Descriptive of Information Security Breaches and Information Leakage

Analysis of the Information security breaches and information leakage revealed that the employees disagreed to sharing of confidential information (m=2.36, sd=.930). It was also disagreed to experiencing cybercriminals and information access (m=2.95, sd=1.008). It was also established that employees had not experienced leakage of harmful company and employees pictures, videos, leading to emotional trauma or reputation damage (m=2.36, sd=1.345). Neither did they admit to encountering law Suit (m=2.43, sd=1.005).

Table 4.10: Descriptive of Information Security Breaches and Information Leakage

<table>
<thead>
<tr>
<th>Variable</th>
<th>N</th>
<th>Mean</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>4) Sharing of confidential information</td>
<td>50</td>
<td>2.36</td>
<td>.930</td>
</tr>
<tr>
<td>5) Cybercriminals and information access</td>
<td>50</td>
<td>2.95</td>
<td>1.008</td>
</tr>
<tr>
<td>6) Leakage of harmful company and employees pictures, videos, leading to emotional trauma or reputation damage</td>
<td>50</td>
<td>2.36</td>
<td>1.345</td>
</tr>
<tr>
<td>7) Law Suits</td>
<td>50</td>
<td>2.43</td>
<td>1.005</td>
</tr>
</tbody>
</table>

4.4.3 Descriptive of Malware Exposure

Analysis of malware exposure revealed that respondents disagreed that they have experienced malware attacks (m=2.35, sd=.808). Neither had they experienced Phishing hacking and virus attacks (m=2.61, sd=.509). Neither have they experienced data loss and data corruption (m=2.21, sd=.679). On the other majority agreed to experiencing Spyware and slow running of system (m=4.13, sd=.743).
Table 4.11: Descriptive of Malware Exposure

<table>
<thead>
<tr>
<th>Variable</th>
<th>N</th>
<th>Mean</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>8) Malware attacks</td>
<td>50</td>
<td>2.35</td>
<td>0.808</td>
</tr>
<tr>
<td>9) Phishing hacking and virus attacks</td>
<td>50</td>
<td>2.61</td>
<td>0.509</td>
</tr>
<tr>
<td>10) Data loss and data corruption</td>
<td>50</td>
<td>2.21</td>
<td>0.679</td>
</tr>
<tr>
<td>11) Spyware and slow running of systems</td>
<td>50</td>
<td>4.13</td>
<td>0.743</td>
</tr>
</tbody>
</table>

4.4.4 Descriptive of Obstacles for Human Resources Management

An analysis of the obstacles facing Human Resources Management revealed that social media did not allow work to be done from home hence bring negativity to the working environment in organizations (m=1.35, sd=0.448). On the other hand, a majority disagreed that they had privacy issues with bosses able to check/invade privacy of employees on social media (m=2.11, sd=0.589).

It was also established that respondents disagreed to having battles between improving technology and employees using personal mobiles at work (m=1.21, sd=0.629). The study also revealed that respondents disagreed to having high costs originating from legal issues and installation of continuous monitoring devices (m=1.13, sd=0.613). Respondents also indicated that use of Social media did not in any way allow work to be done from home which brings negativity to the working environment in organizations (m=1.72, sd=0.315).

Table 4.12: Descriptive of Obstacles for Human Resources Management

<table>
<thead>
<tr>
<th>Variable</th>
<th>N</th>
<th>Mean</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>12) Social media allows work to be done from home which brings negativity to the working environment in organizations.</td>
<td>50</td>
<td>1.35</td>
<td>0.448</td>
</tr>
<tr>
<td>13) Privacy issues with bosses able to check/invade privacy of employees on social media</td>
<td>50</td>
<td>2.11</td>
<td>0.589</td>
</tr>
<tr>
<td>14) Battles between improving technology and employees using personal mobiles at work</td>
<td>50</td>
<td>1.21</td>
<td>0.629</td>
</tr>
<tr>
<td>15) High costs originating from legal issues and installation of continuous monitoring devices</td>
<td>50</td>
<td>1.13</td>
<td>0.613</td>
</tr>
<tr>
<td>16) Social media allows work to be done from home which brings negativity to the working environment in organizations.</td>
<td>50</td>
<td>1.72</td>
<td>0.315</td>
</tr>
</tbody>
</table>
4.4.5 Reliability Test

A reliability test was done on the obstacles of implementing a social media strategy the variables included Security obstacle, Information security Breach, Malware exposure and Obstacle of Human resource. Cronbach’s alpha measure assesses the reliability or internal uniformity, of a set trial items. The desired cronbalch alpha value should be above 0.7 ($\alpha >0.6$) For the study all the values were above 0.7 hence making the variables very reliable as indicated in table 4.13

Table 4.13: Reliability Statistics

<table>
<thead>
<tr>
<th>Variable</th>
<th>Cronbach’s Alpha</th>
<th>N of Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>Security obstacle</td>
<td>.715</td>
<td>3</td>
</tr>
<tr>
<td>Information security Breach</td>
<td>.779</td>
<td>4</td>
</tr>
<tr>
<td>Malware exposure</td>
<td>.786</td>
<td>4</td>
</tr>
<tr>
<td>Obstacle of Human resource</td>
<td>.829</td>
<td>5</td>
</tr>
</tbody>
</table>

4.4.6 Factor Analysis Results on Obstacle of Implementing Social Media Strategy

Factor analysis was conducted in the study to describe variability among items of obstacle of implementing social media strategy. Obstacle of Implementing Social Media construct was measured using twelve (16) items thereby the construct was factor analyzed to come up with an appropriate measure. The study found that obstacle of implementing social media strategy had KMO value of 0.882 and Bartlett's test, $x^2(66, N = 16) = 646.224, p = .000$. This was meritorious; therefore, the adequacy of the sample was acceptable. Therefore, sampling was adequate for obstacle of implementing social media as given by the Kaiser-Meyer-Olkin Measure of Sampling Adequacy value. The results are presented in Table 4.14

Table 4.14: KMO and Bartlett's Test for Implementing Social Media Strategy

<table>
<thead>
<tr>
<th>Kaiser-Meyer-Olkin Measure of Sampling Adequacy.</th>
<th>.882</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bartlett's Test of Sphericity</td>
<td></td>
</tr>
<tr>
<td>Approx. Chi-Square</td>
<td>646.224</td>
</tr>
<tr>
<td>df</td>
<td>66</td>
</tr>
<tr>
<td>Sig.</td>
<td>.000</td>
</tr>
</tbody>
</table>
The study also carried out the Eigen values for the factors under Social Media Strategy obstacles. According to the findings, the first factor accounts for 41.121% of the variance in Social Media Strategy obstacles while the second factor accounts for 11.890 of the variance in Social Media Strategy obstacles. The findings are presented in Table 4.17.

Table 4.15: Total Variance Explained for Implementing Social Media Strategy

<table>
<thead>
<tr>
<th>Component</th>
<th>Initial Eigenvalues</th>
<th>Extraction Sums of Squared Loadings</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total</td>
<td>% of Variance</td>
</tr>
<tr>
<td>1</td>
<td>5.774</td>
<td>41.121</td>
</tr>
<tr>
<td>2</td>
<td>1.427</td>
<td>11.890</td>
</tr>
<tr>
<td>3</td>
<td>0.866</td>
<td>7.217</td>
</tr>
<tr>
<td>4</td>
<td>0.658</td>
<td>5.482</td>
</tr>
<tr>
<td>5</td>
<td>0.583</td>
<td>4.821</td>
</tr>
<tr>
<td>6</td>
<td>0.566</td>
<td>4.718</td>
</tr>
<tr>
<td>7</td>
<td>0.594</td>
<td>4.119</td>
</tr>
<tr>
<td>8</td>
<td>0.434</td>
<td>3.416</td>
</tr>
<tr>
<td>9</td>
<td>0.472</td>
<td>3.103</td>
</tr>
<tr>
<td>10</td>
<td>0.459</td>
<td>2.995</td>
</tr>
<tr>
<td>11</td>
<td>0.342</td>
<td>2.616</td>
</tr>
<tr>
<td>12</td>
<td>0.324</td>
<td>2.013</td>
</tr>
<tr>
<td>13</td>
<td>0.334</td>
<td>1.616</td>
</tr>
<tr>
<td>14</td>
<td>0.272</td>
<td>1.865</td>
</tr>
<tr>
<td>15</td>
<td>0.259</td>
<td>1.995</td>
</tr>
<tr>
<td>16</td>
<td>0.142</td>
<td>1.013</td>
</tr>
</tbody>
</table>

Extraction Method: Principal Component Analysis.

The results for scree plot indicated that two components had Eigen value that was greater than one. This finding corroborates total variance explained results for Social Media Strategy obstacles. The results are presented in Figure 4.10.
4.5 Business Strategies to Deal with the Risks that Social Media Use at Work station

The last objective sought to establish business strategies to deal with the risks that social media use at work station. To achieve this, the respondents were required to indicate what extent they agreed or disagreed with statements on the business strategies employed.

4.5.1 Descriptive of Social Media Breaks

The findings indicated that at USIU employees are not allocated certain a few hours per day to engage and indulge on social media (m=1.15, sd=0.678). At the same time, employees at USIU agreed that they are given flexible work environments that allow them to switch simultaneously between work and social media (m=4.32, sd=1.989). There uncertainty of social media being embraced and a culture of sharing work on it and team work built around it at USIU (m=3.42, sd=0.977). Employees also disagreed that they
were allowed to share information on social media, pictures, and videos as long as its related to work anytime (m=1.65, sd=0.125).

Table 4.16: Descriptive of Social Media Breaks

<table>
<thead>
<tr>
<th>Variable</th>
<th>N</th>
<th>Mean</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) Employees at USIU are allocated certain a few hours per day to engage and indulge on social media</td>
<td>50</td>
<td>1.15</td>
<td>0.678</td>
</tr>
<tr>
<td>2) Employees at USIU given flexible work environments that allow them to switch simultaneously between work and social media.</td>
<td>50</td>
<td>4.32</td>
<td>1.989</td>
</tr>
<tr>
<td>3) Social media is embraced and a culture of sharing work on it and team work built around it at USIU.</td>
<td>50</td>
<td>3.42</td>
<td>0.977</td>
</tr>
<tr>
<td>4) Employees allowed to share information on social media, pictures, and videos as long as its related to work anytime.</td>
<td>50</td>
<td>1.65</td>
<td>0.125</td>
</tr>
</tbody>
</table>

4.5.2 Descriptive of Employee Training

An analysis of social media training revealed that staff at USIU have the right online behavior or etiquette (m=4.53, sd=.862). There was uncertainty about employees at USIU are aware of the policy on social media (m=3.25, sd=.592). At the same time a huge majority disagreed that Employees at USIU are trained and given the best skills to use social media (m=1.71, sd=1.011).

Table 4.17: Descriptive of Employee Training

<table>
<thead>
<tr>
<th>Variable</th>
<th>N</th>
<th>Mean</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>5) Staff at USIU have the right online behavior or etiquette.</td>
<td>50</td>
<td>4.53</td>
<td>.862</td>
</tr>
<tr>
<td>6) Employees at USIU are aware of the policy on social media.</td>
<td>50</td>
<td>3.25</td>
<td>.592</td>
</tr>
<tr>
<td>7) Employees at USIU are trained and given the best skills to use social media.</td>
<td>50</td>
<td>1.71</td>
<td>1.011</td>
</tr>
</tbody>
</table>

4.5.3 Descriptive of Team Building

An analysis of team building in regard to social media use revealed that majority disagreed to management seeking opinions before launching new social media platforms or posts (m=1.53, sd=.955). It was also revealed that at USIU there is a no clear
procedure on how different departments can contribute to the organizations social media network (m=2.25, sd=.735). There was uncertainty about staff at USIU helping each other if any data leaks out a fellow employee covers or deletes it (m=3.71, sd=1.235). At the same time many strongly disagreed employer to employee relationships at USIU are great due to sharing on social media (m=1.25, sd=.877).

Table 4.18: Descriptive of Team Building

<table>
<thead>
<tr>
<th>Variable</th>
<th>N</th>
<th>Mean</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>8) My organizations management seek my opinions before launching new social media platforms or posts.</td>
<td>50</td>
<td>1.53</td>
<td>.955</td>
</tr>
<tr>
<td>9) At USIU there is a clear procedure on how different departments can contribute to the organizations social media network.</td>
<td>50</td>
<td>2.25</td>
<td>.735</td>
</tr>
<tr>
<td>10) Staff at USIU help each other if any data leaks out a fellow employee covers or deletes it.</td>
<td>50</td>
<td>3.71</td>
<td>1.235</td>
</tr>
<tr>
<td>11) Employer to employee relationships at USIU are great due to sharing on social media.</td>
<td>50</td>
<td>1.25</td>
<td>.877</td>
</tr>
</tbody>
</table>

4.5.4 Descriptive of Social Media Team and Policies

An analysis of the results on social media team and policies revealed that employees at USIU did not know about the social media policy (m=1.35, sd=.896). It was also established that there is no dedicated social media team at USIU that guides employees on social media (m=1.25, sd=.860). Despite that, many of the interviewed employees at USIU indicated that they are limited to what they can access on social media (m=4.25, sd=.984).

Table 4.19: Descriptive of Social Media Team and Policies

<table>
<thead>
<tr>
<th>Variable</th>
<th>N</th>
<th>Mean</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>12) Employees at USIU know about the social media policy and embrace it.</td>
<td>50</td>
<td>1.35</td>
<td>.896</td>
</tr>
<tr>
<td>13) There is a dedicated social media team at USIU that guides employees on social media.</td>
<td>50</td>
<td>1.25</td>
<td>.860</td>
</tr>
<tr>
<td>14) Employees at USIU are limited to what they can access on social media.</td>
<td>50</td>
<td>4.25</td>
<td>.984</td>
</tr>
</tbody>
</table>
4.5.5 Coefficient of Variation of Social Media Brakes

In order to establish the distribution, the researcher undertook a coefficient of variation to measure the variability of Business Strategies independently. In the investing world, the coefficient of variation allows you to determine how much volatility, or risk, you are assuming in comparison to the amount of return you can expect from your investment. In simple language, the lower the ratio of standard deviation to mean return, the better your risk-return tradeoff. This was done by dividing the standard deviation by the means of the strategies Identified in this study.

It was established that allowing employees to share information on social media, pictures, and videos as long as its related to work anytime had the highest covariance at (13.2), while allocating employees a few hours per day to engage and indulge on social media had the lowest covariance (1.696). This implies that allowing employees to share information on social media, pictures, and videos as long as its related to work anytime is a very risky aspect and USIU only need to delegate particular individuals to perform the task. On the other hand, employees should be allowed a few hours per day to engage and indulge on social media as it has the less risk on the firm.

Table 4.20: Coefficient of Variation of Social Media Breaks

<table>
<thead>
<tr>
<th>Variable</th>
<th>N</th>
<th>M</th>
<th>SD</th>
<th>CV</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) Employees at USIU are allocated certain a few hours per day to engage and indulge on social media</td>
<td>50</td>
<td>1.15</td>
<td>0.678</td>
<td>1.696</td>
</tr>
<tr>
<td>2) Employees at USIU given flexible work environments that allow them to switch simultaneously between work and social media.</td>
<td>50</td>
<td>4.32</td>
<td>1.989</td>
<td>2.172</td>
</tr>
<tr>
<td>3) Social media is embraced and a culture of sharing work on it and team work built around it at USIU.</td>
<td>50</td>
<td>3.42</td>
<td>0.977</td>
<td>3.501</td>
</tr>
<tr>
<td>4) Employees allowed to share information on social media, pictures, and videos as long as its related to work anytime.</td>
<td>50</td>
<td>1.65</td>
<td>0.125</td>
<td>13.200</td>
</tr>
</tbody>
</table>
4.5.6 Coefficient of Variation of Staff Training

It was established that employees at USIU being aware of the policy on social media had the highest cv value (5.490), followed by them being aware of the policy on social media (5.255). The least cv was reported on the staff being trained and given the best skills to use social media (1.691). This implies that lack of the right online behavior and awareness of the policy on social media can be very risky to an institution like USIU. At the same time offering social media training has the least risk on the firm.

Table 4.21: Coefficient of Variation of Staff Training

<table>
<thead>
<tr>
<th>Variable</th>
<th>N</th>
<th>M</th>
<th>SD</th>
<th>CV</th>
</tr>
</thead>
<tbody>
<tr>
<td>5) Staff at USIU have the right online behavior or etiquette.</td>
<td>50</td>
<td>4.53</td>
<td>0.862</td>
<td>5.255</td>
</tr>
<tr>
<td>6) Employees at USIU are aware of the policy on social media.</td>
<td>50</td>
<td>3.25</td>
<td>0.592</td>
<td>5.490</td>
</tr>
<tr>
<td>7) Employees at USIU are trained and given the best skills to use social media.</td>
<td>50</td>
<td>1.71</td>
<td>1.011</td>
<td>1.691</td>
</tr>
</tbody>
</table>

4.5.7 Coefficient of Variation of Team Building

The findings show that Employer to employee relationships on social media has the lowest cv value (1.425), while having a clear procedure on how different departments can contribute to the organizations social media network has the highest cv (3.061). USIU ought to reconsider having a clear procedure on how different departments can contribute to the organizations social media network.

Table 4.22: Coefficient of Variation of Team Building

<table>
<thead>
<tr>
<th>Variable</th>
<th>N</th>
<th>M</th>
<th>SD</th>
<th>CV</th>
</tr>
</thead>
<tbody>
<tr>
<td>8  My organizations management seek my opinions before launching new social media platforms or posts.</td>
<td>50</td>
<td>1.53</td>
<td>0.955</td>
<td>1.602</td>
</tr>
<tr>
<td>9  At USIU there is a clear procedure on how different departments can contribute to the organizations social media network.</td>
<td>50</td>
<td>2.25</td>
<td>0.735</td>
<td>3.061</td>
</tr>
<tr>
<td>10 Staff at USIU help each other If any data leaks out a fellow employee covers or deletes it.</td>
<td>50</td>
<td>3.71</td>
<td>1.235</td>
<td>3.004</td>
</tr>
<tr>
<td>11 Employer to employee relationships at USIU are great due to sharing on social media.</td>
<td>50</td>
<td>1.25</td>
<td>0.877</td>
<td>1.425</td>
</tr>
</tbody>
</table>
4.5.8 Coefficient of Social Media Team and Policies

It was established that having a dedicated social media team at USIU that guides employees on social media had the least cv value (1.453), while limiting employees at USIU on what they can access on social media had the highest cv value (4.319). This implies that limiting access to internet is a good way of to ensure employees remain productive as applied at USIU.

Table 4.23: Coefficient of Social Media Team and Policies

<table>
<thead>
<tr>
<th>Variable</th>
<th>N</th>
<th>M</th>
<th>SD</th>
<th>CV</th>
</tr>
</thead>
<tbody>
<tr>
<td>12  Employees at USIU know about the social media policy and embrace it.</td>
<td>50</td>
<td>1.35</td>
<td>0.896</td>
<td>1.507</td>
</tr>
<tr>
<td>13  There is a dedicated social media team at USIU that guides employees on social media.</td>
<td>50</td>
<td>1.25</td>
<td>0.86</td>
<td>1.453</td>
</tr>
<tr>
<td>14  Employees at USIU are limited to what they can access on social media.</td>
<td>50</td>
<td>4.25</td>
<td>0.984</td>
<td>4.319</td>
</tr>
</tbody>
</table>

4.6 Chapter Summary

The chapter presents the results and findings achieved from the data collected with the aim of analyzing the impact of social media use on employee productivity at United States International University Africa (USIU). The first section presents the demography data, in the subsequent section the data was presented in line with the specific objectives of the study which sought to determine the impacts of social media use on productivity of the employees at United States International University Africa, obstacles in implementing a social media strategy at United States International University Africa, and business strategies adopted to deal with the risks that social media use poses at the United States International University. In chapter five the discussions, conclusions and findings of the study are presented.
CHAPTER FIVE

5.0 DISCUSSION CONCLUSION AND RECOMMENDATION

5.1 Introduction
This section seeks to analyse the findings and this is achieved by doing a comparison of previous literature related to social media adoption. This is organized based on the specific research questions of the study which are aimed at determining the impacts of social media use on productivity of the employees at United States International University Africa, obstacles in implementing a social media strategy at United States International University Africa, and business strategies adopted to deal with the risks that social media use at the United States International University pose.

5.2 Summary of the Study
The main purpose of this study was to establish the impact of social media use on employee productivity at United States International University Africa (USIU). The study was guided by the following research questions: What are the impacts of social media use on productivity of the employees at United States International University Africa? What obstacles are there in implementing a social media strategy at United States International University Africa? What business strategies are there to deal with the risks that social media use at the United States International University pose?

This study adopted a descriptive research design and the target population of the study was 685 employees at the institution and using a formula a sample size of 59 respondents was attained although only 50 responded resulting into 85% response rate. Primary data was collected for this study by administering questionnaires and the data collected was analyzed by the use of descriptive statistics such as mean, standard deviation.

The study revealed that majority disagreed that social media use at work allows new faster way of doing your work and contacting clients and neither did social media use at work increase variety and diversification in terms of tasks done at work. It was also agreed that social media use at work leads to an increase in team work as it enables the employees share and receive feedback from fellow workmates. Analysis of employee commitment revealed that majority disagreed that taking a break off work just to engage in social media leds to organization commitment. It was also revealed that employees
disagreed about the organization showing commitment and trust by allowing them to do work at home and share on the organizations social media platform.

The study revealed that employees disagreed that participating in social media at work allowed free sharing of ideas and thus makes employees to feel good and participate more in the team although it allowed employees to build relationships with colleagues faster. Despite this, many agreed that social media participation at work makes me feel free and not chained to organization or work. Analysis of the Employees Attitude towards work revealed that they are always ready, and enthusiastic to do work when engaged on social media during work. It was also revealed that my interactions with fellow employees or others on social media during work increase emotional and social state positively. It was also agreed that the organization allows social media use during work and this makes employees feel valued because it considers their social life as a result they have developed a positive attitude at work.

Analysis of the security obstacles experienced revealed that USIU had not experienced espionage where companies steal critical information due to data posted. It was however revealed that information posted on social media is uncontrollable. Although reengineering of passwords and usernames was also not considered as a challenge at the University. Analysis of the information security breaches and information leakage revealed that the employees disagreed to sharing of confidential information. It was also established that employees had not experienced leakage of harmful company and employees pictures, videos, leading to emotional trauma or reputation damage. Analysis of malware exposure revealed that respondents have experienced Spyware and slow running of system. An analysis of the obstacles facing human resources management revealed that there were no cases of privacy issues with bosses able to check/invoke privacy of employees on social media. It was also established that respondents disagreed to having battles between improving technology and employees using personal mobiles at work. Respondents also indicated that use of Social media did not in any way allows work to be done from home which brings negativity to the working environment in organizations.

The findings indicated that at USIU employees are not allocated certain a few hours per day to engage and indulge on social media. At the same time, employees at USIU agreed that they are given flexible work environments that allow them to switch simultaneously
between work and social media. Employees also disagreed that they were allowed to share information on social media, pictures, and videos as long as its related to work anytime. An analysis of social media training revealed that staff at USIU have the right online behavior or etiquette. At the same time a huge majority disagreed that Employees at USIU are trained and given the best skills to use social media.

An analysis of team building in regard to social media use revealed that majority disagreed to management seeking opinions before launching new social media platforms or posts. It was also revealed that at USIU there is a no clear procedure on how different departments can contribute to the organizations social media network. At the same time many strongly disagreed employer to employee relationships at USIU are great due to sharing on social media. An analysis of the results on social media team and policies revealed that employees at USIU did not know about the social media policy. It was also established that there is no dedicated social media team at USIU that guides employees on social media. Despite that, many of the interviewed employees at USIU indicated that they are limited to what they can access on social media.

5.3 Discussion
5.3.1 Impacts Of Social Media Use On Productivity

The study revealed that majority disagreed that social media use at work allows new faster way of doing work and contacting clients. This disagrees with Chu and Chan (2009), who established that businesses are facing rapidly changing environments thus organizations seeking innovation could use online social networking and communities have found online to identify new ideas that can lead to the creation of new services and products. It was established that social media use at work leads to an increase in team work as it enables the employees share and receive feedback from fellow workmates. Boshoff and du Plessis (2008) study concurs and added that Social Media use at the workplace also helps create a collaborative environment for learning within an organizations social system where any problems or issues are solved collectively and the solution is shared with other employees (Davenport, 2001; Orlikowski, 2002). This suggests that employee job performance can be impacted positively by being on social media at work by perhaps enhancing team work approach to issues.

The study established that use of social media allowed employees to build relationships with colleagues faster. Hasgall and Shoham (2007) agree that individuals get important
skills, such as team work and collaboration which can easily be transferred and allow employees to fit in faster in working environments. Social media use at the workplace empowers people or employees in organizations (Scheneckenberg, 2009). They suggest that social networking systems work on the basis of real time networking or technology. Hence this enables quick updates on various activities at levels that are trivial virtually. The trivial work and activities enhance openness, trust and empower employees. In addition It is also argue that the social media networks increase the job satisfaction of employees and helps maintain their morale (IBM, 2007; Smith and Kollock, 1999; Van Zyl, 1999). On the contrary, Chen et al (2008) argued that internet and social media use at the workplace affects socialization, in that people have trouble talking to one another if not on the computer (Chen et al. 2008). It is also argued that social media affects peoples job performance in that it exposes malware such as viruses, and bad messages to fellow employees and the organization ICT systems, this can result in loss of data (The European Network and information Security Agency, 2007; Perkins, 2008).

The study established that social media participation at work made them me feel free and not chained to organization or work. It is also strongly argued by McKinsey (2009) that social media allows employees to feel a sense of connection towards the company through playing roles of ambassadors of the brand. These functions allow them to feel the business spirit thus making them good credible organization representatives. Thus the ever increasing lists of employees being organizational ambassadors (Edelman, 2010/2012). Social Media (is a platform that forces employees to constantly show either happiness or frustration and this then leads to organizations making rush decisions without adequate information. This then means employees have to be constantly working or monitoring communications. Which can mean a negative view towards work.

Analysis of the employees Attitude towards work revealed that they are always ready, and enthusiastic to do work when engaged on social media during work. According to Kar (2016) IT systems and social media allow employees to connect, share information with one another. This leads to a collaborative working culture where employees or even companies can share ideas, future suggestions or current and also interact with top management on a more one on one perspective. This according to Kar (2016) helped to raise the levels of engagements employees had with each other which lead to improved communication. DiMicco et al., (2008) also suggests that internal social media gives
employees a sense of motivation to build better and stronger ties with ties they consider weaker. He also argued employees can use social media to reach out to employees they don’t know hence improving team work and collaboration.

Jackson et al. (2007) also argued along the same lines claiming social media such as blogs does create and strengthen ties in working environments. However, Parry an Solidoro (2013) conducted a study on the influence of social media as an engagement tool on current and future employees, and came up with findings that social media does allow engagement between employees who already exist in organizations. However, findings from their study also suggests that using social media as an engagement tool for employees will not be successful if the organization does not embrace communication and participation openly. Social Media is also looked at as a relatively new idea or way of doing things and thus provides a naïve and inaccurate basis for creating engagement, tracking it, and measuring (Barger and Labrecque, 2013; Schivinski et al, 2016).

The result established a strong positive correlation between employee job performance and employee commitment, team work, job satisfaction and attitude as a result of social media use. Similar findings have been shared by Boshoff and du Plessis (2008); Davenport (2001) and Orlikowski (2002) where they established that Social Media use at the workplace also helps create a collaborative environment for learning within an organizations social system where any problems or issues are solved collectively and the solution is shared with other employees. This suggests that employee job performance can be impacted positively by being on social media at work by perhaps enhancing team work approach to issues. Malik, Saleem and Ahmad (2010) identify social media as a key ingredient of creating a work a work and life balance which is essential for job satisfaction. They argue social media enables a better balance of work and life.

5.3.2 Obstacles in implementing a Social Media Strategy

Analysis of the security obstacles experienced revealed that USIU had not experienced espionage where companies steal critical information due to data posted. A global study conducted by Ponemon (2010) surveyed a total of 4640 Information Technology and Information Technology security participators in twelve countries specifically looking at the issues social media brings upon security. More than fifty percent of the respondents agreed that there was an increase in malware within their systems due to using social
media. Sixty-three percent of them said there are serious security risks to their organizations due to social media use in their workplaces.

Another study by a top security vendor Kaspersky Labs (2009) concluded that the sites on social media which people visit are 10 times better effective at exposing one to malware than the older methods of email being delivered. As 2008 was coming to an end Kaspersky labs collections had malicious files amounting to more than 43,000 all relating to sites from social media. These number of malicious files that were received by Kaspersky labs illustrates that people who use social networks are very popular targets. Further to this Ponemons (2011) study also found and highlighted that many companies do not have the required controls on security and policies which can be enforced to deal with the risks on information that is brought about by social media.

Analysis of the information security breaches and information leakage revealed that the employees disagreed to sharing of confidential information. The increased blurred lines between personal and official use of social media during working hours has compelled organizations to come up with policies that dictate its usage by its employees. Workplace social media policies are gaining attention as the number of people commenting, sharing, liking and tweeting every aspect of their life continues to grow. IT abuses have increased over the past years. This includes excessive tweeting and using Facebook, which 65.2% of HR pros surveyed by the Center said was a common problem (Akitunde, 2013). A growing concern for employers is how to manage their employees’ social media use and its potential impact on their brand.

Social media use at work also exposes organizations and the users to potential cybercriminals who can steal information and use their storage to enable them do commands and controls (Everett, 2010; Smith and Toppel, 2009; Westervelt, 2009). Furthermore, sites like Facebook can now be downloaded as torrents thus exposing 170 million plus information that users have on the site (Paul, 2010). Employees on social media platforms are now top targets of cyber criminals in order to gain access to sensitive information in order to launch attacks (Mcfee, 2010).

It was also established that employees had not experienced leakage of harmful company and employees pictures, videos, leading to emotional trauma or reputation damage. The leaking or sharing of sensitive and confidential information on social media by employees
has been rapidly increasing. A good example is when an Israeli militant revealed the area and exact time of a raid on his Facebook Status update forcing the Israeli military operation to be canceled (BBC, 2010). It is thus no doubt that such information security breaches or information leakage issues are having huge impacts on organizations today. Irresponsibility on the internet or social media by employees puts companies plus systems at risk of exposure to malware. This then leads to issues such as lawsuits because of defamation and copyright issues. This also leads to reduction in productivity which deeply affect companies, revenues and reputations (Colwil, 2010; Gudaitis 2010; Young 2010). Gramberg et al., (2012) explains that human resource management is now more than ever struggling to govern the use of social media and other technological devices by employees at work. Human resources managers have had to create a set of rules plus procedures to deal with social media issues. This additionally has brought about further issues to human resources managers because when dealing with termination or suspension. Most employees tend to feel that their privacy is under threat due to the thin line between work life and personal life created by social media.

Analysis of malware exposure revealed that respondents have experienced Spyware and slow running of system. According to a study by Cisco Systems (2008) policies on security tend not to work effectively always for employees. Thirty-four percent of the IT professionals agreed and reported that majority of the employees in their companies do not have an understanding of policies regarding security and take security risks lightly, even though they have been handed over written security policies plus educated on security issues. This thus arguably contributes to the high security issues associated with social media use. When employees are aware of policies regarding security they often dismiss them so as to do what they desire, due to things like pressures on time, lack of adequate knowledge, and motivation (Son, 2011; Davison and Silence, 2010; Stanton et al., 2005). This thus highlights that a lot more research is required to create strategies on social media security that are a lot more effective (Aytes & Connolly, 2003; Davinson and Sillence 2010; Hayden, 2009).

5.3.3 Business Strategies To Deal With The Risks Of Social Media

The findings indicated that at USIU employees are not allocated certain a few hours per day to engage and indulge on social media. Although other studies support this strategy. According to Staples (2017) its high time organizations introduce social media breaks in
the workplace to cope with this resistance. According to the research about fifty-seven percent of employers and sixty-four percent of employees agreed that taking breaks was an important ingredient that leads to maximum productivity. When employees are given opportunities to relax their minds from work related tasks many organizations could see positive effects (Pew Research center, 2016).

The research also found that fifty-four percent of the employees came to an agreement that social media breaks were helpful as they helped them refocus at work. Thus this suggests that employees should be allowed to move away from their work desks and spend some time outside the office environment. If they have a preference to go on social media this should be allowed to do so during those breaks. The breaks should be on set on times which the employees can look forward to without having to sneak or ide to do it. If the employees know they have allocated time for social media, they are unlikely to indulge in it during work hours. (Pew Research, 2016).

At the same time, employees at USIU agreed that they are given flexible work environments that allow them to switch simultaneously between work and social media. According to a National Workplace Flexibility Study (2014) flexible work environments lead to a 53 percent improvement or increase to the motivation of the employee as well as a 20 percent improvement in their productivity levels. This further emphasizes the importance of breaks as a mitigation tactic. However, the study also revealed that the employees need a boundary in order to stay fully focused on work, and be fully productive.

An analysis of social media training revealed that staff at USIU have the right online behavior or etiquette, and this is very beneficial to the institutions. programs. This is in order to bring a good bridge of social media skills for the working environment and will one day be part of the introduction classes such as computer skills etc. Social media is now an extremely vital skill for jobs in this century. According to Kotke (1999) employees need to be trained on the current knowledge their particular job and employees will produce more for the benefit of the organization. Training is an important aspect of any Human Resources department as it allows employees gain the necessary skills required on their jobs. This then gives them the ability to perform more efficiently (Suazo et al., 2009) This thus suggesting that social media training or internet training is also vital for employees to be much more efficient and handle social media with the care it
deserves to avoid the many issues that come with social media in general. Human resource departments need to ensure their stuff are empowered by offering them training in other aspects of the business as well as social media. This is because social media is now a significant section of many organizations (Coote, 2015).

At the same time a huge majority disagreed that employees at USIU are trained and given the best skills to use social media which is a considered a very vital. According to Farooq and Khan (2011) in any organization employees need training in order to shape the employee’s skills attitude and abilities a certain way. Similarly, training can be looked at as not only a way to improve the skills of a workforce but as a way to encourage togetherness within the contests of an organizational culture. This can lead to better employee commitment and a better quality of workers. According to Malshev and Loop (2013) on management of organizations on social media, companies should now start to include training programs regarding their policies on social media and also keenly make sure employees comply with the policies.

5.4 Conclusion

5.4.1 Impacts Of Social Media Use On Productivity

Social media use has not in any way influenced work performance at USIU. In addition, social media is not among the communication channels used to contact clients. On the contrary, social media use at work has contributed towards increasing team work as it enables the employees share and receive feedback from fellow workmates. Despite this, participating in social media at work has not in any way influenced free sharing of ideas nor encouraged employees to participate more in the team, however employees have been able to build relationships with colleagues faster and create some freedom. As an institution USIU has not restricted social media use during work and this makes employees feel valued because it considers their social life as a result they have developed a positive attitude at work.

5.4.2 Obstacles in implementing a Social Media Strategy

The university has not experienced security obstacles in relation to cases of espionage. There is knowledge about information posted on social media being uncontrollable. Although the respective department has put in place measures to facilitate reengineering of passwords and usernames without any challenge. The findings the employees are
aware of information security breaches and information leakage that would result into the sharing of confidential information. The results also show that no cases of privacy issues with regards to social media has been reported.

5.4.3 Business Strategies To Deal With The Risks Of Social Media

The findings indicate that at USIU employees are able to utilize their time at work effectively and manage to engage and indulge on social media. This is attributed to the flexible work environments that allow them to switch simultaneously between work and social media. Staff at USIU have the right online behavior or etiquette although the employees have never received any training on social media use. An area of concern was that management did not seek opinions before launching new social media platforms or posts. There is no clear procedure on how different departments can contribute to the organizations social media network.

5.5 Recommendations

5.5.1 Recommendations for Improvement

5.5.1.1 Impacts Of Social Media Use On Productivity

With the current generation of techsurvy students joining the institution, there is a need to inform all employees on the use of social media as a tool to communicating with clients. To increase synergy, employees need to be encouraged into adoption of social media to activate team work as it would enable the employees to share and receive feedback from fellow workmates. There should however be a limit to social media access so as to ensure that more time is spent on productive work.

5.5.1.2 Obstacles in implementing a Social Media Strategy

As an institution that handles crucial student data, USIU needs to have a policy that will guide the institution against data theft that would result into espionage. Employees should also be encouraged not to share confidential information. The IT department need to continue having regular maintenances to protect the firms data from malware exposure. Freedom of expression is important, therefore USIU needs to avoid any rules and regulations that would result into invasion of employee privacy on social media.

5.5.1.3 Business Strategies To Deal With The Risks Of Social Media
To maintain its position as a leading institution, employees should not be allocated certain timings to engage and indulge on social media as this might jeopardise productivity. At the same time, the organisation should maintain flexible work environments in order to avoid resistance. There is a need to offer education and sensitization of the benefits and shortcoming of social media use by staff at the institution. A social media policy should be instituted to ensure there is a clear procedure on how different departments can contribute to the organisations social media network.

5.5.2 Recommendations for Further Research

For further study, a similar research need to be done on other private university in the country to be able to generalize the findings. Further more, research should address the limitations evident in the current study. Future studies are needed to assess a larger sample size, and test the results in multiple contexts. The use of other social network sites is also recommended for future study.
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APPENDICES

Appendix I: LETTER OF INTRODUCTION

Dear Sir/Madam,

RE: IMPACT OF SOCIAL MEDIA USE ON EMPLOYEE PRODUCTIVITY AT UNITED STATES INTERNATIONAL UNIVERSITY AFRICA (USIU).

I am a graduate student at United States International University Africa pursuing a degree of Masters in Business Administration (MBA). I am conducting a research on the Impact of Social Media use on the productivity of employees in Private Universities in Kenya with a focus on the United States International University Africa.

I wish to request for your participation and cooperation in filling this questionnaire. This research study will assist the management of United States International University to understand the actual impacts of social media use on employee productivity. It will also provide data on the obstacles social media use at work poses. The findings will also provide data on the strategies that can be used to deal with the obstacles social media use at work may pose for the university. The information you provide will be confidential and at no point will it be used for any other purpose other than for this project.

Your assistance will be highly appreciated thus kindly spare some few minutes of your time to complete the questionnaire attached.

Regards

John Mugaza
Appendix II: Research Project Questionnaire

Social media or social networking sites are sites such Facebook, Twitter, YouTube, Instagram, WhatsApp, and google groups. These enable users to create profiles with their information and communicate all types of texts or media messages.

This questionnaire is to be answered fully and in detail. Kindly all answers to this questionnaire should be related to social media or social networks and how they have impacted the productivity of employees.

PART 1: General Data

1. What gender are you?

   Male  □  Female  □

2. What is your age group?

   18-25 years  □  26-35 years  □  36-45 Years  □
   46-55 Years  □  Above 56 years  □

3. Which department do you work in?

   Human resources  □  Housing  □
   Administration department  □  cafeteria  □
   Academic and student affairs  □  ICT Department  □
   Maintenance  □  Finance department  □
   University Advancement department  □
4. What position do you currently hold at United States International University Africa?
   Junior staff □  Middle level management □  Senior level Management □

5. How long have you worked at United States International University Africa?
   Less than a year □  1-5 years □  6-10 years □  11-15 years □

6. Which of these sites on social media do you mostly access during work?
   (You may indicate more than one if you wish)
   Twitter □  Facebook □  WhatsApp □  LinkedIn □
   Instagram □  others…………………………

7. How often do you indulge in social media, either by posting, reading, blogging or looking at people’s profiles while at work?
   Once a day □  Twice a day □  Thrice a day □
   Four times a day □  More than four times a day □  Within every hour □

8. How much time do you spend on social media per click or logging?
   Less than a minute, □  1-5 minutes □  6-10 minutes □
   11-15 minutes □  More than 15 minutes □

9. Who do you communicate with the most of social media?
   Friends □  Family □  partners □  other professionals □
10) what do you utilize social media for?
Chat to friends ☐ upload pictures ☐ Job Seeking ☐
To get followers ☐ queries ☐

PART TWO: Impact of Social Media Use on the Productivity of the Employees

Kindly 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 in your work stations or departments.

The scale used ranges from 1-5 where 1-Strongly disagrees,

1- Disagree
2- Neutral
3- Agree
4- Strongly agree

a) Job Performance of the Employee

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<td>Social media use at work allows New faster way of doing your work and contacting clients</td>
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<td>12</td>
<td>Social media use at work Increases variety and diversification in terms of tasks you do at work</td>
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<td>13</td>
<td>Social media use at work leads to an Increase in Team work as you can share and receive feedback from fellow workmates</td>
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<td>14</td>
<td>Social media use at work allows Selecting a mentorship for new employees to be easy.</td>
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<td>15</td>
<td>Social media use at work allows you to perform tasks more efficiently.</td>
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<td>16</td>
<td>Social media use and sharing allows for the Creation and planning of staff events (end of year parties)</td>
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### b) Employees Commitment to the Organization

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<td>17) I will be more committed to the organization if it allows me to share information with fellow colleagues on social media.</td>
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<td>18) Taking a break off work just to engage in social media leads to my organization commitment.</td>
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<td>19) My organization must show commitment to me and trust by allowing me to do my work at home and share on the organizations social media platform.</td>
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<td>20) The organization deserves loyalty from me thus must allow me engage in social media whenever I want.</td>
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### c) Employees Team work Participation

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<td>11) Social media communication and usage at work breaks hierarchical boundaries this allows me to work better in teams.</td>
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<td>12) Participating in social media at work allows my suggestions to be factored into any decision for the team.</td>
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<td>13) Participating In social media at work allows sharing of ideas freely and this makes me feel good and thus participate more in the team.</td>
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<td>14) Social media participation at work allows me to build relationships with colleagues faster</td>
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### d) Employees Job Satisfaction

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<td>23 Taking part in the organizations social media allows me to feel positive and great about working for this company.</td>
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<td>24 The organizations social media allows my opinions to be considered</td>
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<td>25 Recognition is high at work when I participate in social media while at the organization</td>
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<td>26 Social media participation at work makes me feel free and not chained to organization or work</td>
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E) Employees’ Attitude towards Work

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<td>27</td>
<td>I am always ready, and enthusiastic to do work when engaged on social media during work.</td>
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<td>28</td>
<td>My interactions with fellow employees or others on social media during work increase my emotional and social state positively.</td>
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<td>29</td>
<td>My Organization allows social media use during work and this makes me feel valued because it considers my social life as a result I have a positive attitude at work.</td>
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<td>30</td>
<td>Social media sharing and use at work motivates me to go to work every day.</td>
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31 According to you how else is the productivity of employees at the United States International University Africa affected by social media use at work?

_____________________________________________________________________
_____________________________________________________________________

PART THREE: The Obstacles of Implementing a Social Media Strategy

Kindly illustrate the extent which you agree or disagree that the university faces the following obstacles due to employee’s participation in social media networks during work.

The scale used ranges from 1-5 where each number refers to the extent which you agree or disagree. Here is what each number on the scale refers to:

1  Strongly disagrees
2  Disagree
3  Neutral
4  Agree
5  Strongly agree
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<td><strong>A: Security Obstacles</strong></td>
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<td>8) Espionage where companies steal critical information due to data posted</td>
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<td>9) Information posted on social media is uncontrollable</td>
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<td>10) Reengineering of passwords and usernames</td>
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<td><strong>B: Information Security Breaches and Information Leakage</strong></td>
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<td>11) Sharing of confidential information</td>
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<td>12) Cybercriminals and information access</td>
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<td>13) Leakage of harmful company and employees pictures, videos, leading to emotional trauma or reputation damage</td>
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<td>14) Sharing of confidential information</td>
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<td>15) Law Suits</td>
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<td><strong>C: Malware Exposure</strong></td>
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<td>16) Malware attacks</td>
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<td>10) Phishing hacking and virus attacks</td>
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<td>11) Data loss and data corruption</td>
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<td>12) Spyware and slow running of systems</td>
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<td><strong>D: Obstacles for Human Resources Management</strong></td>
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<td>13) Social media allows work to be done from home which brings negativity to the working environment in organizations.</td>
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<td>14) Privacy issues with bosses able to check/invade privacy of employees on social media</td>
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<td>15) Battles between improving technology and employees using personal mobiles at work</td>
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16) High costs originating from legal issues and installation of continuous monitoring devices

17) Social media allows work to be done from home which brings negativity to the working environment in organizations.

17. Please illustrate or indicate any other obstacles you may feel the university goes through that stops it from implementing a social media strategy in your department?

 PART FOUR: Business Strategies to Deal with the Risks that Social Media Use at Work station

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<td>A: Social Media Breaks</td>
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15) Employees at USIU are allocated certain a few hours per day to engage and indulge on social media

16) Employees at USIU given flexible work environments that allow them to switch simultaneously between work and social media.

17) Social media is embraced and a culture of sharing work on it and team work built around it at USIU.

18) Employees allowed to share information on social media, pictures, and videos as long as its related to work anytime.

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<td>B: Employee Training</td>
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19) Staff at USIU have the right online behavior or etiquette.

20) Employees at USIU are aware of the policy on social media.

21) Employees at USIU are trained and given the best skills to use social media.
Apart from the business strategies mentioned above to deal with the risks social media usage at work poses, how can the USIU further deal or prevent the risks social media use poses?

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________________________________________________________________________

THANK YOU FOR TAKING YOUR TIME TO FILL IN THIS QUESTIONNAIRE.

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C: Team Building

22) My organization’s management seek my opinions before launching new social media platforms or posts.

23) At USIU there is a clear procedure on how different departments can contribute to the organization’s social media network.

24) Staff at USIU help each other if any data leaks out a fellow employee covers or deletes it.

25) Employer to employee relationships at USIU are great due to sharing on social media.

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D: Social Media Team and Policies

26) Employees at USIU know about the social media policy and embrace it.

27) There is a dedicated social media team at USIU that guides employees on social media.

28) Employees at USIU are limited to what they can access on social media.

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18. Apart from the business strategies mentioned above to deal with the risks social media usage at work poses, how can the USIU further deal or prevent the risks social media use at work poses?