Investigating the Effects of Social Media on Employee Performance in Zambia:
A case study of Zambian Breweries plant in Lusaka
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Abstract

This study will investigate the effects of social media on employee performance at Zambia breweries in Lusaka. Social media is all about awareness and connection, and presently the social media seems to be the tool that affects the job performance of employee in the workplace. Social media is growing so fast that it makes it imperative for employees to embrace the medium. Social media websites are becoming an indispensable part of our larger society, with many businesses using them as tools to enhance a better relational experience with their employees and customers. This study, attempts to resolve the controversy which is there on social media by empirically studying the direct and mediating effects of job satisfaction, organizational commitment, absenteeism, concentration levels, turnover intention, increased productivity, timelines in discharge of duties and innovative behavior on the relationship between social media sites use intensity and job performance.

Research design used is a case study and comprised of senior managers, supervisors, HR officers and a few selected employees. Data was obtained using questionnaires and entered into SPSS Version 22 to generate the results. The study also evaluates the relationship between social media and employee performance and examines whether social media are capable of increasing the levels of employee productivity and satisfaction. It was discovered that the use of social media at workplace helped employees improve or reduce their performance depending on the motive behind; the results showed that, social media has a high influence on an employee's performance. Thus, organizations should comprehend about social networking while setting appropriate policies at workplace.

Keywords: Social media, Employee, Productivity and Job performance.

I. INTRODUCTION

Background to the study

The focus of the study is on the effects of social media on the performance of an employee at Zambian breweries plant. The key terms used in the topic are Employee performance, which is defined as the job-related activities expected of a worker and how well those activities are executed in relation to using social media. This employee performance was measured based on Lowering absenteeism, Timeliness in discharge of duties, improved sales, improved morale and communication, marketing, enhanced job satisfaction, higher organizational commitment, higher retention rates, higher innovative behavior and increased productivity.

Employee: An individual who works part-time or full-time under a contract of employment, whether oral or written, express or implied, and has recognized rights and duties.

Social networking has become one of the most significant business developments of the 21st century as they have added another side to the way people communicate all over the world. Social networking is an online medium of interaction which let people build relations, share ideas, communicate information and bounding society in sentimental stream. Furthermore, social media depends on mobile and web-based technologies to create highly interactive platforms through which individuals and communities share, co-create, discuss, and modify user-generated content. The way to use

and respond to social networks is neither a good thing, nor a bad thing.

Social networking is not only targeting young generation. It's tempting and hitting all age groups and generations. Using and connecting to social networks is part and parcel now a day of everyone's life. Now people never ask for mail addresses or mobile numbers instead of that people ask each other for their social network IDs for carrying on long term contacts (Avalos, S. 2011), Social networking is creating a dramatic change or dynamic in the environment but it's obvious it is creating changes. Social networking is making dramatic growth in dynamic environment of now a day.

People use social networks for catharsis of their human emotions. Motives of social networking can be different for person to person like; people connect to LinkedIn for professional purpose, Facebook and MySpace for personal motives, Twitter for social networking, Personalized Blogs for personal thoughts and view point. Motive of using social networks can be changed but the ultimate logic of connecting is building social contacts and sharing (Ehrlich, 2011) in social networking.

Every organization is using social networking sites for their professional benefits like creating customer relationship. So, it becomes the need and it's the time for organizations to design

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workforce according to changing environments. Organization's productivity and profits base on its employee's performance and its employees are strongly connecting to social networks. In other aspects Social networks are creating risks, opportunities, threats, weaknesses, and strengths for organizations. Risk in a way that social networks are real time communication mediums, it can communicate and disseminate information of organization instantly in real timing which organization may never want to share with people outside the organization. Opportunity in the context that competitor's employee shared information about upcoming strategy at social medium which can be used for organization's benefit. Threat can be faced by organizations when its employees discuss internal information of organization on social networks which can be used by its competitors. Social networking can be weakness of organization when it affects its productivity negatively.

Some social networking become strength for organizations when it's used to build good relationship with employees, to direct them is right way, to collect information about employee behavior and to train them (Flynn, 2011).

Statement of the problem

Many public and private organizations use social media for interpersonal communications and public relations. A study by McCorkindale in 2009 found that almost 69% of the Fortune 500 companies use social media either for organizational communications or for public relations (Macnamara,2012).The latest ZICTA survey of 2015 in collaboration with the central statistical office and the ministry of transport and communication on access and usage of information and communication technology by households and individuals in Zambia revealed that 63% of the internet users in Zambia spend much of their time online on social media, access to internet dramatically increased from 12% in 2015 to 17% in 2018 nationally according to National ICT survey.

The researcher proposed to examine the direct and mediating effects of job satisfaction, organizational commitment, absenteeism, concentration levels, turnover intention, increased productivity, timelines in discharge of duties and innovative behavior on the relationship between social media use and job performance at Zambian breweries plant in Lusaka. According to Warnakula, W.M.S.S, and Manickam B. (2014) the majority of the employees visit Social networking sites during office hours. There is considerable debate among academics and business practitioners on the value of usage of social media in the workplace. Some claim that social media in the workplace is a waste of time while others believe it leads to improvements in job performance. This study attempts to resolve this controversy by examining the use of social media in the workplace and its effects on

individual job performance. It is necessary for the managers to determine as to whether social media in workplace influences individual job performance in their business.

Scholarly work has illustrated that the popularity of the social media sites and their rising application at the workplace pose different concerns/challenges for employers, it is becoming hard to regulate the use of social media sites while working or in the working environment. As a result, a dilemma comes into play where workers spend a lot of time on the sites participating in non-productive activities like the creation of personal networks, keeping tabs with friends and families, viewing sport scores, streaming and downloading videos and music (Kandiero et al., 2014).

Ouirdiet al, (2014) defined social media as mobile and web-based platforms that allow users to share and add geographical information to user-generated content for purposes of collaboration and building networks and communities.

Objective of the Research

The research objective of the study is to investigate the effects of social media on employee performance.

Specific objectives

The following are the specific objectives of this study:

1. To find out the degree of performance output of an employee using social media at workplace.

2. To investigate the level of performance of an employee meeting agreed schedules/targets/goals while using social media.

3. To evaluate and measure the concentration levels of employees at work while using social media.

Research Questions

1. What is the degree of performance output of an employee using social media at workplace?

2. What is the level of performance of an employee meeting agreed schedules/targets/goals while using social media?

3. What is the concentration level of employees at work while using social media?

Scope and Limitations of the Study

The scope of the study refers to the parameters under which the study was operating. This study was conducted in Lusaka urban district focusing on the effects of social media on employee

performance and will make use of data obtained from this research to conclude and establish whether the use of social media actually results in low productivity or enhances it.

Due to the nature and the subject of the study only educated workers (Supervisors, senior managers and HR officers) will be involved in the category of workers that are more likely to use the internet as part of their work and during this course make use of social media as a side entertainment.

The major limitations of this study were, some of the respondents were not willing to give the required information as they were afraid that the researcher could be working with management to see which people or employees use social media while on duty.
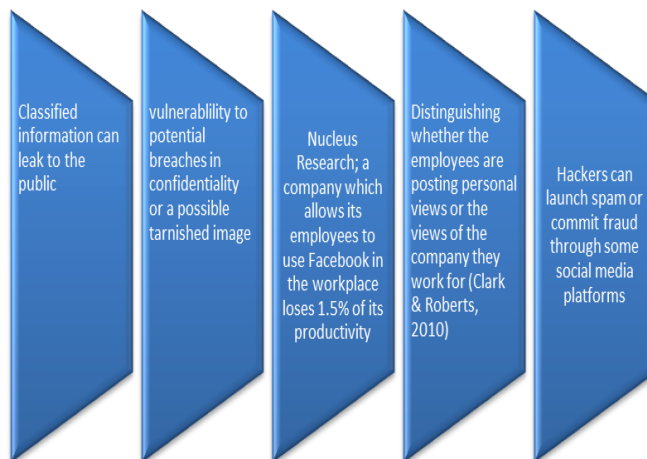
Conceptual Framework

Advantages and disadvantages of social media use at workplace

Advantages
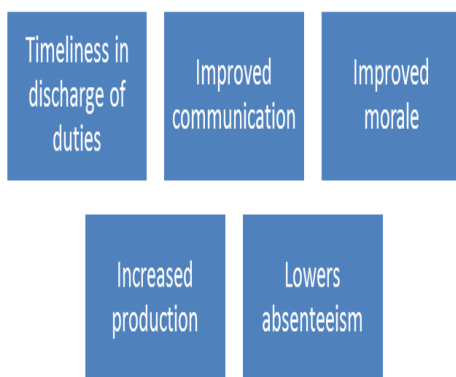
Disadvantages

II. LITERATURE REVIEW

Global social media history

To understand social media, we need to explore its history. The Internet started out as a giant Bulletin Board System (BBS) that allowed users to exchange software, data, messages, and news with each other (Kaplan and Haenlein, 2010). In 1979, Duke University graduate students Tom Truscott and Jim Ellis came up with the idea of networked communication over computers for exchange of information. This idea was implemented in 1980(Kaplan and Haenlein, 2010) and "Usenet" was launched worldwide, which was the first genuine attempt at social networking. Various discussion groups were held covering a wide variety of topics from humanities, sciences, business, politics, computers, and other areas. The discussion forums on these websites were called "newsgroups" (Goldsborough, 2005). By 1992, Internet became one of the most popular networking tools, which linked researchers and

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educators. Marc Andreessen headed a team at NSF centers which successfully developed a browser to develop NCA Mosaic or popularly known as Mosaic. In less than 18 months of its introduction, Mosaic became the browser of choice for almost over a million users. This set off an exponential growth in the area of decentralizing information and connecting people and led to the development of Microsoft's Internet Explorer. (Andreessen, 1993)

Founded in October 1998by Bruce Ableson and Susan Ableson, "Open Diary" was the next attempt at social networking. This website brought together people from various fields who wrote diaries or blogs, as we now call them, on a common platform to share their views and perspectives on various topics (Kaplan and Haenlein,2010).

Local social media history

Access to Internet in Zambia began in November 1994, when the country became the fifth African country, second from South Africa in sub-Sahara Africa, to gain full access to Internet. The first operator of internet service was ZAMNET Communications Systems Ltd (ZAMNET). ZAMNET was a result of research from the University of Zambia (UNZA), at its Computer Centre. By the end of the first decade into the 21st century, Zambia had low access to the internet despite growing from 11, 647 total subscribers, to 49,867 at the end of 2011

(ZICTA, 2012). This attributed to the implementation of technologies such as GPRS, EDGE, 3G and the roll out of optic-fibre networks. The high cost of bandwidth was seen as a major factor affecting the growth of the internet in Zambia.

Despite the increased demand for broadband internet, the majority of Zambians were still unable to make individual subscriptions but due to the high cost,

Mobile phone use was significant to the study because the number of peoples accessing social media using their mobile devices was on the rise. At the time, the mobile sector was dominated by Airtel Zambia with slightly over 52% of the market share at the end of 2011, followed by MTN with 33% and lastly, Zamtel with 15 %. Internet-enabled mobile phones became more widespread after mobile phone providers introduced BlackBerry and smartphone packages in 2008. These devices often included free internet access to certain websites (including Facebook, Twitter and MySpace) and/or monthly data bundles.

Empirical Literature

According to Hsu (2012: 39), social media has become the most popular means for organizational marketing. Its' uses now include; promoting an organization's products and services as well as establishing a communication channel that aids in the redesigning of the relationship that exists between organizations

and their consumers (Hsu, 2012: 39). Social media marketing in that sense has become a generic term that is used to describe the use of a social network for marketing and is based on the business-consumer area of an organization (Kaplan and Haenlein, 2010: 1). What makes social media so attractive to users is its flexibility as well as connectivity into other forums on the World Wide Web such blogs, content sharing applications, rich media, virtual worlds, and social networks (Chaffey, 2009: 1).

The use of social media by organizations therefore, enables them to create a network between consumers which would be used to support the development of relationships, hence leading to an enhanced understanding of the various needs and wants that a consumer has (Chaffey. 2009: 1). Evans (2008: 54), states that social media is a self-created dialogue that occurs between two people, who have a shared interest.

Despite the many different opportunities that are created by social media, there are still many gaps for SMEs. This is because many fails to identify the correlation that exists between social media and consumer engagement (Halligan, Shah, & Scott. 2009: 28). Research suggests that social media is rapidly growing every day, with as many as 90 per cent of Internet users aged between 18 and 24. This age group could be considered a prime age group

with many young adults about to enter the purchasing market (Hubspot, 2012: 1).

According to Warnakula, W.M.S.S, and Manickam, B. (2014) the majority of the employees visit Social networking sites during office hours in Sri Lanka. There is considerable debate among academics and business practitioners on the value of usage of social networking site use in the workplace. Some claim that usage of social networks sites in the workplace is a waste of time while others believe it leads to improvements in job performance.

Some studies claim that the use of social networking sites makes employees happier and, therefore, more productive (Bennett et al., 2010; Leidner et al., 2010; Patel & Jasani, 2010) while other studies consider social networking sites use a reason for reduced productivity since it

Can waste time and be addictive (Accountemps, 2010; Nucleus, 2009; Rooksby et al., 2009; Shepherd, 2011). Meanwhile several studies have been conducted on social networking site use

covering several topics ranging from ethical issues (Clark & Roberts, 2010) to privacy and security ones (Dinh, 2011; Dwyer et al., 2007; Patel & Jasani, 2010).There are very few researches which have yet examined whether the use of social networking sites in the workplace

has any potential benefits for businesses in terms of job performance. This knowledge gap becomes a problem to managers regarding social networking usage of employees.

Social networking affects all sectors of the economy as it affects employee's skills, productivity, qualification/knowledge and motivational level. Organizations practice social networking for building employer-employee relationship by increasing employee's skills, productivity, motivational level and knowledge. Organizations evaluate their employees and manage their contributions to keep organization's image high through social networking.

Some organizations direct their employees for ethical behavior in using social networks while they are representatives of the organization. For doing all this, organizations are formulating some sort of policies regarding using of social networking (Flynn, 2011), however, it can be said that social networking has strong effect on employees' performance in terms of affecting the skills, productivity, knowledge and motivation.

A dilemma comes into play where workers spend a lot of time on the sites participating in non-productive activities like the creation of personal networks, keeping tabs with friends and families, viewing sport scores, streaming and downloading videos and music (Kandiero et al., 2014)

A study conducted by Muppala (2010) found that the social networking sites are blamed for the poor productivity among employees. As per the report, workers spending much time online cannot focus on their assigned tasks and often distracted and their attention spans shortened.

Caloisi (2008) pointed out that social networking has high effects on power in particular; there is the power movement/shift from vertical hierarchies to horizontal networks. A flattened organizational structure is regarded by many as a significant benefit to businesses as it may lead to the achievement of agility and a refocus on an organization's core competencies as per Gibson (2003).

Barker (2008), Bernoff and Li (2008) and Violin (2008) maintained that the social media allows a collection of member profile and contact details, creation of documents, and beneficial data

The Concept of Social Network

"Online Social Network" or "Social Media" is an umbrella term for a broad range of internet-based tools that allow content to be created (including conversations) by people using highly-accessible and scalable publishing technologies. There are a variety of online social networking sites available for the people such as Face book, LinkedIn, My Space and YouTube, and Twitter.

Face book – A social networking service where users create personal profiles, add other users as friends and exchange messages, including automatic notifications when they update their own profile. Additionally, users may join common interest user groups, organized by common characteristics (e.g. workplace).

LinkedIn – A business-related social networking site mainly used for professional networking. Users maintain a list of contact details of people with whom they have some level of relationship, called connections. This list of connections can then be used to build up a contact network, follow different companies and find jobs, people and business opportunities.

Twitter- Twitter is an online social networking and micro blogging service that enables users to send and read short 140- character text messages, called *"tweets"*. Registered users can read and post tweets, but unregistered users can only read them. Users access Twitter through the website interface, SMS, or mobile device app.

YouTube – A video-sharing website on which users can upload, share, and view videos. A wide variety of user-generated video content is displayed, including film and TV clips as well as amateur content such as video blogging. Media corporations including the BBC also offer some of their material via the site. Most videos enable users to leave and exchange comments.

Social network site is a web-based service which allows people to sign up in a bounded system, articulating group of people within the same system so as to share personal or academic related information (Boyd and Ellison, 2007). With the improvement of technologies and devices, an online social network has been considered as a salient system.

The role of social media

One of the major roles that social media plays is that it gives consumers the opportunity to communicate with one another, in the sense that it creates an extension of traditional word of mouth advertising which previously required physical face-to-face time. That type of communication can now be done over the Internet through a number of ways such as video chats and by sending direct messages on social media platforms (Mangold & Faulds, 2009: 1). By that means, what social media does better than traditional communicative means is that it allows for instantaneous feedback with a more open dialogue between the organization and the consumer. It also gives the consumer a fair degree of power in this relationship while allowing organizations to monitor their image on a real time basis among a large following (Mangold & Faulds, 2009: 1). That does

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however raise a new challenge, where organizations are now challenged with the very question of just how they can use this instantaneous connection to their advantage.

Currently, organizations are using social media in the following ways: monitoring conversations about their products and services, providing feedback to consumers, and driving traffic to their web page, where more promotions and deals await (Mangold & Faulds, 2009: 1). When required, social media can also help organizations communicate with consumers on an individual basis. This can be extremely useful when dealing with disgruntled consumers or when attempting to foster a more personal relationship with their consumers (Snow, 2012: 14). Hence, strategy plays a large role in social media and as social media continues to take shape on the web and organizations begin to better utilize social media, social media strategies begin to take on a more prominent role for organizational leaders (Gurd, 2017: 1).

In terms of social media strategies, there appears to be no strategy in particular which holds more success than the other. Many proposed strategies seem to all have some degree of promise (DeMers, 2015: 1). It could therefore be argued that social media strategies are still at a time of discovery and exploration in relation to organizational activity on social media platforms.

Where some success may have been found with organizations adopting social media strategies in an attempt to enhance consumer engagement, the inconclusive results so far call for further research particularly with regards to SMEs where little research has been conducted on the use of social media strategies for enhanced consumer engagement.

key aspects that summarize the need for social media in organizations:1.Compiling HR reports for companies spread over various continents (Ullman,2011).2.Reducing consulting costs by connecting to specialist opinions online and obtaining their feedback(Ullman,2011).3.Making transparent decisions in which not only every employee but also the consumers feel that they were a part of that decision-making process (Ullman,2011).4.Help managers better understand trends and customer opinions (Power & Phillips-Wren, 2011).5.Predict and influence consumer behaviors for products and services (Power & Phillips-Wren, 2011).6.Act as communication-driven decision support systems(Power & Phillips-Wren, 2011).7.Attract younger users and get them involved with decision-making (Power & Phillips-Wren, 2011).8.Attract diverse and large numbers of participants for surveys (Power & Phillips-Wren, 2011).

!!28!9.Allow information to flow in multiple directions (Ghafoor and Martin, 2012).10.Help

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employees to participate in and monitor online discussions that can be useful in picking out problem points (Ghafoor and Martin, 2012).As noted above the importance of social media in organizations is expected to grow over the next few years. Even though organizations have just started adopting social media, many leaders are enthusiastic about its value. (Kiron, Palmer, Phillips, & Kruschwitz, 2012)**.**

Productivity and social networking in the modern economy

Bernolak (1997:204) defined productivity as 'how much and how well we produce from resources used. If we produce more or better goods from the same resources, we increase productivity. Or if we produce the same goods from lesser resources, we also increase productivity'. In this 'productivity' refers to the time spent by an employee actively executing the job he or she was hired to do, in order to produce the desired outcomes expected from the employees' job description. Recent studies, for example, Golder, Wilkinson and Huberman (2007), Arvanitis and Loukis (in press) and Coyle and Vaughn (2008:13−17) concur that social networks are typical characterizations of human behavior to fulfill the need to communicate and connect with people they know, meet new people who share a common interest, collaborate, participate and share I information and knowledge as well as gain new knowledge.

Generally, these are also the reasons why individuals engage in social behavior via the Internet. To many, the Internet provides effective social networking opportunities and their online behavior includes building individual relationships, expanding their personal network of friends, finding people who have had similar experiences, discussing common topics of interest, dating and finding potential life partners, staying connected to old friends or distant family and virtually meeting peers, including work colleagues, to discuss current issues or topics of interest.

Social media and employee productivity in workplace

As the use of social media sites becomes even more prevalent, it is commonly understood that employers need to consider how social media sites is likely to impact their organizations. The widespread use of these sites by employees raises inevitable questions. For instance, how can these sites serve the interests of organizations by enhancing productivity and unleashing the potential of social media in the workplace? At the same time, employers must be able to embrace the technology and minimize risks associated with social media.

In general, productivity of an employee is measured in terms of labor hours spent by him/her on the given task. Bernolak (1997:204) defined productivity as how much and how well employee produces from the given resources. There are basically two types of employees

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which are the main taskforce of any organization: the blue-collar employee and the white-collar employee.

Blue-collar employees are considered as the backbone of any organization because they are the maker of the finished good; they work in factories and workshop to manufacture the ultimate consumable goods. Bridge Consulting (2009) also claimed that the use of social media tools by organizations were to increase employee engagement, foster employee ideas and innovation, enhance customer relationships and employee productivity. Durant (2010) claimed that Takeshi Numoto, Corporate Vice President of Office Product Management Group, submitted a post, "Productivity + social networking = goodness for the workplace". In it, if influenced in a different way, social media can help organizations be more productive and employees in the workplace form a group that fosters a culture of diversity, respect, and openness. It facilitates organizations with the incredible knowledge and information that need to stay on top of business industry.

Advantages and risks of online social networking

Social networks function in the online environment through social networking sites, that is, technology that allows people to set up profiles, link to other individuals' profiles and view, navigate and interact with others in the social network. Lange (2008:361) views the

linking of profiles together with the ability to view the resulting connections on others' profiles as the most tangible mechanisms reflecting existing social networks. Boyd and Ellison (2007:211) add that this technology allows people to articulate their relationship to others in a way that is visible to anyone who can access their profile.

Cyber addiction and digital slavery

The Social media, micro blogs and the Internet offer amazing opportunities of reconnecting with old friends and family and starting new relationships. They allow easy contacts with partners, colleagues, business associates, professionals, employees, employers and the list continue. They get us updated, informed, educated, entertained and connected. These and many more we do on our smart phones, iPad, tablets, or computers on the go. Emailing, chatting, texting, videoconferencing, live streaming, and video calls have become natural with the technology of the day.

Addiction occurs in excessive and uncontrolled use of this technology. Regrettably, the new world order produces a new crop of addicts, known for internet addiction, cyber addiction, Smartphone addiction, etc. Smartphone addiction is informally called *nomophobia*, which is the fear of being without a mobile phone or an inability to be without a mobile phone. It is the uncontrolled drive to finger

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phones always for various reasons such as texting, watching video, chatting, stock trading, gaming, bidding, gambling, etc. Rosalyn Carson-DeWitt defines internet addiction as "a psychological disorder that causes people to spend so much time on a computer that it affects their health, job, finances, or relationships.

This is also called problematic computer use or internet use disorder (IUD). It is a new discovery that requires urgent psychiatry attention as research in the area is becoming serious. IUD has been described as being: accompanied by changes in mood, on with the Internet and digital media, the inability to control the amount of time spent interfacing with digital technology, the need for more time or a new game to achieve a desired mood, withdrawal symptoms when not engaged, and a continuation of the behaviour despite family conflict, a diminishing social life and adverse work or academic consequences.

An internet addict is a digital slave. By spending too much time on the social platforms such that it affects other areas of one's life, one becomes a slave to the media. A digital slave is therefore, one with no freedom of choice, or time in the use of the services of IT. A digital slave can only develop virtual relationships but suffers depression. A digital slave is a compulsory online user, obsessed with too much information. A digital slave gets social while on the steering, in the theatres, on the field of play,

in meetings, at the movies, in the lecture halls, on the bed, in the showers, in the pools and at religious events. Past research has concluded that misuse of social media could affect the firm's productivity. Yeshambel et al, (2016) said their research showed that 68.4% of employees spent most of their time enhancing personal networks and 86% used office hours to visit social networks.

One threat that could be encountered by firms using social media is disclosure of internal information on social networks which can be used by competitors (Ashraf and Tasawar 2014). Huang et al, (2015) argue that when social networking is used for leisure, employee productivity gets affected adversely.

Benefits of social media in workplace

The usage of social media is as varied as the organizations themselves. Most people think that social media sites are time-wasters; however, a number of studies have shown just the opposite. Using social media sites may actually increase employee productivity. A number of studies show that employees who use social media sites are 9% more productive than those who do not (Fahmy, 2009). Employees who are more social by nature and are connected to other people through social media sites are better persons in the workplace, which means they are skilled at interacting with others and solving problems.

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In a similar study by Fahmy (2009), he found that 70% who used internet for personal surfing resulted in sharpened employee's concentration. It is assumed that by taking short breathers, the brain will be refreshed and renewed.

In a related development, AT&T, a company that sells internet connection services, conducted an independent survey of 2,500 employees in five European countries. Of employees using social media sites (SMSs): 65% SMSs made themselves more efficient workers, 46% SMSs gave them more creative and ideas, 38% SMSs helped them gain knowledge and come up with solutions to problems, 36 SMSs allowed them collect knowledge about employees and customers, and 32% SMSs created team building opportunities. Employees also reported that social media has become part of the culture of their workplace (AT&T, 2008). From the organizational perspective, a social media site is the quickest way to collect information. "Organizations are actively leveraging the power of social media networks to find new business opportunities, new groups of like-minded individuals and organizations, and new sources of industry specific wisdom, advice and expertise" (Wilson, 2009). SMSs authorize organizations to store and transmit information of different marketing strategies and procedures. Organizational presence can be maintained through social media in the workplace. It also acts as a marketing tool to assist the organization to reach out potential employees. Wilson (2009) noted that "a logical extension of this is to employ people to spend their entire day maintaining the sanctioned organizational presence on various social media sites, acting as an organization's voice".

Some employers at present rely on social media sites for recruitment process to reduce recruiting costs, and bunch of curriculum vitae generated by job boards can be lessen. Social media tools can facilitate job applicants to their assessment procedures.

A survey conducted for CareerBuilder.com found 45% of employers were utilizing social media to screen potential employees, more than double from the year earlier. Eisele (2006) asked 1,000 biggest organizations in Germany about their experiences with Internet and recruitment. He found out that 67% saw the use of web-based solutions as an improvement of their recruitment processes, 49% of them practiced it and achieved lower recruitment costs. It also shows that the use of some form of e-recruitment methods reduced the hiring costs about 87% in comparison to common traditional recruitment tools like newspapers (Lee, 2005; Cober *et al.*, 2001). Thus, it is generally accepted that using social media sites for recruitment can make an outstanding impact to the reduction of the recruitment costs and employee productivity as well.

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As it is known that social networking helps to keep everyone connected, it is also important for organization to implement or allow their staffs to use social networking in workplace. It was stated that social networking sites however supply chances for both formal and informal interaction and cooperation with fellow employees and clients/customers who aids knowledge transfer and communication (Akbarialiabadi & Zolfaghari, 2011).

Fahmy (2009) commented that, as number of studies show those employees who use social media are 9% more productive than those who do not. He also continues to argue that employees who are more social by nature and are connected to other people through social media sites are better persons in workplace, which means they are skilled at interacting with others and solving problems (Aguenza, Kasem & Sam, 2012). In a similar study by Fahmy (2009), he found that 70% who used internet for personal surfing resulted in sharpened employee's concentration. It is assumed that by taking short breathers, the brain will be refreshed and renewed (Aguenza & Som, 2012). Also identified by Coker in (2009), another research done by an Australian studies 300 workers examined Workplace Internet Leisure Browsing (WILB) and found that employees who spend a reasonable amount of work time using the Internet for personal purpose were approximately 9% more productive. He also added that essentially, although employees who take regular breaks may spend less time concentrating on work, they were found to have better concentration, and were therefore capable of higher productivity (Parsons, McCormar & Butavicius, 2011). Sarrel cited in Awolusi (2012) stated that business use of social media doubled from 11% to 22% between 2008 and 2009.

She stated that many employees in the workforce now use social networks to attract clients, develop relationship with business partners and display their expertise. From all this research social networking has seem to be a positive approach in many organizations.

According to Abrahams & McKeon (2008), a survey of 693 full or part time workers in Australia indicated that the vast majority (76%) of respondents believed that allowing employees to use SNS in the workplace provided benefits to the organisations, and of those respondents, 68% felt that allowing these sites showed an element of trust. They also added furthermore, approximately half of the employees who believed SNS should be permitted in the workplace claimed that the sites provide a break and allow employees to keep fresh. In a similar study by Fahmy (2009), he found that 70% who used internet for personal surfing resulted in sharpened employee's concentration.

It has been stated that those in communication or media-related positions were most likely to

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report using Facebook as part of their job, especially as a method for facilitating outreach to a variety of audiences. A more indirect use of Facebook for professional goals was discussed by some participants, who pointed to the benefits of sharing social information with their colleagues through the site (Vitak, Lampe, Gray, & Ellison, 2012). Using Facebook not only helps the organizations to have a good contact with consumers but it is also learnt that it brings a good impression. Besides that, organizations may be able to effectively manage consumers' impression towards the organization through their interactions with consumers on Facebook (Terrell & Kwok, 2011).

Interactions and communications

Some scholars claim that social networking improves firm-customer relationship through boosting interaction and communication. Leonardi et al, (2013) argue that as these platforms are digital, contrary to the traditional physical platforms of offices, conference rooms and hallways, anyone in the organization can participate at anytime from anywhere. Because of the ubiquitous spread of the Internet, (Martin & Bavel 2013), social networking is today the most powerful tool that can be used to improve communication of information, knowledge sharing as well as the overall organization performance.

Through social media individuals and firms can interact and build relationships (Divya &Regi,

2014). While consumers can interact with companies using social channels, companies can communicate with consumers directly. In support of these claims is McQuail (2013) who states that Internet has opened many channels for experimentation which offer the potential for using the attractions of social media tools including identifying customers, marketing etc. One of the most important advantages of the use of social media is the online sharing of knowledge and information among the different groups of people, the researchers argue.

III. METHODOLOGY
Research Design
A case study was used to carry out the research. Basically, a case study is an in-depth study of a particular situation rather than a sweeping statistical survey. It is a method used to narrow down a very broad field of research into one easily researchable topic. A case study design enables the study of contemporary phenomena within its real- life context and in-depth investigation of phenomena (Yin, 2013). The study was carried out at Zambian Breweries plant in Lusaka.

Whilst it will not answer a question completely, it will give some indications and allow further elaboration and hypothesis creation on a subject. The case study research design is also useful for testing whether scientific theories and models actually work in the real world. You may come

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out with a great computer model for describing how the ecosystem of a rock pool works but it is only by trying it out on a real-life pool that you can see if it is a realistic simulation.

For psychologists, anthropologists and social scientists they have been regarded as a valid method of research for many years. Scientists are sometimes guilty of becoming bogged down in the general picture and it is sometimes important to understand specific cases and ensure a more holistic approach to research.

In doing case study research, the "case" being studied may be an individual, organization, event, or action, existing in a specific time and place. For instance, clinical science has produced both well-known case studies of individuals and also case studies of clinical practices. However, when "case" is used in an abstract sense, as in a claim, a proposition, or an argument, such a case can be the subject of many research methods, not just case study research.

Case studies may involve both qualitative and quantitative research methods. A case study is relevant, the more your research questions seek to explain some present circumstances: how and why some social phenomenon works or if your research questions require an "in-depth" description of some social phenomenon.

Data Collection/Instruments

Primary data is first hand data that is collected from the respondents in the study site; therefore, this study used Data that was collected using a questionnaire and an interview guide which was strictly confidential. No name was required to be written on both the questionnaire and the interview guide because the study involves personal, intimate and sensitive questions. Respondents were encouraged to respond to the questions freely.

An introduction and then an explanation of the purpose of the interview was printed on each questionnaire and explained to the respondents. The questionnaire was easy to administer because if not clear the researcher elaborated the questions to ensure the respondents understand the questions. Interview schedule with key employees like the managers, senior supervisors and HR officers. While secondary data was collected through newsletters, journals, articles, periodicals, records, conference papers and magazines related to the study.

Questionnaire

The main data collection tool was the questionnaire and it was used on the main target group in this study. The questionnaire was easy to administer because where not clear the researcher elaborated the questions to ensure the respondents understand the questions. Closed and open-ended questions were used so that

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different views were obtained from the respondents.

Method of Data Analysis

All the qualitative and quantitative data was analyzed using Statistical Package for Social Sciences (SPSS) Version 22, Particularly Likert scale data was used to assess for relationships between selected key variables. This stage consists of four activities;

Editing: This process consists of scrutinizing and examining the already administered questionnaires for completeness, accuracy and internal consistency by the researcher. It also allows certain aspects of the questionnaire to facilitate analysis.

Coding: This is a process of assigning codes for the open-ended parts of the questionnaire. A complete coding manual was developed and used on the questionnaire.

Data entry: The data entry was done using Excel

Data cleaning: This was used to remove the errors which were detected during data entry. After completing the above exercise, suitable questionnaire records were imported into SPSS for analysis.

IV. RESEARCH FINDINGS AND DISCUSSION

Response rate for questionnaires

The sample size of the study comprised of 50 respondents. 50 questionnaires that were administered, 50 were received giving a return rate of 100%. This response was considered and accepted to be representative of the population since according to Cooper and Schindler (2000) a response rate of more than 75% of the targeted respondents is enough for the study. In addition, the fact that the target respondents did similar work helped to enhance the findings dependability and generalizations. This study is therefore perceived to have an excellent response rate.

Data Presentation

This section of the report presents the actual findings of the effects of social media on the performance of an employee in the survey study that was carried out at Zambian Breweries plant in Lusaka.

Findings and Interpretation of Results

As the general rule in any research this chapter starts by presenting the background profile of the respondents that took part in this study. The variable first analyzed in the next paragraph is based on the age distribution of the respondents.

**Figure 1: Age distribution of the employees**
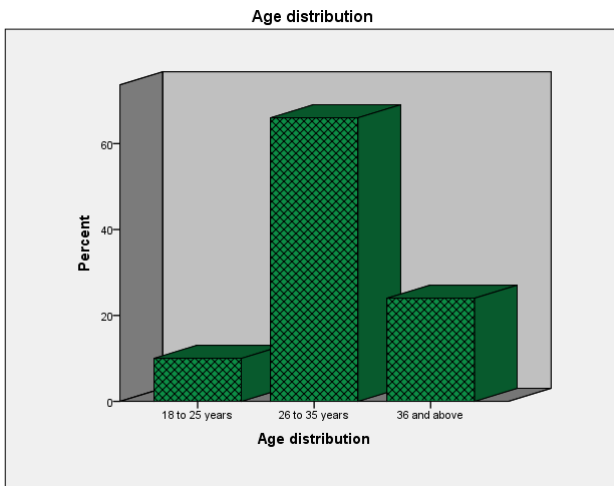
Source: Field Data 2019

Figure 1 above indicates that majority of the respondents represented by 66% were aged between 26 years and 35 years who are in the category of youths, this is in line with the 2015 ZICTA survey report which showed that, about 51 % of people aged above 10 years in Zambia are active users of mobile phones and internet. Various studies performed by "the Pew Internet Project" and Madden and Zickuhr in 2011, found that 85% of Internet users in the age groups of 18 to 29 use social media of which almost 61% use them on a daily basis. The significant usage of social media has not only increased among young adults but also has increased substantially in the older age group of 50 to 64. Social networking site users in the age category of 50 to 64 has more than doubled from a mere 25% in 2009 to 51% in 2011, in terms of the percentage of people who use social media over those who use the Internet overall). The usage of social media has clearly increased

in all age groups and continues to do so (Tess, 2013).

According to Lenhart et al., (2010), about 57% of social network users are 18-29 years old and have a personal profile on multiple social media websites. In a study by Pempek, Yermolayeva, and Calvert (2009), the amount of time spent daily on social network sites varied greatly.

Figure 2: Gender distribution of the employees
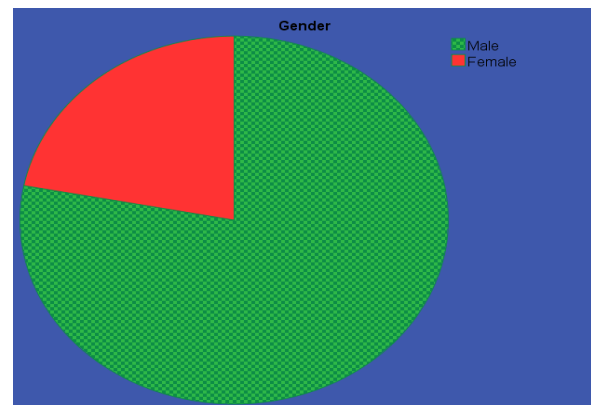
Source: Field Data 2019

Respondents were requested to indicate their gender and the results of the analysis are indicated in figure 2 above, men were represented by a large share at 78%.

Figure 3: Highest level of Education attained
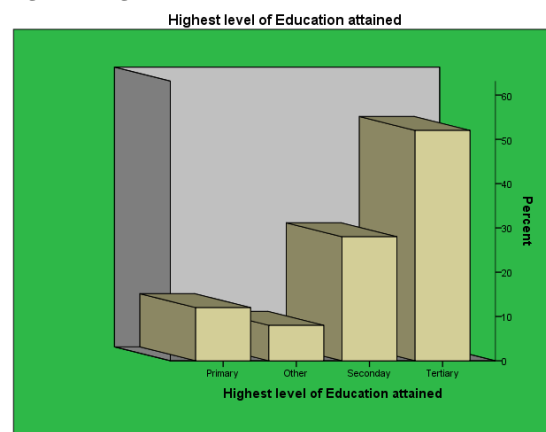
Source: Field Data 2019

Figure 3 above shows the highest level of education attained by the targeted respondents. Most of the respondents have gone up to tertiary level represented by 52% then followed by 27% who went up to secondary level.

Figure 4: Distribution for the number of years of service by an employee
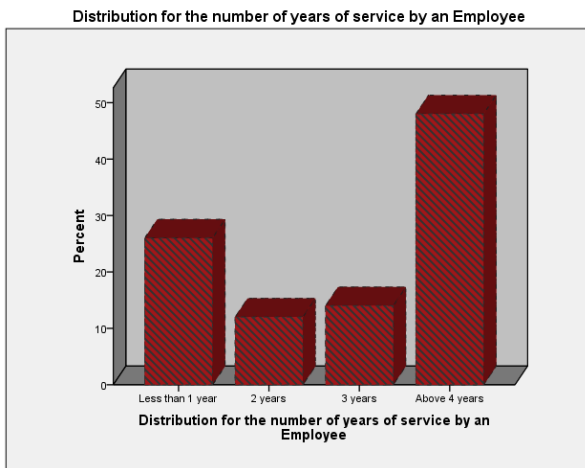
Source: Field Data 2019

The results show that 48% of the respondents had worked for a period of above 4 years, 26 % had worked for less than a 1 year, 14% had worked for 3 years and 12% of the employees had served the company for just 2 years. The majority of the respondents (48%) had worked for at least 4 and above years.

Figure 5: Distribution of number of hours spent on social media during working hours
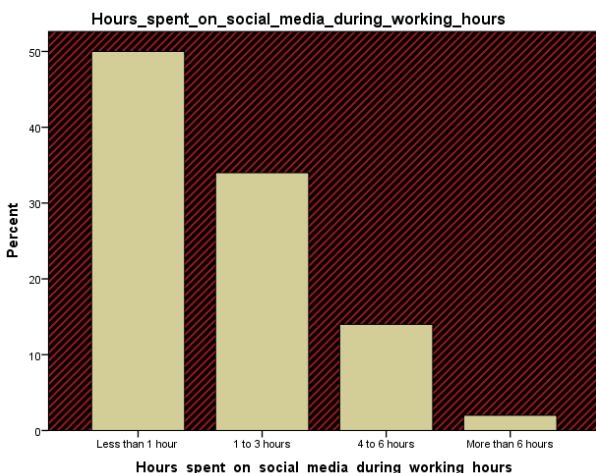
Source: Field Data 2019

Most of the employees do not spend much of their time during working hours as can be seen by the responses in figure 5. According to one of the respondents who the researcher carried an oral interview with, spending much time on social media, doing personal staffs is one way of stealing company's time.

Figure 6: Distribution of the favorite social media site used by an employee
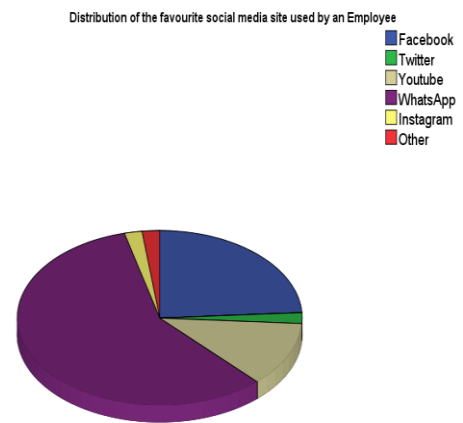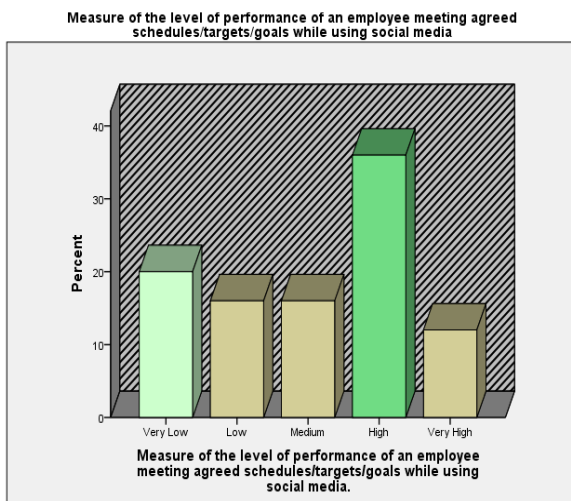

Source: Field Data 2019
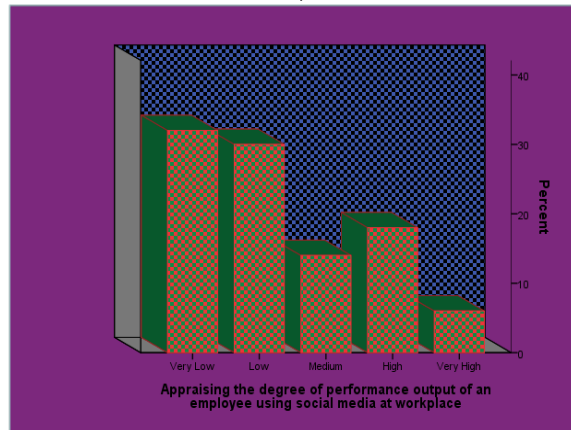
From figure 6 above, the results reveal that more employees love using WhatsApp followed by

Facebook, Twitter and Instagram were least as they are mainly used by celebrities.

The corporate world has encountered a substantial growth in the application of the social networks. Similarly, the usage of the social media has expanded mainly during the last 10 years and the application of these latest internet-based technologies for tasks related activities has been a huge part. The social networking sites like Twitter, WhatsApp and Facebook have grown to become popular for people (Bulmer and DiMauro, 2009). In business, the social media is a means of communication for many business experts as enterprises are utilizing it to link and interact with others within their companies.

Figure 8: Assessing the performance of an employee meeting agreed schedules/targets/goals while using social media

Measure of the level of performance of an employee meeting agreed schedules/targets/goals while using social media

Source: Field Data 2019

Meeting agreed schedules/targets/goals seemed not a big deal as respondents deemed social media not a factor, in a similar study by Fahmy (2009), he found that 70% who used internet for personal surfing resulted in sharpened employee's concentration.

It is assumed that by taking short breathers, the brain will be refreshed and renewed (Aguenza & Som, 2012).

Also identified by Coker in (2009), another research done by an Australian studies 300 workers examined Workplace Internet Leisure Browsing (WILB) and found that employees who spend a reasonable amount of work time using the Internet for personal purpose were approximately 9% more productive. He also added that essentially, although employees who take regular breaks may spend less time concentrating on work, they were found to have better concentration, and were therefore capable of higher productivity (Parsons, McCormar & Butavicius, 2011).

A dilemma comes into play where workers spend a lot of time on the sites participating in non-productive activities like the creation of personal networks, keeping tabs with friends and families, viewing sport scores, streaming and downloading videos and music (Kandiero et al., 2014)

Figure 9: Assessing the concentration level of employees at work while using social media
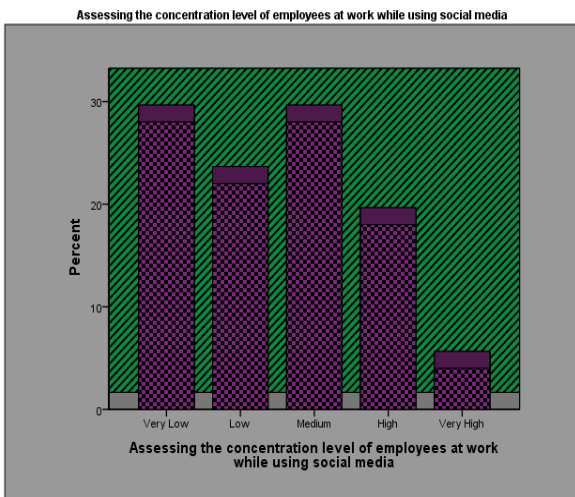
Source: Field Data 2019

Concentration levels can be reduced when using social media in workplace according to respondents. A study conducted by Muppala (2010) found that the social networking sites are blamed for the poor productivity among employees. As per the report, workers spending much time online cannot focus on their assigned tasks and often distracted and their attention spans shortened similar to (Kandiero et al., 2014).

Figure 10: Evaluation of the extent of social media use
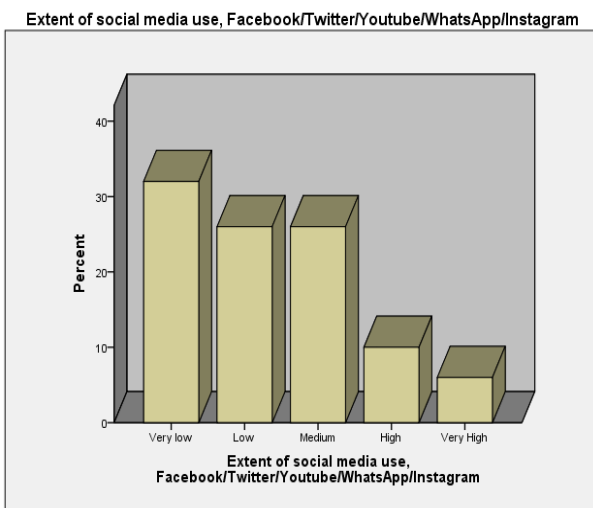
Source: Field Data 2019

From figure 10 above, the results reveal that the extent of social media use is not that very high. Meaning social media use has little negative impact which is not really a big deal being used by employees. According to North (2010) explored the benefits as well as the risks of the use of social networking sites in the workplace and concluded that employees believe that social networking site use in the workplace is worthwhile.

On the extent of use of social networks, 26% indicated that they used it to a moderate extent, 10% indicated that they used it to a large extent while 5% employees indicated that they used it to a very large extent.

Figure 11: Weighing the purpose of social media use in an organization
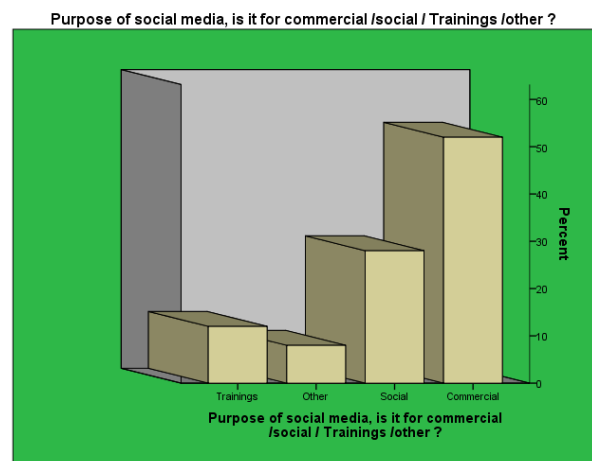
Source: Field Data 2019

The figure above shows the purpose of social networking sites in a workplace, according to employees' responses in the plant, 52% agreed to say social media is mainly meant for

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commercials in organizations then followed by social purposes.

Business use of social media doubled from 11% to 22% between 2008 and 2009 (Sarrel, 2010). Many employees in the workforce now use social networks to attract clients, develop relationship with business partners, and display their expertise (Sarrel, 2010).

When considering a social network for the workplace, common social networking strategies include assessing the needs of the business, the goal of the social network site, and the target audience (McCorvey, 2010).

A social network has to deliver business value for it to be considered effective for any Organization. It must also protect employee and company privacy and be a tool used to enable employees to work more efficiently (Caloisi, 2008).

According to respondents at Zambian breweries plant in Lusaka, most of them agreed that communicating and marketing products is one of the so purposes of social media use in companies that deal in fast moving consumer goods (FMCG).

North (2010) examined the use of social networking sites in the workplace by prospective and current employees. He found that although some participants find social

networking site use to have aspects, he believes that its use at work is worthwhile.

It's not all the time that employees would use social media for personal things. The research carried out on the Zambian breweries plant in Lusaka showed that employees can use social media to communicate with colleagues for job interest, for instance if there's a consumer complaint on the product and the person to review that is out of town, a photo could be captured and sent through WhatsApp.

Figure 12: Evaluation of social media influencing employee's performance

The influence of social media on performance of employee
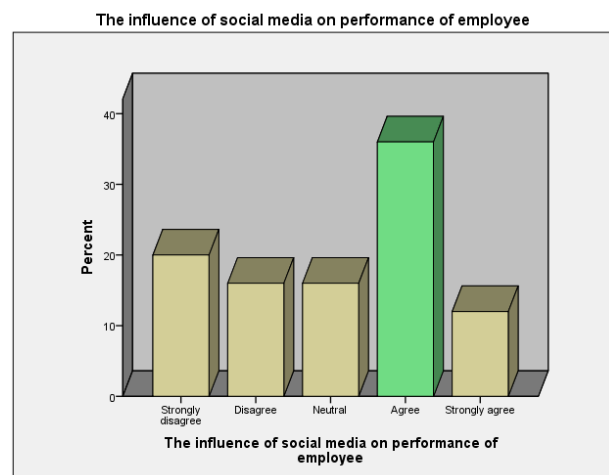
Source: Field Data 2019

The performance of employees is positively influenced by social media as seen from the responses shown above in figure 12.

Figure 13: Appraising of social media influencing job performance.

Appraising of social media influencing job performance.
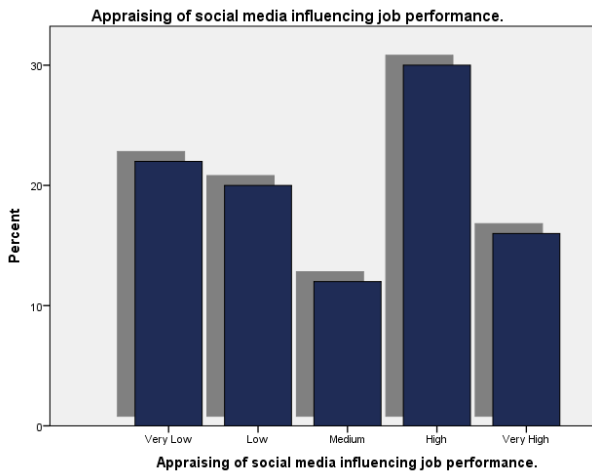
Source: Field Data 2019

29% were for the idea of social media enabling job performance with only 14% on neutral. 22% strongly disagreed that it was very low and 20% disagreed. 15% strongly agreed to have a very high influence on job performance.

**Figure 17: Assessing of social media influencing improvement of networking among employees**

Assessing of social media influencing improvement of networking among employees
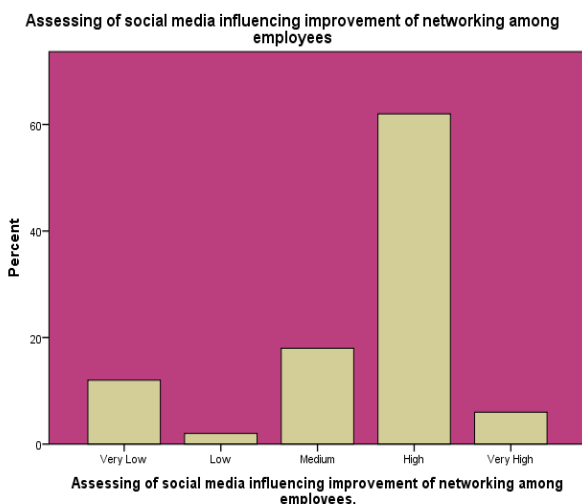
Source: Field Data 201

62% represents respondents who agreed that social media has an influence on an employee as

it improves networking; the same study found that the ability of employees to access Facebook at work was a great incentive for the retention and organizational commitment of new hires as they can be socially connected with family, friends, and other co-workers in the workplace.

Only a few represented by 2% disagreed to the above influence of social media while 20% were neutral in their response.

Figure 18: Evaluation of social media influencing employee relationship

Evaluation of social media influencing employee relationship.
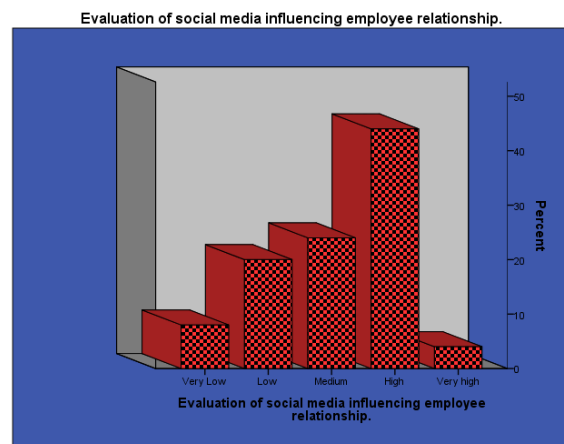
Source: Field Data 2019

Bennett et al. (2010) reported that the benefits of social media use in the workplace can include enhanced collective knowledge, improved knowledge, increased productivity, and improved morale. 44% agreed that social media has an influence in maintaining the relationship among the employees. 8% strongly disagreed with 24% on neutral grounds.

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Figure 19: Examining of social media influencing the distraction of job performance
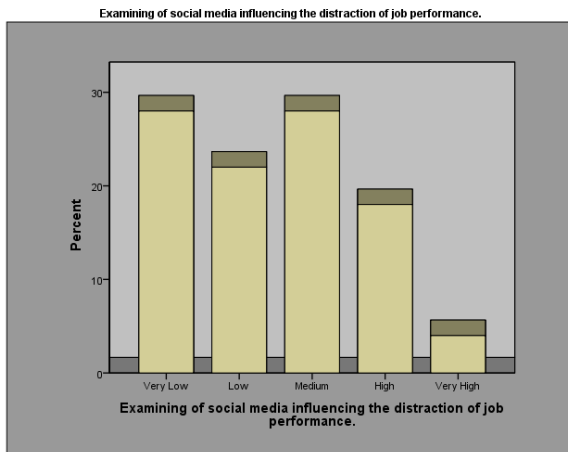
Source: Field Data 2019

The influence of social media has no effect in distracting the job performance of an employee. This can be seen from the survey obtained as indicated in figure 19 where 27% strongly disagreed that social media is a stumbling block for high performance of an employee. Only a few being represented by 4% strongly agreed to the idea of social media distracting the job performance of an employee.

Figure 20: Appraising of social media influencing the concentration of employees towards work
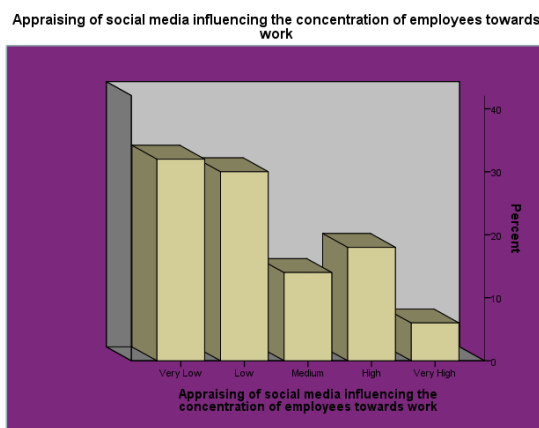
Source: Field Data 2019

The influence of social media has no effect in making it difficult for an employee to concentrate on his or her work. This can be seen from the survey obtained as indicated in figure 20 where 32% strongly disagreed that social media is a stumbling block for concentration towards their job, 30% were also against the thought. Yeshambel et al, (2016), Ashraf and Tasawar (2014), Huang et al, (2015) found through their research that misuse of social networking at work such as for leisure, personal and social connectivity etc. have affected employee productivity.

Figure 21: Evaluation of social media influencing effective communication
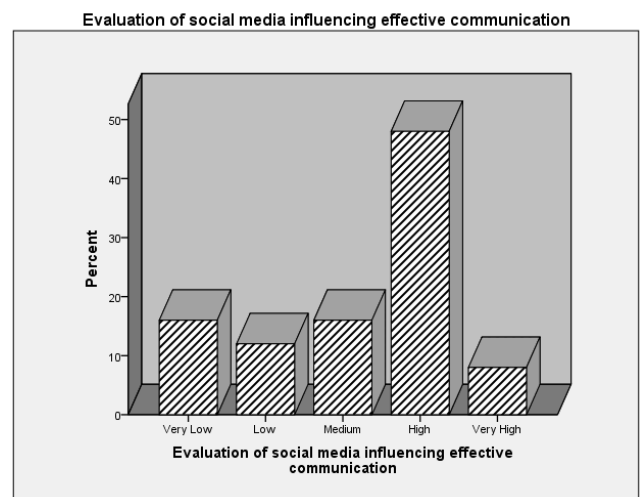
Source: Field Data 2019

The majority of the respondents were for the idea that, social media enhances effective communication amongst the employees as shown in the figure above with a representation of 58% agreeing to influencing effective communication.

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V. DISCUSSION, CONCLUSION AND RECOMMENDATIONS

Conclusion

As the technology is growing the social media has become the routine for each and every person, peoples are seen addicted with these technologies every day. With different fields its effect is different on people. Social media has increased the quality and rate of collaboration for employees. Business uses social media to enhance an organization's performance in various ways such as to accomplish business objectives, increasing annual sales of the organization. Youngsters are seen in contact with these media daily. Social media has various merits but it also has some demerits which affect people negatively. False information can lead the organization to failure as well as wrong advertisement will affect the productivity, social media can abuse the society by invading on people's privacy, some useless blogs can influence youth that can become violent and can take some inappropriate actions. Use of social media is beneficial but should be used in a limited way without getting addicted.

Summary of Findings

This study was aimed at assessing the effect of social media use on the performance an employee in Zambia; A case study of Zambian Breweries plant.

Several studies have been conducted on the potential relationship of social media and job performance, examining a variety of important aspects. For instance, North (2010) explored the benefits as well as the risks of the use of social networking sites in the workplace and concluded that employees believe that social networking site use in the workplace is worthwhile. This finding is not surprising, given that one of the primary objectives of using social media is to impact employees job performance, which means that we can develop new relationships as well as to maintain existing relationships.

Ellison et al. (2007) found a strong association between the intensity of use of Facebook and social capital and that using this social media can help certain users to deal with low self-esteem and low life satisfaction. The same study found that the ability of employees to access Facebook at work was a great incentive for the retention and organizational commitment of new hires as they can be socially connected with family, friends, and other co-workers in the workplace.

Social media websites could heavily influence organizational productivity outcomes in terms of effective collaboration across geographical and hierarchical work structures, the marketing of its products and collection of feedback responses from the market place, and its visibility in the increasingly crowded world of online commerce.

An outright ban of the use of social network in the work place would not only limit an organization's visibility in the online world but could also deprive it of the benefits that social networking provides when used as a productivity tool in the work place. The access to Facebook at the workplace should not be banned. SNS has proven to be a powerful networking and communication tool, in which workers in an organization can communicate via the social media to communicate urgent matters, to colleagues in the same organization or to the ones outside the organization. Rather than banning it, organizations should find creative ways of harnessing the power of these social network's sites. For example, Asiedu (2010) suggested that Facebook can be incorporated into the internal communication system of organizations and used for purposes such as team building.

Furthermore, Bennett et al. (2010) reported that the benefits of social media use in the workplace can include enhanced collective knowledge, improved knowledge, increased productivity, and improved morale. In sum, the use of social networking sites by employees could lead to benefits to the employees" job performance.

Recommendations

In the mechanism, social media is expected to play a positive role in promoting knowledge sharing and strengthen network ties, thus enhancing individuals" adaptability to changing environment. Besides, a good adaptability ensures that employees can perform effectively in the workplace.

To access Facebook at work is a great incentive for the retention and organizational commitment of new hires as they can be socially connected with family, friends, and other co-workers in the workplace.

Financial institutions can design their training programs according to habits of using social networks of employee's. For example, financial institutions can make Facebook page and use it for training purpose. HR department can update its policies, new training programs, meeting schedules, training tools, inspirational quotes on Facebook training page.

Financial institutions" HR department can use Facebook or other social network profiles of employees to screen out required skills for newly launched/planned project. Financial institutions can use these social networks to enhancing skills/ abilities, knowledge/qualification, productivity/outcomes and motivation level of employees. Financial institutions can create the right directions of usage of social networks by employees.

On the other hand, financial institutions should develop right attitude in its employees for using social networks. It should be taken as positive and ethical medium of social communication.

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Financial institutions" employees should take social networks as a constructive medium for learning new things, ideas, creating social contacts, having emotional catharsis instead of destructive medium or behaving below morality. At social networks employee are representations/ symbol of these organizations. Their below morality activity or behavior can spoil the image of the organizations in spectator's point of view. So, financial institutions can avail social networking platforms for developing and enhancing employee's performance.

Importantly, there can be some unknown factors too which can affect impact of using social networks on employee performance.

Which suggest grounds like positive or negative behavior of employee, lazy attitude of employee, wrong perception while reading status updates, etc. These variables can provide ground for further investigations.

This model assists financial institutions for designing employee training programs and making training program more interesting, attractive and matching to young generation's behavior.

Acknowledgments

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