



## EFFECTS OF SOCIAL MEDIA USE ON JOB PERFORMANCE AMONG CIVIL SERVANTS IN ANAMBRA STATE, NIGERIA

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### **ABSTRACT**

Several studies on effects of social media use on job performance among employees mainly focused on private organizations with little or no studies on public institutions such as the civil service. Undoubtedly, social media has transformed the way employees in government ministries interact, communicate and discharge their duties and therefore its effect on job performance need to be investigated. Since the structure and goals of the civil service differ from that of private organizations, conclusions based on the latter may be inadequate to make projections for the former. It therefore becomes pertinent that a study is carried out to investigate this and provide evidence based answers to the effect of social media use on job performance. Relying on Manuel Castell's Network Society theoretical thrust, and adopting mixed methods research approach, quantitative data was collected from 612 civil servants selected through the lottery method of the simple random sampling. The qualitative sessions comprised of interview sessions conducted among 15 civil servants purposively selected and Focus Group Discussion sessions for junior and senior civil servants. The quantitative data were analyzed with descriptive statistics such as frequency distribution tables and percentages. On the other hand, transcripts derived from the In-depth interviews and focused group discussion were thoroughly read, coded, and manually analyzed thematically. Findings reveal that majority (57.0%) of the respondents believe that social media use affect job performance negatively. The study therefore recommends moderate and regulated use of social media among civil servants.

**Key words:** civil servants, civil service, job performance, social media, Anambra state, Nigeria

### **INTRODUCTION**

The advent of social media has brought several changes in the political, ecological, cultural and the structure of organizations (Cascio & Montealegre 2016). Social media is not only helping people do things better and faster than in previous eras, it also enables new ways of control, coordination, and collaboration in activities (Wang & Medaglia 2017). Indeed, the advent of technological advancements such as social media which aid communication and sharing of information have been considered a viable technological innovation that could improve job performance (Kane, 2017). Interestingly, social media use has permeated many organizations and gained acceptance in today's society that many individuals use these platforms for both personal and professional purposes. The ubiquity of these Social Media use in the workplace therefore, should not be ignored anymore because of their likely effect on employee job performance (Wushe & Shenje 2019). It is expected that Social media use in the civil service could enhance communication, and impact positively on job performance (Laužikas & Miliūtė, 2020).



Furthermore, as organizations adopt social media for marketing, consumer outreach, employee participation and connection with other organizations, there is a growing concern among employers and researchers about the potential negative impact of social media use on employee performance. Excessive use of social media among civil servants could likely lead to distractions and poor time management skills (Mastrangelo, Everton, & Jolton, 2006; Sherman 2009). As noted by Aguenza, Al-Kassem and Mat Som (2012), Available literature further reveals that social media has become a time waster with more than 65% of employees globally visiting the sites at least once a day. It is generally feared that the amount of time workers devote to their phones, chatting, making calls, is not healthy for improved job performance.

Moreover, social media are supposed to facilitate improved job performance by enhancing the communication and collaboration of employees, improve knowledge transfer and consequently make organizations more agile (Bennet et al 2010). The ease of internet connections and access in the workplace organizations should enhance business operations and employee communications. Fundamentally and as a collaborative technology, Social Media with its novel aspect of conversational tone is expected to improve understanding and teamwork, building relationships and developing lateral communication in work places. It is also anticipated that this would enhance staff solidarity, create greater office harmony and bring cordial relationship between workers and management (Cooke, Dickmann & Parry 2022).

In the civil service which is an institution known for confidentiality. Civil servants are required to take oath of secrecy in the discharge of their duties (Boot, 2020). In-other-words, they are not to reveal contents of files or correspondences to the public without clearance (PSR, 2003). Job performance therefore could be affected by the communication pattern and communication tool. Before the emergence of social media, civil servants relied mainly on traditional means of communication such as face to face, circular or news from the radio or television to disseminate information or get directives on action. Today, the buzz-word in communication is the Social Media. With the advent of social media however, there is greater engagement and information sharing with the public. The average civil servant is expected to be able to perform his duties from the comfort of his home thereby facilitating job delivery. Inappropriate or unprofessional social media behaviour however, may have serious consequences in a typical bureaucratic organization such as the Civil Service (Kanter, 2019). Indeed, maintenance and enforcement of discipline in the Service owes much to this compliance to chains of command (Boot, 2020). In the Anambra State Civil Service, the fundamental role attached to Job Performance is underscored by the pivotal role it plays in a worker's promotion and progression in the State civil service. The Public Service Rules (2008) lists an employee's Annual Performance Evaluation Report (APER), as a desiderata for promotion. The APER as job performance evaluation report has four parts. Part one contains the worker's bio-data and current work schedules; part two contains sixteen key performance indicators questions used to interrogate the competence of the worker in the performance of assigned tasks. Some of these performance indicators include numerical ability, foresightedness, oral and written expressions, relationship with the public and colleagues, judgment, application of technical/professional knowledge, ability to work under pressure among others. Part three of the APER is on training needs of the employees, indicating how it could be met, as well as the employee's potential stay in service. Part four of the APER is authentication of the assessment done by the immediate superior by a higher positioned civil servant.



Additionally, employees' and union leaders could leverage such platforms to easily share information with members; collaborate with each other and mobilise and pursue matters of common interest (Skeels & Grudin, 2009; Stafford & Mearns, 2009). It therefore became germane to interrogate the effects of social media use on job performance of Civil Servants in Anambra State

## **LITERATURE REVIEW**

### **Concept of Social Media**

Social media is the term used to refer to new forms of media that involve interactive participation. Available literature however, reveals that scholars are yet to agree on what exactly should be included in defining social media. According to Kaplan and Haenlein, (2010), definitions of social media typically converge around the notion that social media refers to digital technologies emphasizing user-generated content or interaction. For Carr and Hayes (2015), scholars have undertaken an intrinsic understanding of social media based on extant technology, thus they maintained that there is no commonly-accepted definition of what social media are, but functionally and theoretically, meanings can be found within communication studies. Still, several promising definitions of social media have been offered, both within the communication discipline and across related disciplines such as public relations, information science, and mass media.

Social media just like other means of communicating and exchanging information offers the opportunity to create or disseminate facts, opinions, arguments etc. in many forms. According to Russo, Watkins, Kelly, and Chan (2008), social media facilitates online communication, networking, and collaboration.

For Kent (2010) social media is any interactive communication channel that allows for two-way interaction and feedback. More so, Leornadi et al., (2013) maintain that social media are web-based platforms that allow workers share information with specific coworkers or broadcast messages to everyone in the organization. It explicitly indicate or implicitly reveal particular coworkers as communication partners that can post, edit, sort text and files linked to themselves or others, and view the messages, connections, text, and files communicated, posted, edited and sorted by anyone else in the organization at any time they choose. According to Carr and Hayes (2015), Social media are internet-based channels that allow users to opportunistically interact and selectively self-present, either in real-time or asynchronously, with both broad and narrow audiences who derive value from user-generated content and the perception of interaction with others.

Whichever way it is conceptualized, all social media involve some sort of digital platform, whether mobile or stationary (Manning, 2014). Although, not everything that is digital is necessarily social media, definition of social media however encompasses use of technology in social interaction and how technology aids communication and dissemination of such information.

### **Concept of Job Performance**

Several scholars have attempted to conceptualize job performance, especially considering that organizational goals and structures tend to vary. In an attempt to simplify the concept, Porter and Lawler (1974) argue that job performance is a function of individual ability, skills and effort in a given situation. Bernardin and Beatty (1984) added that it is the record of outcomes produced by a specified job function or activity during a specified time period. In his view, Murphy (1989) contends that job performance should be defined in terms of behavior rather than results. However, Campbell et al. (1990) stressed that the concept of job performance should be a multidimensional construct



stressing that employee's job performance are behaviours or actions that are relevant towards the achievement of organizational goals. As espoused by Ferris et al (1988), it depends on or is a consequence of some combination of ability, effort and opportunity aimed at achieving organizational goals. In a related development, Viswesvaran and Ones (2000) added that job performance are scalable actions, behaviour and outcomes that employees' engage in or bring about that are linked with and contribute to organizational goals. From the views of Milkovich & Boudrem (1994) job performance includes capabilities, skills, needs and qualities that interact with the nature of work and the organization to produce behaviors that can affect outcomes and unprecedented changes that are occurring in the performance achieved by the organizational worker. Job performance is a method of improving performance used to evaluate an individual's contribution through formal actions that enable the individual to complete assigned tasks and generate and adopt new ideas.

According to Sethela & Mahmood, (2011) job performance is related to the attentive capability of employees on allocated objectives and attaining organization's objectives as prescribed by management. The concept of job performance encompasses several features: task performance, adaptive performance, agility performance, and contextual performance (Cai et al., 2018; Harari et al., 2015; Haque & Aston, 2016). Additionally, (Haque et al., 2018; Dinc, 2017) opined that job performance is correlated with efficacy because as employees' job performance increases, the stress in the workplace decreases. As such organisations that are aware of this have constantly made sure that the factors that increase employees' job performance are applied. Overall, job performance is a complex structure that refers to the tasks of individuals within an organization towards the organization's overall goals in addition to job satisfaction (Soomro, 2019).

### **How access and utilization of social media affect performance of civil servants**

Demircioglu (2018) adopted cross sectional design in examining the Effects of Social Media Use on Job Satisfaction in the Australian Public Service. Data were obtained from the Australian Public Service Commission (APSC). Overall, results generated from the Structural Equation Models Support (SEMS), show that employees using social media for work purposes have higher self-determination which increases their job satisfaction. In particular, the effect of competence to job satisfaction is very high. However, while social media usage for work purposes can enhance employees' need for autonomy and competence, it does not have any statistical effect to employees need for relatedness. The study in addition reveals that social media does not have direct effect on job satisfaction but indirect effect.

Cetinkaya and Rashid (2018) employed cross-sectional design to examine the effect of use of social media on employees' job performance and the mediating effect of an organizational structure. A total of 205 valid responses were analyzed using the Structural Equation Modeling (SEM) technique. Results revealed that "use of social media" is positively correlated with "employees' job performance".

Suradi, Yusoff and Mashiki (2020) adopted Cross sectional method (quantitative method) in studying Factors Affecting the Use of E-Government Services among Youths in Oman. Factors such as usefulness, ease of use, risk, and trust of technology were incorporated into the survey questionnaire. The questionnaires were then distributed to students in the Dhofar University. Findings of the study indicate that perceived ease of use of e-government services is one of the most important factors to encourage the young citizens to use the e-government services. This shows that the use of social



media may likely improve job performance in some organizations which needs to be validated by the current study.

### **THEORETICAL THRUST**

The theoretical thrust of this study is Manuel Castell's Network Society. The theory visualizes an emerging societal structure where human relationships are increasingly organized around technologically assisted information "flows". This space less and timeless world without boundaries has transformed elements of human identity relationships consumption and work. The theory emphasizes that the changes observed in the social, political, and economic systems have occurred due to the spread of the network of digital and information technologies. According to Castell, the concept of network society is associated with interpretation of the social implications of globalization and the role of electronic technologies in society. The author believes that although there have been social networks; the key factor that distinguishes the network society is the use of information and communication technology which helps to create and sustain far-flung networks in which new kinds of social relationship are created. This theory captures how the digital world is influencing our everyday interactions including work relationship in the civil service. The use of social media has become ubiquitous and it is part of the reality in the work place.

### **MATERIALS AND METHOD**

The study adopted mixed methods research approach (Kroll & Neri 2009), where quantitative and qualitative data collection methods are used simultaneously to gather information. These methods helped in gaining deeper insights while interrogating the level of access to social media among civil servants. The study location is Anambra State, Southeast Nigeria. Through the lottery method of the simple random sampling, 626 civil servants were adopted for this study. This involved assigning numbers to all elements and randomly selecting from the population. As at when the study was conducted, according to the data from the Anambra State nominal payroll (2023), the number of Ministries and Departments in the State stood at 22. The researcher assigned label to each Ministry/Department and randomly handpicked a label till the target number was gotten. Since, there are 22 Ministries/Departments in Anambra State and the researcher considers every Ministry/Department equal. The numbers of the Ministries were divided by 2 and the researcher arrived at 11. Thus, 11 of the 22 ministries representing 50% of the total Ministries were considered adequate for the study. The copies of questionnaire were shared by the researcher and two research assistants in the selected Ministries/Departments in the State. This procedure ensured that all elements within the target population of the Civil Servants in Anambra State were equally represented and it guaranteed that findings from the study can be generalized. Equal numbers of respondents were consequently drawn from each of the selected Ministries/Departments. As stated earlier, the sample size for this study is 626. This sample size was divided by the number of selected ministries, to arrive at 56.9, approximately 57. The researcher further divided the 57 respondents into two categories: senior and junior staff. Since 57 when divided by the two categories of the respondents have a remainder of 1, the researcher allotted 28 slots to senior staff and 27 to junior staff. The allotment was revised in the next Ministry and junior staff got 28 slots while senior staff members were given 27.

The quantitative data was processed using the Statistical Package for Social Sciences (SPSS), software version 24. The data were analyzed with descriptive statistics such as frequency distribution tables and percentages. The qualitative data gave room for the researcher to employ In-depth



Interview Guide and a Focus Group Discussion which was conducted among senior and junior civil servants who were randomly selected and who fall within the target respondents' category to express their opinions. The qualitative sessions aided in gaining deeper insights into issues associated with their understanding the effects of social media on job performance among civil servants in Anambra State. The questions that were asked provided answers to the prevalence and access to social media in the work place includes to ascertain if participants make use of social media in their office, the type of social media platform they make use of, the length of time they spend on social media in a day during work hours, the day they spend most of their time on social media. Participants were further asked to rate the intensity level of their social media use during work hours and how often they make use of social media during work hours. The interviews sessions were further recorded and transcribed. Transcripts derived from the In-depth interviews were thoroughly read, coded, and manually analyzed thematically. Expectedly, the manual thematic analysis helped in providing rich, detailed simplified information on the matter under discussion.

## FINDINGS

### Analysis of Socio-Demographic Variables

The socio-demographic features of the respondents including: age, gender, marital status, educational qualification, annual salary range, and years of service are presented in a composite table as shown in Table 1A.

**Table 1A: Distribution of respondents according to socio-demographic variables**

Description of Variables	Frequency	Percent
<b>Sex</b>		
Male	259	42.3
Female	353	57.7
Total	612	100.0
<b>Age Category</b>		
25 - 32 Years	158	25.8
33 - 40 Years	140	22.9
41 - 48 Years	153	25.0
49 - 56 Years	155	25.3
57 Year and above	6	1.0
Total	612	100.0
<b>Marital Status</b>		
Single	194	31.7
Married	273	44.6
Divorced	28	4.6
Separated	67	10.9
Widowed	50	8.2
Total	612	100.0
<b>Educational Level</b>		
SSCE	131	21.4
OND/NCE/Equivalent	223	36.4
B.Sc/HND/Equivalent	184	30.1
M.Sc/Equivalent	61	10.0
PhD	13	2.1
Total	612	100.0

### Annual Salary Range



350,000-449,000	59	9.6
450,000 - 549,000	168	27.5
550,000 - 649,000	248	40.5
650,000 - 749,000	94	15.4
750,000 and above	43	7.0
Total	612	100.0
<b>Years of Service</b>		
1 - 5 years	189	30.9
6 - 10 years	170	27.8
11 -15 years	153	25.0
16 - 20 years	72	11.8
Others	28	4.6
Total	612	100.0

#### Field Survey, 2024

With respect to gender of respondents, the analysis showed that 42.3% of the respondents were male, while 57.7% were female. This indicates a higher representation of females in the civil service within Anambra State. This gender imbalance may not only reflect broader social and cultural trends in civil service employment in Nigeria but also suggests that any insights derived from the study will incorporate perspectives from a predominantly female workforce, which could influence access and utilization of social media and their influence on job performance.

Regarding respondents' age, apart from a very small proportion (1.0%) of the study participants who are between 57 years and above, there appears to be a seemingly even distribution. The analysis showed the following distribution: 25 to 32 years (25.8%), 33 to 40 years (22.9%), 41 to 48 years (25.0%), and 49 to 56 years (25.3%). The relatively even distribution of the age groups indicates a diverse age range of civil servants in the study, with a significant proportion being young to middle-aged adults (i.e., about 73.7% are below 48 years, with mean age of 40.5 and standard deviation of 9.30). This age diversity suggests that the workforce is adaptable and potentially more open to leveraging social media for job-related tasks, aligning with the study's focus on access and utilization of social media and their effects on job performance.

In terms of respondents' marital status, the analysis showed that the largest proportion (44.6%) of respondents are married, while about a quarter proportion (31.7%) of them were single. In-other-words, a substantial proportion of the respondents (approximately 76.3%) were either married or single, which reflects typical family structures in the current study area. The marital status of respondents may have implications for their social media usage, as married individuals might use these platforms differently compared to single individuals, potentially affecting job performance in various ways, such as networking opportunities or family commitments that could impact work-life balance.

The analysis of respondents' education levels revealed significant variance among respondents, with the highest proportion (36.4%) of them possessing an Ordinary National Diploma (OND) or its equivalent. This was followed by 30.1% of them who hold a Bachelor's degree (B.Sc./HND), while the rest (21.4%) were Secondary School Certificate (SSCE) holders, 10.0% were Master's degree (M.Sc.) holders, and a very low proportion (2.1%) of them were PhD degree holders respectively. The data implies that the majority (approximately 87.9%) of the respondents have



attained tertiary education, suggesting that civil servants in Anambra State are likely to be literate enough in the use of social media, which may correlate positively with their job performance.

With respect to the years of service of the respondents, the data revealed that the majority (30.9%) of them had 1 to 5 years of service experience as civil servants. This was followed by those with 6 to 10 years of experience, comprising 27.8% of the sample. A smaller proportion, 25.0% reported having up 11 to 15 years of service experience, while 11.8% had 16 to 20 years of experience. Lastly, only 4.6% indicated that they had served for more than 20 years. These findings suggest that a significant portion of the workforce in Anambra State Civil Service is relatively new, with over half (58.7%) of the employees having 10 years of service or less, indicating a tendency that this population may have greater access and familiarity with social media.

Finally, the income distribution among respondents showed that the most common income range is between 550,000 and 649,000 Naira, with 40.5% of respondent falling within this category. Following closely, 27.5% of respondents indicated earning between 450,000 and 549,000 Naira, indicating a significant representation in this category. Conversely, the lower income brackets show a smaller presence, with only 9.6% of the sample earning between 350,000 and 449,000 Naira annually. In the higher earning category, 15.4% of the respondents fall within the salary range of 650,000-749,000 Naira, while a mere 7.0% earn 750,000 Naira and above. Overall, a substantial majority of 68.0% of respondents earned an annual salary range between 550,000 and 749,000 Naira, reflecting a significant concentration of average income individuals within the civil service.

**Table 1B: Respondents’ views regarding whether or not the utilization of social media impact on civil servants’ performance**

<b>Response Options</b>	<b>Frequency</b>	<b>Percent</b>
Yes	349	57.0
No	93	15.2
Not sure	170	27.8
<b>Total</b>	<b>612</b>	<b>100.0</b>

**Field Survey, 2024**

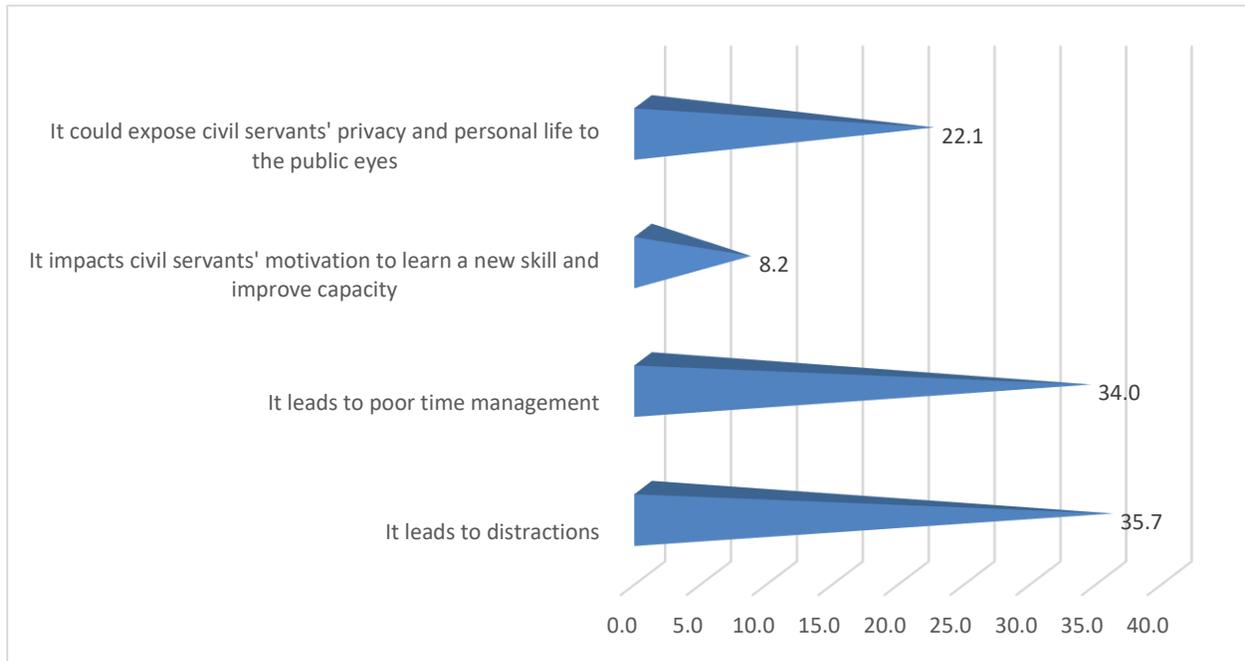
The table showed that the majority (57.0%) of the respondents believe that social media use affects job performance, whereas 15.2% do not believe it has an impact. Additionally, 27.8% of them were uncertain about the influence of social media on job performance. These results suggest a notable perception among civil servants in Anambra State that social media use does have an effect on their job performance, with more than half of the participants affirming this view. From the FGD sessions, participants expressed diverse opinions. Thus, while some of the participants agree that social media use at work place impairs job performance, others share a contrary view. One of the participants shared his opinion thus;

If access to social media is provided actually for work purposes, for example, in every office, if you have access to Wi-Fi and you have a dedicated laptop or a desktop system, I want to believe that, you know, consciously one would want to use it for job purpose, so you see, it can even aid job performance and productivity (Male, 36 years).



As captured below, another participant sharing a contrary view had this to say;

Providing social media tools like free internet for access to vital information and to aid the work process is one thing, using it judiciously is another thing. Since it is free, some people will even use it to watch movies online. You see, social media is both the saviour and the distractor of job performance. (Male, 40 years)



media serves as a significant interruption in their workday. This finding underscores the challenges civil servants face in maintaining focus and job performance amid the pervasive presence of social media platforms. Considering the hedonistic effect of social media contents, it is trite to suppose that it can lead to frequent distractions from job responsibilities. Following closely, 34.0% of respondents noted that social media use contributes to poor time management. This response suggests that the time spent on social media is often at the expense of work tasks, resulting in inefficiencies and potential delays in project completion. The overlap between distractions and poor time management highlights a critical area of concern for civil servants, who are expected to have the requisite discipline to navigate the dual demands of their professional roles and the pervasive distraction of social media. Some participants who contributed in the qualitative session however, expressed a contrary opinion to the findings in the quantitative data. Many believe that social media could also assist them in the performance of their jobs. One of the participants believe that social media aids in communication and implementation of job performance. As captured below in his words:

Why are we talking about only the negatives? Regarding job performance, the truth is, it helps to alleviate what we are doing in the ministry. How does this happen? One, assuming I am outside the office, probably I went for a conference outside the office and I needed job to be done in the office before I return, or maybe the Commissioner may be outside and needs jobs to be done, where he is, he wouldn't wait until he comes back, he will just



be outside and give directives and it will be carried out without his presence. Sometimes, people will ask, how do you now sign? We have e-signature, that will equally help but it will be within a confined area because you can't just be using e-signature to do anything. People can do that within the circle they belong and the job will be executed (Male, 51 years)

Conversely, some other participant's views validate the findings from the quantitative data. As expressed by one of such participant:

Whoever tells you that social media is not distracting job performance is just deceiving himself. My brother, it does. Sometimes you will spend hours, especially when you are watching an interesting something online and in those time, you hardly think of your work schedule. They can forward something on your WhatsApp that will keep you occupied for hours. So, for me, the distraction is more than the gains, but we cannot do without it (Female 41 years).

**Table 2: Respondents' perception on the effect of social media use on their work environment**

Response Options	Frequency	Percent
It leads to distractions	219	35.8
It leads to poor time management	208	34.0
It impacts civil servants' motivation to learn a new skill and improve capacity	50	8.2
It could expose civil servants' privacy and personal life to the public eyes	135	22.1
<b>Total</b>	<b>612</b>	<b>100.0</b>

**Field Survey, 2024**

The result indicates that civil servants perceive social media use as having a predominantly negative effect on their work environment. Over one-third of the respondents (35.8%) identified the distractions associated with social media use as one of its negative effects. This was closely followed by poor time management, which 34.0% of respondents saw as a hindrance to effective job performance. Further, 22.1% of the respondents expressed worries about privacy breaches occasioned by exposure and risk associated with sharing official information on social media platforms. Additionally, a smaller segment of the respondents (8.2%) agree that while social media has the potential to serve as a resource for professional development, it is not to be perceived as a major factor in enhancing motivation.

**Table 3: Respondents views on how social media use at work place or during work hours affect job performance indicators.**

Performance indicators	To an extent	To a very large extent	To a low extent	To a very low extent	Not at all



i	Drive and determination	115(18.7%)	112(18.3%)	109 (17.81)	64 (10.45%)	212(34.64%)
ii	Punctuality at work place	61(9.96%)	73(11.9%)	83(13.56%)	94(15.35%)	301(49.18%)
iii	Judgments	88(14.37%)	147(24.01%)	101(16.99%)	123(20.09%)	153(25%)
iv	Acceptance of responsibility	59(9.64%)	44 (7.1%)	76(12.41%)	81(13.23%)	352 (57.51%)
v	Oral and written expressions	41(6.69%)	52(8.49%)	78(12.74%)	219(35.7%)	222(36.27%)
vi	Quality of work and work output	101(16.50%)	116(18.9%)	156(25.4%)	117(19.11%)	123(20.09%)
vii	Professional application of technical ability	77(12.58%)	67(10.94%)	136(22.2%)	140(22.8%)	192(31.3%)
viii	Ability to handle pressure	145(23.69%)	89(14.54%)	107(17.48%)	109(17.81)	162(26.47)
ix	Concentration at work place	159(25.9%)	121(19.77%)	84(13.72%)	130((21.24%)	118(119.28%)

Table 3 demonstrates how social media usage at work place affects job performance, using the highlighted performance indicators. From the table, a larger proportion (36.64%) of the respondents disclosed that social media use at work place does not affect their drive and motivation to work. Another 17.81 % and 10.45% revealed that social media usage at work place affects their drive and motivation at low and a very low degree respectively. In contrast, 18.7% of the respondents admitted that social media use at work place impacts their drive and motivation. This is followed by 18.3% who also disclosed that it affects them to a very large extent. This shows that social media use at work place can impact workers drive and motivation but may not be a fundamental factor influencing drive and motivation. Looking at the punctuality at work place indicator, a larger proportion (49.18%) said that social media use does not affect their punctuality at work place at all, while 15.3% and 13.56% said it affects their punctuality at a very low and low extent respectively. In contrast, 11.9% disclosed that it affects their punctuality at a very large degree while 9.96% disclosed that social media usage affects their punctuality at work, but not at a very large extent.

Looking at the overall proportion of respondents who said that social media usage does not affect their punctuality as civil servants at work place, one can infer that social media use at work place does not necessarily influence punctuality at work place. It is however wrong to completely write off the smaller percentage who admitted that it could influence their punctuality at work place. Participants further expressed diverse opinions on whether social media use affects civil servants judgments in work related decision making as 14.37% admitted that it does affect their judgments; another 24.01% revealed that it impacts their judgment to a very large extent. However, a higher proportion (25%) of the respondents stated that social media use does not affect their judgment. This view is further strengthened by 20.09% and 16.99% of the respondents who disclosed that it impacts their judgment at a very low and low degree respectively.



Again, respondents revealed the extent social media usage at work place affects their tendency towards accepting responsibility. From the study, more than half of the respondents (57.51%) said social media usage does not affect their tendency towards the acceptance of responsibility. This is followed by 13.23 % who disclosed that the degree of social media influence is very low, and 12.41% who revealed that the level of social media influence is very low. In contrast, 9.64% and 7.1% of the respondents admitted that social media affects their tendency towards accepting responsibility to an extent and a very large degree respectively. Looking at oral and written expressions, respondents expressed diverse opinions. A higher proportion of the study participants 36.27 % believe that social media usage does not affect their oral and written expressions at all. This is followed by 35.7 % and 12.74 % who opined that the influence of social media is at very low and low degrees respectively. Conversely, 8.49% of the respondents said it affects their oral and written expressions at a very large extent, while 6.69% of the participants revealed that it affects them but not at a very great degree.

Looking at the influence of social media on the quality of work and work output respondents expressed diverse opinion as a quarter (25.4%) of the respondents disclosed that the effect of social media on their work quality and work output is low. This is followed by 20.9% of the respondents who said there is no correlation between their social media use and work output. Relatedly, 19.11% of the respondents said it could affect work output but at a very low degree. In contrast, 18.9% of the respondents believe that social media use affects their work output to a very large extent while the remaining 16.50% echoed this view, they however stressed that it is simply to an extent and not to a large degree. The relationship between social media use at work and professional application of technical ability was further examined where a larger percentage 31.3% of the respondents revealed that it does not affect it at all. Another 22.8 % of the respondents said it affects the professional application of technical ability but at a very low degree. In a related development, 22.2% said it affects it but simply at a low extent while 12.58% disclosed that it affects professional application of technical ability at simply a large extent, while 10.94% said it affects it at very large extent. The study further examined the degree to which social media use at work place influence ability to handle pressure. While 26.47% of the respondents disclosed that it does not affect their ability to handle pressure at all, another 23.69% said it affects it but not to a large extent. Relatedly, 17.48% also said it affects it, but to a low extent. Further, 17.81% said the effect is at a very low degree while 14.54% admitted that it affects their ability to handle pressure to a large degree.

## **DISCUSSION**

This study investigated the consequences of social media usage on job performance and discovered that a majority of the respondents believe that social media use affects job performance. This finding aligns with Cetinkaya and Rashid (2018) study, where they revealed that the use of social media is positively correlated with employees' job performance. However a small proportion of the respondents (15.2%) do not believe that social media use in the work place affects job performance. From the current study, participants from the qualitative sessions share a diverse opinion on the effects of social media on job performance. While many believe that social media use in the work place affects job performance, others share a contrary view. About a quarter of the respondents were uncertain about the influence of social media on job performance.



This study also found out that social media use among civil servants have predominantly negative effect on their work environment and it was described as distracting and it leads to poor time management. Participants described social media as a significant tool for interrupting the work process. This finding corroborates Adzovie et al., (2017) where they discovered that the use of social media during productive hours has a significant impact on staff productivity. The use of Facebook by employees affect their skills/ability, knowledge/qualification, and productivity/outcomes. The current study further validates Zivnuska et al., (2018) study, where they disclosed that social media addiction and social media reactions decrease job performance. The current study is also in agreement with Shakki et al., (2019) where they discovered that the application of social networks at the workplace negatively impacts time management among staff. In a related development, the study further revealed that social media hampers organizational ethical responsibility and creates an atmosphere of laziness at work, leading to a decline in professionalism among employees. This finding suggests that the intersection between distractions and poor time management highlights a critical area of concern for civil servants, who must effectively manage and navigate the dual demands of their professional roles and the pervasive nature of social media. On the positive side, the study further discovered that social media aids in providing essential information needed to assist in the performance of duties in the office. However, building from the findings from the current study, the negative effect of social media outweighs the positives. It is therefore pertinent that strategies for effective use of social media is designed and implemented.

The study also evaluated how social media usage at work place affects job performance, using some performance indicators adopted by the Anambra State civil service. The study discovered that social media use at work place can impact workers drive and motivation but may not be a fundamental factor influencing drive and motivation to work as considerable proportion of respondents (36.64%) disclosed. This finding is related to the findings of Demircioglu (2018) where the data obtained from the Australian Public Service Commission (APSC) which was generated from the Structural Equation Models Support (SEMS), show that employees who use social media for work purposes have higher self-determination which increases their job satisfaction and motivation. The study further discovered that social media use at work place may impact punctuality at the workplace; albeit, it is not a fundamental variable influencing punctuality.

Similarly, the study revealed that social media use could affect civil servants judgments in work related decisions but it is not the central factor in their decision as many respondents disclosed that it impacts their judgment at a low level. Further, the study revealed that social media usage does not affect civil servant's tendency towards acceptance of responsibility. As many respondents admitted, the degree of social media influence on them in accepting a task is very low. The study also discovered that the correlation between social media use and civil servants oral and written expressions is minimal. Further, the study revealed that there is a relationship between social media use at work place and the quality of work and work output. The effect is however low as the respondents disclosed that the effect of social media on their work quality and work output is low. Furthermore, the study also discovered that the relationship between social media use at work and application of technical and professional ability is low as well as the degree to which social media use at workplace influence their ability to handle pressure is low.

## CONCLUSION



This study explored the effects of social media use on job performance of Civil Servants in Anambra State. The study became pertinent because several studies on social media use on job performance among employees focused on private organizations and not much has been done in public institutions such as the civil service. Given that the structure of the civil service is different from private organizations, the study assisted in understanding how social media use among the civil servants can be maximized for effective usage rather than allowing it to negatively affect job performance.

Undoubtedly, social media has affected organizations in different ways, ranging from organizational structure, intra and inter communication, marketing, and job performance. The civil service is not an exception. The fundamental role attached to job performance in the civil service cannot be overemphasized as it plays a pivotal role in a worker's career progression and promotion in the civil service. Excessive use of social media among civil servants could lead to distractions and poor time management which would ultimately affect job performance. The concern of this study, therefore, was on how to maximize social media use for effective service delivery.

The study yielded important findings one of which is that majority of the respondents returned that social media use negatively affects job performance among civil servants at their work environment. Social media was seen as a distracting tool that leads to poor time management. The intersection between distractions and poor time management highlights a critical area of concern for civil servants, who must effectively manage and navigate the dual demands of their professional roles and the pervasive nature of social media. On the positive side, the study discovered that social media aids in providing essential information needed to assist in the performance of duties in the office. Using some performance indicators adopted by the civil servants in Anambra State, the study discovered that social media use at work place can impact workers' drive and motivation but may not be a fundamental factor influencing drive and motivation. Social media use at work place may also impact punctuality at workplace, though; it is not the principal variable influencing punctuality. Overall, the study discovered that there is no significant association between age group and agreement on social media's effect on civil servants' performance.

## **RECOMMENDATIONS**

The study recommends strategic social media utilization in a way that its usefulness will be maximized, and it will positively impact work process and improve job performance.

It is important that a monitoring and regulating framework for checking and regulating social media use during work hours is introduced. This could be fundamental in mitigating excessive social media use at the workplace and instead encourage functional use of social media to improve job performance.

The study also recommends that civil servants should embrace digital literacy which is quickly becoming the new normal in the world, the workplace inclusive. This will further educate and enlighten them on the right application of social media for effective job performance in their work place.

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