

**EFFECTS OF SOCIAL NETWORKS ON EMPLOYEE  
PERFORMANCE**

**A CASE OF REGIONAL SECRETARIAT-MARA REGION**

**EFFECTS OF SOCIAL NETWORKS ON EMPLOYEE  
PERFORMANCE  
A CASE OF REGIONAL SECRETARIAT-MARA REGION**

**By**

**Kombe H. Eliringia**

**A dissertation submitted to the School of Public Administration and  
Management in Partial fulfillment of the Requirements for Awards of  
the Degree of Master of Public Administration (MPA) of Mzumbe  
University**

**2017**

## **CERTIFICATION**

We, the undersigned, certify that we have read and hereby recommend that for acceptance by Mzumbe University, dissertation entitled “The effects of social networks on employee performance: A case of regional secretariat-Mara Tanzania” in partial fulfillment of the requirement for award of the degree of Master of Public Administration (MPA) of Mzumbe University

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Major supervisor

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Internal Examiner

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## **ACKNOWLEDGEMENTS**

Thanks to the Almighty God for gift of life and blessings. I would like to send sincere gratitude, appreciation to those who offered me inputs and valuable support that enabled me to accomplish this dissertation work.

My outmost gratitude goes to my supervisor Mr. Peter Andrea for his constructive comments, support, guidance and availability throughout the entire course. I really acknowledge his great contributions from proposal preparation to dissertation writing.

Special thanks should also go to RS-Mara management team and employees for maximum cooperation and contributions for the whole period of the research.

I also extend my thanks to all lecturers of the School of Public Administration at Mzumbe University for assistance during undertaking my coursework.

I would also like to acknowledge my colleagues MPA class 2015-2017 for assistance and cooperation during the whole period of study.

## **DEDICATION**

This dissertation is dedicated to my lovely family (my parents, my dear wife Mary and my son Jansen) who gave me great support and courage for the whole period of this study.

## **LIST OF ABBREVIATIONS AND ACRONYMS**

|       |                                                                 |
|-------|-----------------------------------------------------------------|
| EWC   | Econet Wireless Company                                         |
| HODs  | Heads of Department                                             |
| ICT   | Information Technology                                          |
| KCB   | Kenya Commercial Bank                                           |
| PORLG | President's Office Regional Administration and Local Government |
| RAS   | Regional Administrative Secretary                               |
| RS    | Regional Secretariat                                            |
| SMEs  | Small and Medium Enterprises                                    |
| SNA   | Social Network Analysis                                         |
| SNs   | Social Networks                                                 |
| SOSs  | Civil Society Organisations                                     |
| SPSS  | Statistical Packages for Social Sciences                        |
| U S A | United States of America                                        |
| UK    | United Kingdom                                                  |
| USD   | United States Dollar                                            |

## **ABSTRACT**

This study sought to explore the effects of social networks on employee performance in Public organisations; a case of Regional Secretariat-Mara. The specific objectives were to: determine the use of social networks between employees in an organisation; solicit HODs's views on the use of social network, to examine benefits use of SNs at work place and, identify challenges of using SNs at work at RS-Mara. The study employed case study design involving 63 respondents selected through judgemental and stratified random sampling techniques. Interviews, questionnaires and observation were used to collect data. Qualitative data were analysed by content analysis while the quantitative data were analysed by SPSS programme version 16 and data were presented in tables. The findings showed that the majority of employees at RS-Mara use SNs during working hours, WhatsApp and Facebook were leading SNs; views of HoDs on the use of social networks at work place are valuable; the benefits of SNs at work place include: easy means of communication, information sharing, collaborative problem solving, sharing experience, increase job knowledge, creativity, innovation, decision making and accountability. The disadvantages of using SNs at work place were wastage of time, loss of productivity, lower job concentration, circulating wrong information, lack of confidentiality and misunderstandings at work. Lastly, challenges of using SNs at work place were lack of SNs policy, poor infrastructure, lack of SNs knowledge use, cost, cybercrime and virus attacks. The study recommended that the government should officiate use of SNs at work places; it should take initiatives to institute directives to regulate SNs use and provide education to newly hired and old employees on the best use of SNs at work place and having SNs policy at work places.

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## **CHAPTER ONE**

### **PROBLEM SETTING**

#### **1.0 Introduction**

This chapter presents the general background of the study. It presents the brief background information on the use of social media in order to see the origin of the problem. Furthermore, this chapter contains statement of the problem, the main specific objectives of the study, research questions as can be seen in the following paragraphs.

#### **1.1 Back ground of the problem**

The world has experienced high advancement in science and technology, and technological advancement has led to increased use of Integrated Communication Technology- ICT and internet at every aspect of human life (Beck, 2007). ICT- denotes unified communication that encompasses telephone lines and wireless signals, computers and their software, middleware, storage and audio visual systems which enable users to access store, transmit and manipulate information (Melody *et al.*, 1986 cited in Deus, 2013). The development of science and technology has completely changed the means of communication and performing of tasks at work places and society at large (Zhang, 2011). It should be noted that social networks is an advancement of Web technology (Simeon *et al.*, 2011).

They (social networks) make a list of online platforms such as Facebook, Twitter, WhatsApp, LinkedIn, and blogs that have been created out of Web 2.0 technology (Deus, 2011 and Joshua, 2010). Web 2.0 entails a group of websites designed in such a way that, creates a platform whereby users of internet may interact between themselves and being able to share and exchange of information via internet ( (Lankshear and Knobel, 2007).

Though social networks are regarded as new phenomenon in Africa, they have evolved over period of many years (Tilhun *et al.*, 2016). Emile Durkheim (a French Sociologist) known as the father of Sociology and Ferdinand Tonnies are considered as pioneers of social networks during the late 1800's (Simeon *et al.*, 2011).

They both believed that, social groups exist simply because members share values and beliefs or because of shared conflicts and therefore radios and telephones were used for social interaction (Rimskii, 2011). However, many social network sites emerged in the 1990s to the 2000s; among those include six degrees which is considered to be first social network site found in May 1996 by Andrew Weinreich in USA and officially launched in 1997 by Macro View Company (Deus, 2013 and Ritholz, 2010). Later, Lunar storm and Wikipedia in 2001, Flylog, Sky blog and friend started in 2002, MySpace, Linkelin and sHi5 in 2003, Facebook in 2004, YouTube in 2005, Twitter in 2006, WhatsApp and most blogs in 2009 and Google buzz in 2010 (Smith, 2010).

Since then, the world noted down high increase use of social media sites by community, organisations and individuals (Smith, 2010). According to Global Social Networks Research Summary statistics of 2016, Facebook is a leading social network with 1590 million subscribers, followed by WhatsApp 1320 million users, messenger 900 million, We chat 697 million and QQ 852 users, Instagram 400 million and Twitter 320 million users globally. Internet World Stats (IWS) report (2015) shows that out of 1.5 billion Facebook users, Africa alone has more than 124 million and Tanzania 2.5 million Facebook users.

Further, social networks have become common practice in many organisations activities and its use has been scaled up simply because social networks are very cheap compared to other means of communications such as telephone, mail, letters, TVs and radios (Gordon and Allan, 2014). As it has been agued by Michael *et al.*, (2013:1) that about seventy percent of organisations around the world used social networks and incorporated them as part of daily activities. For instance, United Nations Development Program (UNDP) uses social networks to communicate with stakeholders (Deus, 2013). Similarly, commercial banks in Kenya use social network for marketing purposes, customer retentions and solving customer queries (Mutero, 2013). In Tanzania, civil society organisations (CSOs) use social networks for policy advocacy, political participation and curb corruption (Deus, 2013).

However, the use of social networks at work places has received both positive and negative effects on employee performance (Urthur, 2016). Concerning the positive side, social networks help employees to become more productive at work (Syowai, 2013). While other scholars argue that social networks cause decline of employee performance due to wastage of time by employees on social networks sites chatting with friends during office hours (Mansen *et al.*, 2011 and Murad, 2012). As it has been argued by Tilahun *et al.*, (2016) that social network not only hampers efficiency at work but also poses a threat to information securities of organisation.

Moreover, some employers in organisations have started to take measures such as ban and limit access to social network sites at work places, formulating policies and other restrictive measures to minimise side effects of social networks at work places (Mansen *et al.*, 2011). For instance, Honourable Makame Mbarawa (Tanzanian Minister for Transport and Communication) in March 2016, issued a government statement on media proposing banning use of social networks during office hours claims affecting productivity and warns civil service dismissal (Urthur, 2016). As pointed out by Munene and Nyaribo (2013) that employers in organisations are striving to balance between useful and misuse of social networks by employees and it has become a problem because either employers have no proper policies or policies are at initial stage of formulation. Hence employers are compelled to apply force and restrictions to enhance employees efficiency in service provision while reducing wastages of resources (Munene and Nyaribo, 2013; Tilahun *et al.*, 2016).

Therefore, given the prescribe condition above , the researcher find out that it is necessary to conduct study to investigate the effects of social networks on employee performance in public institutions in Tanzania.

## **1.2 Statement of the problem**

Recently, social networks at work places have become inevitable and affect employees' performance (Tilahun *et al.*, 2016; Murad, 2012; and Nucleus, 2009). For instance, a study by AT and I company 2008 in Europe found that 65% of employees believe that

the use of social network sites (like Facebook, Twitter, LinkedIn, WhatsApp. etc) at work places helps them to become more productive.

A survey of 1,865 employees all over the world including Tanzania shows that the use of WhatsApp at work place raises work productivity by 60% and 45% employee creativity 21% and employee output 16% compared to organisations that do not support mobile technology at work place (Hawlett Parkad Enterprises Company, 2016).

Though the use of Social Networks at work place has positive impact, it poses great challenge to workplace. This is because employers cannot prevent completely the use of social networks at work places. As a result there is an accelerating problem for employees to waste time to non work related activities during office hours such as chatting with friends, families, downloading music, videos and perusing either sports or social news, thus leading to the decline of employees performance (Munene and Nyaribo 2013). A study by Nucleus (2009) in USA reveals 47 percent out of 237 employees who were interviewed, Face book alone consumes 15 minutes every day, which is equal to 1.5 percent decrease in performance.

It follows that some employers have tried to take measures such as, blocking accessibility, enacting by laws, formulating policies and issues of government statements in order to prevent use of social network at work places (Urthur 2006; Tilahun *et al.*, 2016). However, these measures have not been successful because employees nowadays use mobile devices such as smart phones and IPADs, which are difficult to monitor and control as owned personally by employees (Munene and Nyaribo, 2013).

Despite the fact that there is controversial use of social networks at work places, yet there is no empirical study that has been done explicitly to determine how and to what extent social networks affect employee performance among public institutions in Tanzania (Deus, 2011). Therefore, this study was aimed to fill that gap by exploring the effects of social networks on employee performance at RAS-Mara.

### **1.3 Objectives of the study**

This section covers general objective and specific objectives of the study:

#### **1.3.1 General objective**

To explore the effects of the social networks on employee performance in public institutions with specific reference to RS-Mara

#### **1.3.2 Specific objectives**

- i. To determine the use of social networks between employees in an organisation
- ii. To solicit views of HODs on the use of social networks among employees at RAS-Mara
- iii. To examine benefits use of social networks on employees at RAS-Mara
- iv. To identify challenges of using social networks at RAS-Mara

### **1.4. Research questions**

- i. How have extensive social networks been used between employees at RS-Mara?
- ii. What are the views of HODs on the use of social networks between employees in RS-Mara?
- iii. What are benefits of using social networks among employees at RS-Mara?
- iv. What are the challenges of using social networks at RS-Mara?

### **1.5. Rationale of the Study**

Social Networks have recently increased and penetrated into work places (Gordon and Allan, 2014; Trisa, 2012 and Deus, 2011). The uses of SNs have also been increased tremendously among institutions of government and yet there is still little knowledge on how social networks can contribute to employee performance in government public institutions (Deus, 2011). According to Gordon and Allan (2014), there is rapid growth of mobile devices such as smart phones, IPAD and other devices which are available at affordable prices, free and user friendly social networks apps like Twitter, WhatsApp, Facebook, LinkedIn and Instagram. The wide use of social networks at work places has been contributed by fast broadband spread and affordable mobile internet that supports multimedia devices. It is argued by Trisa (2012) that most of social networks are cost effective, fast and less time consuming compared to other means of

communications for example letters. Though, there has been enough literature that explained the contribution of social networks on employee performance on business industry and CSOs but less in public institutions (Deus, 2011).

### **1.5. Significance of the Study**

This study is significant because social networks have penetrated into the work place (Onyancha, 2013). They use of SNs also increase tremendously among institutions of government (Smith, 2011). This makes it important to conduct a study like this in order to contribute knowledge to different stakeholders and government in particular. The finding of study will generate knowledge on the good way to employ social networks among government institutions. For instance, how social networks can be used as new approach that could be used by Human Resources Departments to increase employee efficiency into work places. In addition, the fact-findings will add useful information to the existing body of knowledge on social networks. Furthermore, the findings and suggestions proposed here in would be useful to different stakeholders such as policy makers, development donors and academic institutions. Subsequently, the study is potential reference to scholars who are interested in the social networks study.

### **1.6. Scope of the Study**

The focus of this study was to explore the effects of social networks on employee performance on public institutions specifically RS-Mara. Other regional secretariats and Local government authorities were excluded in this study. Moreover, the study only targeted employees of RS-Mara. The study was conducted in one month from February to March 2017

### **1.7. Limitations of the Study**

The researcher did not reach all respondents at time because some of respondents were holding responsibilities in the district council. In order to overcome this challenge the researcher sometimes was forced to make other appointments in order to meet them. Furthermore, some of respondents rejected the request to them to fill in the questionnaires, therefore the researcher took initiatives to convince them to fill in the

questionnaire copies by explaining to them that, the study was only for academic purpose, and at the last they agreed to fill in the questionnaire copies .

### **1.8 Organisation of the dissertation**

This research is composed of six chapters the first chapter covers an introduction and information background. The second chapter covers Literature review while the third chapter focused on research methodology. The fourth chapter presents the findings while chapter four discusses the study findings and the fifth chapter presents the summary, conclusion, recommendation, limitation of the study and area for further research. Also, presents bibliography and appendences of the study.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

This chapter presents a review of related literature on the effect of social networks on employee performance. It covers the theoretical literature review, empirical literature review and the research gap.

#### **2.1 Theoretical Literature Review**

APA (2003) defines theoretical literature review as a way the researcher describes critically, concepts and the evolution of theories and how those theories fit or understood in relation to the study. The main essence of theoretical literature review is to provide explanation of the observed phenomenon (Kerlinger and Lee, 2000).

##### **2.1.1 Meaning of key concepts**

##### **2.1.2 Social Network**

A social network is a group of internet-based applications that build on ideological and technological foundation of web 2.0 and that allow the creation and exchange of user generated content. Social media websites and applications allows users to create and exchange users general content where people like share information ,participate and network through technologies such as blogs, and social network sites (Kaplan and Haelein, 2010). Kaplan and Haelein categorises SNs into;-social networks (SNs) as network website that allow users to build web image featuring personal profiles and interests and used to connect friends, colleagues and others in order to share media, content and communications and include Face book, linken1n, My space and Bebo. Another category is visual networks such Instagram, WhatsApp and last group category include Web blogs that is viewed as online journals, micro blogs, contend communities, Wikis and Pod cats. Benjamin (2013) conceives SNs as a way in which many individuals come together by forming many groups of different forces and can be

informal or formal. According to Benjamin, formed groups help individuals to acquire information.

On other hand, Boyd and Ellison (2007) define SNs by using three characteristics features: - (i) SNs as web based services t can assist individuals to construct a public or semi- public profile within a bounded system.

(ii) Form of joint lists of other users with whom they share a connection and

(iii) View and transverse their lists of connections and whose to reach others within a system. In the above authors of SNs, Kaplan and Haelein (2010) made broad and best definition of social networks. Therefore in summary SNs is a network of connections that allow individuals to interact and share variety of information about job, family, friends and community.

### **2.1.3 Employee performance**

Herbert *et al.* (2000) conceptualise employee performance as an outcome or contribution of employees to meet organisational goal(s). Aguinis (2009) describes employee performance as employee's beahaviours and contributions to success of organisation. Aguinis places employee performance into three perspective factors that make possible for one employee to do better than others do. Such determinants of performance are declarative knowledge, procedural knowledge and motivation.

### **2.1.4 Performance**

Performance, Elget (2001) in his theory of performance, sees to perform is to take complex series of actions that integrates skills and knowledge to produce. Elget depicts the following element as measure performance; cost decreasing as amount of efforts of financial resources to produce a results goes down of amount of waste goes down; Capability increase as ability to tackle more challenging performance increase; knowledge increase as depth and breadth of knowledge increase; capacity increase as ability to generate more through input increases. Likewise, skill increase as ability to set goals, positive maintain outlook and identity and motivation increase individual develop

performance is accomplishing tasks results in satisfaction, feelings of self-efficacy and mastery (Kanfer *et al.*, 2005).

Pouthwel *et al.* (2003:402) defines performance as the result of paten of actions carried out to satisfy an objective according to standards. In nutshell Afshan *et al.* (2012) see performance as achievement of task measure against predetermined or identified standards of accuracy, completeness, cost and speed.

From the above definitions, one can draw simple definition of employee performance as ability of employee to accomplish assigned duties and responsibilities in line with organisation set goals. However, to accomplish assigned duties or met organisation goal itself does not meant that is performance unless employees use creativity, innovations, knowledge and technology to do that job accurately with little resources ,time and speedy.

#### **2.1.5 Competence**

Competence is skills abilities described in terms of beahaviour that are coachable, measurable and critical to individual performance. It includes initiatives, job knowledge, problem solving, customer focus, decision-making, reactivity and innovation (Bhata, 2007). On other hand Boyatzis (1982) conceptualises competence as a body of knowledge that an individual poses in order to do its tasks and functions in the delivery of desired results or outcomes. It should be noted that knowledge is information that an individual has in a specific content area.

#### **2.1.6 Employee**

An employee is anyone who has agreed to be employed under a contract of service, to work for some form of payment. This can include wages, salary, commission and piece rates (Black's Law Dictionary, 1979). Some scholars define an employee to refer a worker to mean someone who is employed at an enterprise or a place of business and who receives wages regardless type of occupation (Ouch, 2009). Tanzanian workers compensation Act No. 20 of 2008 defines an employee as any person including an apprentice but excluding an independent contractor who works for another person or for

a state and who receives or is entitled to receive any remunerations. So generally, there is no universal accepted definition of who is an employee.

#### **2.1.7 Theories of the study**

This study was guided by five theories: Media and Modernity theory, Media and Richness theory, Social network Analysis, Social Exchange and dependency theory and Social capital theory by Hanfair. The reasons for choosing these theories is that they show relationship between social networks and employee performance.

#### **2.1.7 The media and modernity theory**

It was propounded by Thomas in 1995. The theory pointed out that, development of communication media from its early days of print media to recent days of advancement of electronic communication cannot be delineated with the rise of modern society (McLuhan, 2001). The theory acknowledges that development of different forms of media for communication can be understood through examining specific development context of a particular place of particular time. It greatly involves consideration of technological advancements, changing of culture of the people from primitive to modernity stage, change in income, education level and other economic social variables (Dan, 2007). The theory further argues that we must look into communication media and their impact in order to understand the nature of institutional characteristics of modern societies. For instance, print media started to spread during early days of its development due to factors such as urbanisation, industrial development technological advancement and rise number of elites by 1500's (Thomson, 1995). The underscore of the theory is that social media emerged as result of modernizing ICT that influences organisation and individual communication; it is a result of relationship between technological advancement and global culture of communication and relating beyond State boundaries. The development of science and technology has revolutionised communication at work places (Dan, 2007). The competition embedded between communication companies has led to innovation and accessible cheap and affordable mobile devices, free apps and internet bundles that now then attracted people to use it.

As a result, communication has become very cheap compared before such letters and phone calls.

However, this theory has never escaped from criticisms. The major assumption that the current circumstances under which the development of social media cannot only be determined by level of modernity alone but also an interplay of other factors such as technological transfer, supportive government policies on media and global economic transactions (Hoggart, 2004).

#### **2.1.7.1 Media Richness theory**

This theory was developed by Draft and Lengel in USA in 1984. The main assumption of the theory is that people in organisations try to find out the easy way to overcome ambiguity and uncertainty (Draft and Lengel 186). In doing so, they attempt to use variety of media sites to work better for certain tasks than others. The theory also pinpoints out that performance of tasks improve when team members employ richer media for equivocal tasks (Rice, 1993). Draft and Lengel (1984) pointed out that the richer the communication the more uncertainty of performing a task is minimised, and more likely that effective communication is impetus when communicating ambiguous tasks. Media richness is ability of communication channel to handle information (ibid). Jonnas (2005) mention two components of media ability to carry out information and create meaning. The first component include data carriage capacity and second, symbol carrying capacity. According to Jonas, data carrying capacity entails the medium ability to share information or knowledge and symbol carrying capacity as the medium to carry information about individuals who engage in communication.

Lengel and Draft (1987) ranked media richness by using for criteria in order to illustrate the capacity of media types, process and ambiguous communication in organisations. The creteria include (I) availability of instant feedback (ii) the capacity of the medium to transmit multiple cues such as voice tone and inflections (iii) use of natural language and (iv) personal focus (choice) of the medium. According to theory face-to-face, communication is the richest medium and employees in organisations improve task performance when they use richer media for equivocal tasks and learner media for unequivocal tasks (Legel and Draft, 1987).

It is therefore different tasks requires different sources of information for effectively accomplish them (Short *et al.*, 1976). Rice (1993) acknowledged that in order to perform Complex tasks need deep interpersonal interaction is very important. In light of the theory, social networks provide rich information, instant support and feedback that are necessary for employees to accomplish challenging tasks as a result employee performance is enhanced.

#### **2.1.7.2 Social Network Analysis**

Social Network Analysis (SNA) entails body of theories, tools and processes that enabled to comprehend about relationships and structures of network. This theory was propounded first by Joseph Moreno in 1934. The theory gained popularity among researchers in 1970s after advancement of computer technology that made possible study of large groups (Cross and Parker, 2004 ). According to Borgatti (2002) a network comprises set of actors or nodes along with a set of ties of a specified type such as friendship relations “ties or edges” between these actors. In this theory, nodes stand for a network of people while the “links” denotes relationship between people. Nodes can as well represent objects, ideas, events or anything. Researchers on SNA mention several types of ties such as communication ties, formal ties, affective ties, material or work flow ties (resources), proximity ties and cognitive ties. On other hand Granovetor (1982) pointed out that there are two categories of ties that strong ties such as family or friend and weak ties. In nutshell SNA practitioners collect data and analyzing them to produce pictures that convey patterns of connection between people in a network (Bruce and Claire 2010). Borgatti, 2002) pointed that SNA can be measured through employ various mathematical techniques such as;-Betweenness: the extent of a node lying between other nodes

Centrality: is the extent to which a person is in the centre of a network. Central people tend to have more influence in the network.

Betweenness centrality: indicates to what extent a node lies on the shortest path between every pair of nodes. For example, Ally is connected to Asha and Asha connected to John but Ally is not connected to John. Then Ally must go through Asha to reach John

because Asha is between Ally and John. The person is the highest betweenness centrality is the person that ones in the network must go through in order to reach each other.

Social capital: refers to the total sum of potential or critical resources that a person obtains in course of interpersonal relationships

Structural holes: Happen, whenever a person (A) has a relationship with someone who is connected to a separate cluster of people and (B) has no indirect connection with the people in the cluster .A person who has large number of structural holes is potentially exposed to more diverse information and opportunities.

Closeness centrality: is the number of links that a person must go through in order to reach everyone else in the group relatively to the number of possible ties in the group.

Cohesion: is the average number of ties it takes a person in the group to reach another person in the group.

Sub group identification: is the extent to which individuals shared overlapping sub groups.

Social network analysis is used by organisations to strengthen cooperation and individual relationship that stand for incentive for employee's effectiveness. For instance Cross and Parke (2004) hypothesized that well and managed network connectivity is crucial to effectiveness learning and innovation and as well help to identify, resolve weak point and obstacles embedded in a given network. Ashworth and Carley (2006) underscored that a well established network allows flow of information, fruitful cooperation between employees and high quality of decision making However, one cannot rash to evident that SNA lead to employees effectiveness but there are also non social factors such as resources and task attribute context contribute to employees performance (ibid).

### **Critics**

SNA is criticised as it does not give details to tell much about system as whole. The nodal network focuses only on relationships between the nodes in the network but little focus on relationship between networks and its context (Boggatti, 2002).

### **2.1.7.3 Social Exchange and Dependency Theory**

The theory of social exchange and dependency was propounded by George Thomas 1950s. According to Thomas, people establish ties/relations to each other with which they can exchange valuable resources (Lambe *et al.*, 2001). Thomas noted that, the tenure of relationship depends much on the pay offs to each other. Emerson (1972) expanded the focus of exchange the theory and go beyond the dyad at the network of relationships attached to dyad. Further, Emerson goes deep to examine exchange and power dependencies embedded in both individuals and intergroup levels and concluded that when individuals or groups of exchange values resources, can be made possible when there is a large scale network of relationships. Emerson (1981) conceptualises social exchange as relationships involving persons each of whom provides benefits to the other and contingent upon benefits from the other. Jin *et al.* (2010) adds that there are two types of exchange; social exchange and economic exchange .According to Jin social exchange entails all relations which are non financial which brings about commitment, trust, prestige, conformity and acceptance. On other hand, economic exchange is employee-employer relationships. For instance, employees are willingly to add efforts when performing their tasks if they will receive benefits from the organisations and this a mutual beneficial relationships that result into high employee retention and performance (Jin *et al.* , 2010).Therefore, presence of SNs at work place not only facilitate relationships with supervisors but also with co- workers.

### **2.1.7.4 Social Capital Theory**

Lydia J. Hanfair first propounded the theory in 1916 when he was analyzing rural West Virginia community (Farr, 2004). Social capital theory has gain popularity in the field of management by 1990s. The theory of social capital entails that social group's relationships and memberships provide individuals with specific set of resources. Bordiew (2010) pointed out that there are three type of social capital; economic, cultural and social that exists side by side in the structure and dynamics of societies. According to Bordiew social capital represent an aggregate of actual potential resources which are linked to a possession of a durable network. Coleman (1990) establish that structure of relationship assist in setting obligation between social actors, form a trustworthy social

environment, open channel for information, establish norms, and impose sanctions or form of social behaviour. Social structures become social capital when actors effectively used to pursue interest (Coleman, 1990). Social capital enable persons embedded in a network to act together more effectively to pursue shared objectives Putnam (1995). Additionally, social capital increases levels of trust and commitment among employees who are connected in a network. Nania and Chahal (1998) acknowledged that development of social capital within organisation creates intellectual capital that led to innovations, which is an outcome of collectively problem solving and born of new ideas. Additionally, cooperative and committed environment in a network create high chance for high standard performance (QianhongFU, 2004).

#### **2.1.7.5 Social Penetration Theory**

Social penetration theory developed in 1973 by psychological philosopher Irwin Altman and Dumas Tylor to explain the development of dynamic- rational closeness. Rational closeness can advance from superficial to intimate. Social penetration theory tends to describe why relationships formed and why they end the process of sustaining that relationship. According to the theory, closeness develops because of self-disclosure (openness). Closeness differs depends on factors such as rewards versus benefits and cost versus vulnerability, stability, satisfaction and security. Storyteller is the characteristic that stimulates feedback from receiver. However, the feedback creates openness of users who receives and shares with others information. Altman and Taylor (1973) pointed out that when relationship is formed, people relatively shallow levels of set of disclosure to more intimate disclosure and when employing interpersonal communication one might be able to explain another behaviour as well as deep understanding about each other

Social penetration can be enlightened into different types of relationships/layers. These layers are key aspects of the theory. Despite the fact that openness is a behavioural component of self-penetration process can encompass only behaviour that is interpersonal, verbal non-verbal or environment that may affect relationship development (Wenzel and Harvey, 2008). As people in network stay for long time self disclosure grows this view was backed up by Juarez (1971) who sees that, willingness

to disclosure to others tend to improve understanding in relationship and intimacy. Juard (1971) conceptualises self-disclosure as aspects of making ourselves transparent to each other via communication. According to Professor Adam, communication can be inform of descriptive or evaluative and can as well as include thoughts, feelings, aspirant, success, failures, and fear. Juard (1971) argued that reciprocity of self-disclosure between individuals rest upon trust. Additionally, trust enables individuals to share information without fear. As in the theory, self-disclosure is a component of a communication whereby individuals expose themselves and known by other people. Wenzel and Harvey (2008) mention two types of disclosure (information). Fist self description that involves communication that levels public and second one self disclosure entails communication that are more private, sensitive and confidential. The conclusion than be made from the theory is that transparent, trust and disclosure are important aspect of employee performance that is byproduct of strong relationships.

Though all theories explain that social interactions at work place contribute much to employee performance this study guided by Media Richness theory, Social Network Analysis theory, Social exchange and Penetration theory. These theories offer best explanation thus SNs is a results of development of science and technology ICT. Employees use SNs form interactions at work place. The interactions formed at work place enable employees to communicate fast through sharing various in formations and feedback, which in turn minimise uncertainty when performing tasks as instant feedback is necessary to accomplish challenging tasks. Also both of the theories offer explanation that harmonious and mutual benefit relationship at work place play a great role to enhance employee performance.

## **2.2 Empirical Literature**

Several studies have been conducted on the potential relationship of social networks and employee performance as reviewed below;-

### **2.2.1 Social networks use among organisations**

Various literature sources reveal that recently there has been increased use of social networks by organisations in operation of different activities. For instance, a study by

Leavy (2013) on social media sites and public policy in U.S.A pointed out that social networks have been used to inform social and economic policy. Social networks enable government to understand society and impacts of its policies as a result government become more responsive for public service delivery. Further, the study found out that social networks are cost serving and therefore reducing the democratic deficit by narrowing the gap between the citizens and the state. Similarly, to Onyacha (2013) on the study social media sites and customer service at Kenya Commercial Bank found out that social networks help the bank to improve customer service delivery, staff motivation and speedy of offering services. In addition, the study pointed out that the KCB bank use social networks in solving customer queries and complaints with other business units in the bank hence the bank reduce time and cost of serving customers.

Another study done Mc Kinsey in UK (2010) noted down that average of 500 companies has adopted more than one social network platform and the figure has increased since the research was published. According to the study most companies use social networks technologies widely to gather market intelligence and support market efforts. Other use include environmental scanning, finding new ideas, managing projects, developing strategic plans, allocating resources, matching employee to tasks and assessing employee performance. In contrary, the same study it was discovered that though EU countries have invested heavily on ICT enabled public services but the use in public sector organisations have been relatively low.

### **2.2.2 Use of social networks among employees**

The recently, literature show that the use of SNs has become common practice among employees in organisations. Holesmes (2015) in the study of 5 Trend change and use SNs in U.S.A pointed out that, there is increase use of SNs among employees and companies. The study further found that, the increase use of SNs among employees has been influenced either by change in communication technology or policies in organisation. According to the study nearly 80% of business companies dedicated to SNs use to improve businesses. For instance, in 2015, the study indicated that companies globally are encouraging their employees /staff to share updates about the business on their own SNs accounts have grown by 91% since 2013.

The study came out with the findings that there are about 4 billion active global users messaging apps from WhatsApp, Facebook messenger for chat, and kick off. Message has emerged as key channel for one to one social customer service. Further interesting findings from the same study pointed out that, due to the benefit embedded in SNs, companies are quickly adopting the use of SNs as standard operating procedure. According to Hollomes (2015) the use of SNs have fundamentally changed how companies reach and interact with customers, offer products and services, communicate between employees in a nutshell to do business.

In a study done by Njeri (2013) on the effects on social networks interactions and performance at Commercial Banks in Kenya found that Facebook, WhatsApp and blogs are the commonly used platforms and forms interactions between employees and customers. The platforms help employees to manage promotions campaigns, access to real time customer feedbacks and facilitate banks to understand the needs of the customers.

A research done by Alberto and Tumain (2016) on Small and Medium Enterprises (SMEs) on social media sites adoption and tourism sector in Dar es Salaam region, Iringa region and Rukwa region shows that, there is increase use of social network sites among employees in the tourism sector. The study found that, increase knowledge on the use of smart phones, accessibility of internet and, inclusion of social network service on mobile phones was a reason to attract many users. In addition, the wide use of SNs by employees has been attributed by easy access of social networks sites from individual devices and company devices such as computer tablets or smart phones. The availability of public network Wi-Fi or other wireless networks make SNs to be accessible by employees all the time at work and home (Jackson, 2013). The study also shows that employees use SNs to improve work relations such as communicate with co-workers, customers, family to maintain person identity, meet new friends, having fun with them. It is estimated 61 percent of employees use social network at work places and spends an average seven hours a week online at work (Andrea *et al.*, 2009; Capital Hill research, 2015; AT&T, 2008).

### **2.2.3 Executive views on the use of social networks at work places**

The use of social networks at work places by employees carries different connotations among Executives in organisations. For instance, a survey done by Queens School of business in 2015 on Canadian Executive perception on social media sites at work places shows that there are opposing views about the use of SNs at work places. The study indicates that 35% of executives perceive social networks as potential at work place such as information sharing, easy communication between employees, staying competitive and better understanding of customers while majority (75%) of Executives perceived that SNs are not useful at work place because they pose security threats to organisations and negatively affect employee performance.

Moreover, the study done by Social Congress in 2015 on perception and use of social networks by Executives on Capitol Hill in U.S. found that senior managers; chief of staff, deputy chief of staff, legislative directors and social media managers perceive social network are potential to organisation. The study also found that two third of staff acknowledged that Facebook is important in understanding constituencies' views and opinions. The study also reveals that young officers (30-45 years of age) spend more time on SNs compared to senior officers 51 years and older.

### **2.2.4 Beneficial use of Social networks at work places**

Scholars on social networks conducted several studies on benefits of using social networks at work places in relation to employee performance through examining several aspects. For instance, Abidi *et al.* (2009) found that social networks are helpful tools at work places as it facilitates knowledge sharing through interacting and collaborating via online discussion forums whereby specialized practitioners get opportunity to criticise, share, suggest and validate experiential knowledge. Similarly to Steininger (2010) acknowledged that social networks are effective tools in enhancing knowledge and experience sharing between individuals.

In another development Bennett *et al.* (2010) pointed out that social networks improves productivity as it raises employees work morale. The same study by Fahmy (2009) shows that employees who use social network are 9% more productive compared to

those who do not use. Fahmy added that not only social networks connect employees and increase job skills but also increase ability to solve work problems.

Further, a survey of 2500 employees in five European countries by AT&T Company in 2008 found that 65% of employees who use social networks at work become more efficient, 46% more creative at work, 38% more knowledgeable and work out job problems and 32% created strong teamwork (AT&T, 2008).

In addition, the use of social networks at work place enable employees to create strong bonds that resulted into organisation loyalty and commitment (Munene and Nyaribo, 2014). The study further disclosed that when commitment increases, also productiveness, trust and attachment to work done increase as a result improves employee performance. The study also found that social network enabled employees to be creative, employee engagement, enhance customer relationship, transparent at work and maintain employee relation.

Further, SNs use at work place found to cut down un necessary email and instant messages among co –workers and significantly reduce the amount of time to accomplish a certain job simply because the time to contact management and rest of employee is shorten by using cooperate social networking (Douglas, 2013).

Xi Zang *et al.* (2013) found that use SNs at work places enhances collective knowledge, improved knowledge, and increase productivity and employee morale and enable employee to adopt new and challenging working environment as a result they become more effective because of adoptive behaviour found in social connection helps employee to cope with new task demands.

Furthermore, Spangrowel *et al.* (2001) pointed out that social media ties at work positively influence access to resources that in turn serves as critical mechanism contributing to employee performance .In dynamic and uncertain environments social network guarantee resource reciprocity and availably exceeding institution support. An organisation within which knowledge sharing takes place will develop human capital for example competences of human resources through knowledge transfer and exchange, which in turn improve, job performance.

In addition, employee platforms in SNs provide fast decision-making. Employee can quickly communicate problem without waiting for the next meeting to happen as they instantly see who is online. This enables employees to make quick decision, which improve profit and productivity. SNs make easier to collaboration on projects. Many projects relay on work from several different individuals and in steady of trying to schedule meeting where everyone involve can participate internal communication platform allows employees to track and record all progress in one place where everyone can access helping expedite project.

In Canada, a study by Isherif (2010) on strategies for managing social networking and personnel pointed out that key aspects to productivity/performance embedded in SNs are;-

- ❖ Increase knowledge and awareness of solutions to common problems
- ❖ Easy and quick to a wide group of co-workers with ideas and experience in dealing with work related issues
- ❖ Ability to benchmark process and system with colleagues within a collaborative forum such as whatsApp groups and
- ❖ Access timely knowledge and awareness of events or any other development that positively affects their jobs.

In another different study done by Ishengoma and Mteho (2014) on the study of social network as tool for facilitating E-learning at Nelson Mandela University found that SNs are useful in E-Learning such offering education advice as well as material, educational news/discussion /debate and advocacy. The study also found that SNs increases teacher's collaboration by providing opportunity for teachers and lecturers to discuss academic activities, organise research teams, discuss research ideas, and share academic experience and material. The study concluded that SNs creates a new way of interactions in a learning process.

Furthermore, Deus (2013) on the study of roles of social media among CSOs in Dar es Salaam found that SNs have enhanced organisational performance through reduction of communication cost, as most useful tool for advocacy and information sharing. According to the study SNs has managed CSOs to reach out easily the key potential stakeholders such as donors, politicians and leaders of interest groups and elites.

#### **2.2.5 Disadvantages of using social networks at work place**

However, though social networks have positive contributions at work places as cited above but it has negative impacts. Peacock (2008) found that that employers are raising concern use of SNs at work places because employees tend to waste much time on online social networking during working hours that lead to loss of productivity due to employees spend some hours chatting with friends, families and browsing profiles. Gaudin (2009) adds that it has become a compulsory habit for employees to visit own profile several times in a day for checking updates ,changing status and comments on fellows' posted photos and videos as a result employees lose concentration on assigned duties and responsibilities.

A study done by Nucleus Research in 2009 with 237 cooperate employees show that 77 percent of employees use Face book during working hours that resulted in 1.5 percent decrease in employee productivity. In addition Similar findings were obtained by a survey done in UK involve 3500 UK companies that 233 million hours are lost because of employees wasting time on SNs (Biswat and Jyoti, 2011).

In addition, Breslin (2009) found that sometimes when employees went angry or have bad day for whatever reasons might use SNs to give out anger by painting bad organisation or abusing fellow employees even though employers have the right to hold them responsible.

Furthermore, Benjamin *et al.* (2013) found that damages of business reputation and sharing organisation information by externals were challenges of using social networks in Saudi Arabian organisations. In addition, Waxer (2011) argues that disposed of secrecy information of is one of the defects of using SNs at work place.

The study found that the blurred between work and personal life was one of the reason for information leakages as employee fail to select what information to share and not to share.

Basing on detrimental effects of SNs at work places, employers have been pushed to ban use SNs or formulating policies to prevent use of SNs. However, the presences of smart phones make it difficult for organisation to completely block access SNs by employees (Brokin, 2008). However, the task of blocking access to SNs will be endless process because SNs are created every week and organisations have few IT technician to do it (Mayer , 2011) .In addition Mayer pointed out that blocking access of SNs at work places tend to lower employees work morale. Douglas *et al.* (2013) further suggests that in order to solve the problem, the establishment of clear policy on SNs by organisations at work places is mandatory. In nutshell, different studies show that very few organisations have managed to form SNs policies while many at formulation stage (Tilahum, 2014). Tilahum concluded that many organisation lack clear SNs policies use at work place as a result no separation between official and non-official communication. It should be noted that organisations with clear SNs policy tend to benefit more on SNs.

For instance clear SNs policies provide information to employers about their legal rights and obligations so that employees are aware of what is required by employers (Tilahum, 2016; Jackson, 2013).

#### **2.2.6 Challenges of using social networks at work place**

The penetration of SNs at work places poses threat as well as challenges on working environment (Jackson, 2013). For example a study done by Benjamin *et al.* (2012) on conceptual analysis of social networking and its impact on productivity in Saudi Arabia found that, data leakages, scam practiced by cyber crook and open access to organisation information when updating apps and accounts were among of the challenges of SNs at work place.

Likewise, Waxer (2011) found that the use of social networks at work place poses risks to security information of organisations and scam practices. The study further revealed that, there has been increase of malware on popular social networks such as Twitter,

Face book and LinkedIn , for instance USA ,in 2010 alone 57% of SNs users reported to receive scams.

In another development Mayer (2011) establishes that when employee use of SNs at work places alongside email company, computer programs and servers slow down as a result employees are sitting down waiting for work to be processed and at that time staff are not working (Peacock, 2008).

Meanwhile Ishengoma and Mteho (2014) found out that there is unreliable internet connection in Nelson Mandela University because of low investment by mobile companies' network providers. The study further reveals that, unstable power supply is one of the challenges affecting SNs users in Tanzania. Also, the study found there was severe power outage in 2014 due to increase of users and few electricity production sources.

## **2.2 Synthesis of Reviewed Literature**

The reviewed literatures indicated that the SNs have been perceived differently between employers and employees regarding contributions on the employee's performance. Furthermore, the studies on impacts of SNs on employee performance in business organisations by Tilahun (2014) in Ethiopia; Benjamin *et al.* (2012) in USA; Munene and Nyeribo (2014) in Kenya have pinpointed out those contradictions. Despite the penetration of SNs at work places and existing contradictions, there is no specific study that has been done to explore the effects of SNs on employee performance in governmental offices and RAS-Mara in particular. The available studies focus on different perspectives for instance study done by Alberto and Tumain (2016) on Small and Medium Enterprises (SMEs) and SNs Adoption in Tourist Sector done in Dar es Salaam, Iringa and Rukwa Regions. Another study by Ishengoma and Mleho (2014) on SNs as Tool for Facilitate E-learning done at Nelson Mandela University and Deus (2013) on roles of social media among Civil Society Organisations (CSOs) in Dar es salaam

Therefore, there is scanty literature on SNs and employee performance among Public Institutions in East Africa and Tanzania in particular as shown in the literature much of studies have been carried out more in business organisations, NGOs and CSOs than public organisations that are also users of SNs. In addition, the literature show that there is little effort concerning Thus to close this gap, there is a need for researcher to carry out this study in order to explore the effects of social networks and employee performance among public institutions of central government in Tanzania.

### **2.3 Conceptual framework**

Conceptual framework denotes a network or a plane of interlinked concepts of which together enable to understand the phenomenon under investigation (Yoseph, 2009). Thus conceptual framework enables the researcher not only to explain the problem but also provide focus/direction of the study (ibid).

The framework of the study entails that Social networks (WhatsApp, Face book, Twitter, LinkedIn and You Tube) influence employee performance in areas of communication, productivity, creativity, innovation, information sharing, work experience ,ability to solve work problem, job knowledge, decision making team work and accountability.

Social networks provide employee with various information and support that is necessary to accomplish assigned duties and responsibilities.

**Communication:** This is very important at work place as determine the level of employee performance. Fast and cheap means of communication enable employee to avoid communication beak down and delay of necessary information needed to perform tasks. Fast communication accelerates job processes at work place.

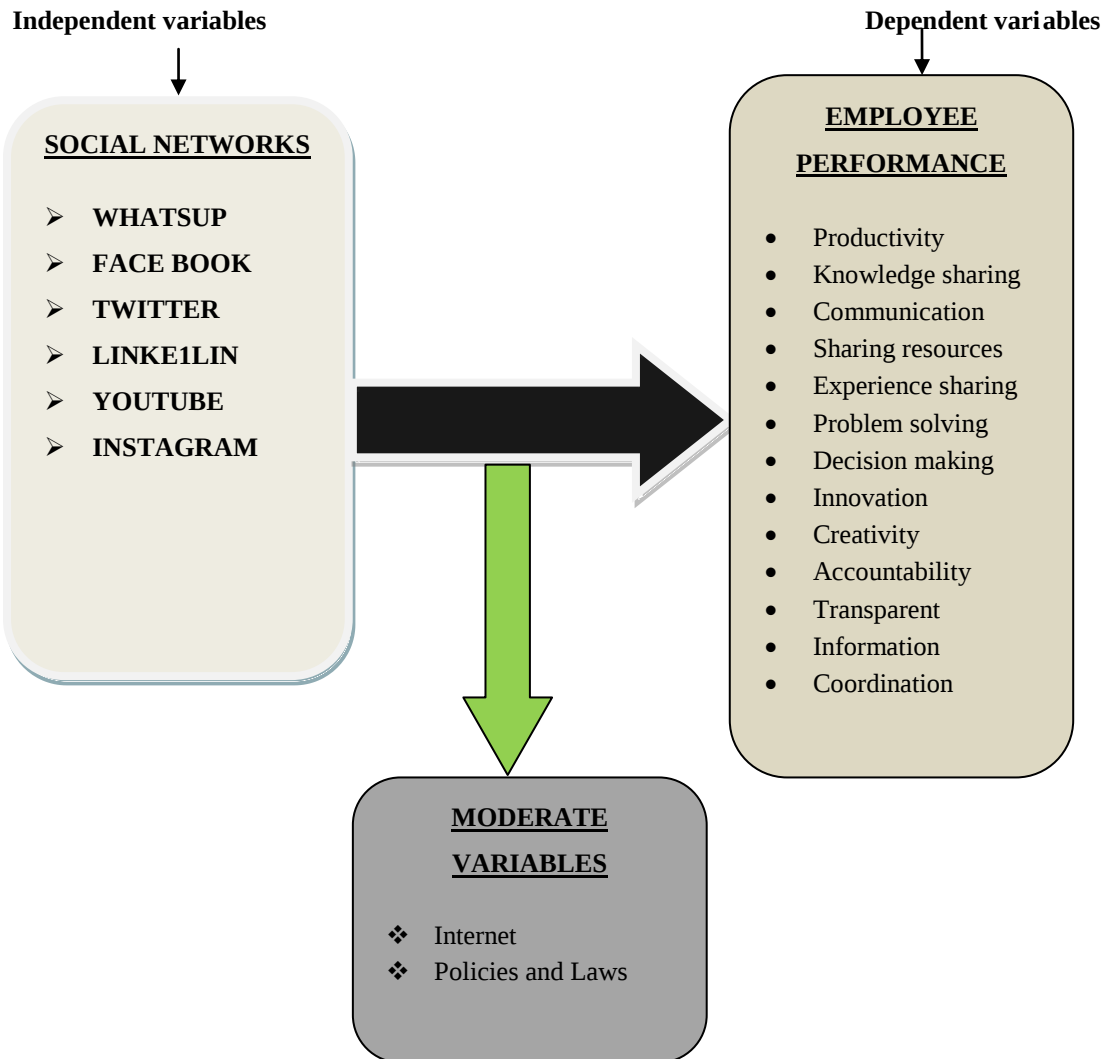
**Sharing job information:** Social networks provides room for employee to share job information which are crucial on executing daily work responsibilities as employees become well informed and proactive and keep time. .

**Share work experience:** Social networks enable employee to share work experience that enable employee to overcome work ambiguities through learning from others and thus accelerate service provision.

**Solve arising work problems.** Social networks offers employee with solutions and alternatives when facing work difficulties through help, suggestions, and discussion from fellow employee. As the more employees solve work challenges as the more he/she become efficient at work.

However, for social network to influence employee performance depend on availability of internet and SNs policies/by laws. For instance, the stable the internet, the high performance and vice versa. In addition, social networks can influence employee performance if there is control mechanism at work place. Therefore, internet and policies act as moderating variable for this study.

**Fig 1 Shows the framework of the study.**



**Source:** Researcher is own construct 2016

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.0 Introduction**

Research methodology is a systematic way employed by researcher to solve research problem and it encompasses various steps, techniques and logic behind choosing them (Kothari, 2004). This chapter represents research methodology, which was employed by the researcher during the study. It covers research design, an area of the study, population of the study, sample and sampling procedure. In addition, it includes data collection techniques, instrument and data analysis.

#### **3.1 Research design**

Research design entails a blue print or detailed plan about how the researcher will conduct his/her study (Devos, 1998). According to Kothari (2004) research design comprises the whole plan for collecting, organising, and analyzing data with the objective of combining the relevance of the research taking consideration the economy in procedures. The following are types of research design such as survey, longitudinal or cross sectional, field study and case study design (Krishnaswami, 2013). This study employed a case study design.

##### **3.1.1 Case study design**

A case study design is an empirical inquiry that investigates a contemporary phenomenon within its real life context and normally the boundaries between phenomenon and context are clearly unknown and rely on real life sources of evidence (Yin, 1994). The researcher decided to choose this design because social networks are contemporary phenomenon and case study design enabled the researcher to have in depth and detailed understanding on how social networks affect employee at work place. On other hand, case study approach allows exploration of single case through various lens/approaches hence the case has been exhaustively covered (Yin, 1994; Kothari, 2004).

Moreover, a case study is flexible in terms of data collection methods including applying multiple data sources (multiple cases) hence the researcher obtained in-depth analysis and triangulation for findings verification. According to Yin exploratory case study enables researcher to query using how, where questions and this stand as bases for all questions set to understand relationship between social networks and employee performance. Additionally, since a case study design focuses on deeply examining single phenomenon enables the researcher to save both time and costs (Adam and Kamuzora, 2008:81)

The study largely employed qualitative approach (mixed methods) to obtain in depth understanding on how social networks affect employee performance. Qualitative approach is primarily exploratory research that provides insights into the problem and enables the researcher to collect facts and their causal relationships in order to come up with solution findings that improves the current situation (Neuman, 2006). A qualitative approach enhances learning through researcher –respondent interaction. It can therefore be said that, the approach is action oriented because it offers great chance to produce wonderful findings as it motivates respondents ( Yuach and Steudel, 2003 ). Mean while the approach allows the use of multiple research methods such as interviews observation and secondary data. The methods provide flexibility when gathering data collection for the study (Neuman, 2006).

### **3.2 Area of study**

Area of the study is the limit of the study area or problem (Ngechu, 2006). This study was carried out at Mara Regional Secretariat; a public institution located in Mara region. RAS-Mara is among of the 30 Regional Administrations Secretariat in the country. The reasons for proposing RAS-Mara include: First, RS-Mara office is located in one of the remote regions; for example it is 1370km away from Dar es salaam (Tan road chat, 2012) and administratively RAS-Mara has got six District which are Musoma urban, Musoma rural, Bunda District, Rorya District, Butiama District and Serengeti District. Thus, given the function and nature of the institution (RAS-Mara) as a coordination and supervision center for all activities done in all of the six Districts Council modern communications become very important tool for operation functions.

Second, no similar study concerning social networks and its effects on the employees' performance has been carried out at Mara Regional Secretariat. Third, since all departments and sections are located in one compound, the researcher conducted a study within a reasonable time with cost effective. Moreover, since a researcher is an employee of the organisation (RS-MARA) has been observing fellow employees communicating via social networks, therefore by conducting this study, the researcher stood in a better position to explore on how social network affects employee's performance at RS-Mara. (Appendix 1 is administrative structure of RS-Mara)

### 3.3 Population of the Study

Population of the study entails specified set of people, group of things ,households, firms, services, elements or events which are to be investigated (Ngechu, 2006).The population for this study encompassed all employees of RAS-Mara as shown in Table 1 below.

**Table 1 Population of the study**

| <b>Department /Section</b> | <b>Number of employees</b> | <b>Percentage</b> |
|----------------------------|----------------------------|-------------------|
| Administration and HRM     | 100                        | 18.3              |
| Planning and Coordination  | 13                         | 2.2               |
| Finance and Accounting     | 15                         | 2.7               |
| Education Sector           | 6                          | 0.9               |
| Internal Audit             | 3                          | 0.5               |
| Economic and Production    | 16                         | 3.3               |
| Procure Management         | 4                          | 0.7               |
| Infrastructure             | 6                          | 1.1               |
| LGA's Management           | 10                         | 1.8               |
| Regional Hospital          | 374                        | 68.6              |
| <b>Total</b>               | <b>547</b>                 | <b>100</b>        |

**Source:** Regional Secretariat –Mara staff data ( 2016 ).

### 3.4. Sample size and Sampling techniques

This section covers sample size and sampling procedure.

#### 3.4.1 Sample size

Sample size refers to the number of items to be selected from a population to constitute a sample (Kothari, 2004). Krishna swami ( 2013:151) adds that one sample should not be less than 10% of the population in order to have good population representation.

Therefore, the sample size of this study was 63 respondents; which is equal to 12% of the total population.

**Table 2 Sample size distribution table**

| <b>Department /Section</b> | <b>No.of employees</b> | <b>Sample selected</b> | <b>Percentages</b> |
|----------------------------|------------------------|------------------------|--------------------|
| Administration and HRM     | 100                    | 13                     | 13                 |
| Planning and Coordination  | 13                     | 2                      | 15                 |
| Finance and Accounting     | 15                     | 2                      | 13                 |
| Education                  | 6                      | 2                      | 33                 |
| Internal Audit             | 3                      | 2                      | 67                 |
| Economic and Production    | 16                     | 4                      | 25                 |
| Procure Management         | 4                      | 2                      | 50                 |
| Infrastructure             | 6                      | 2                      | 33                 |
| LGA's Management           | 10                     | 4                      | 40                 |
| Regional Hospital          | 374                    | 30                     | 8.2                |
| <b>TOTAL</b>               | <b>547</b>             | <b>63</b>              | <b>12</b>          |

Source: RAS –Mara employee's data base (2016)

### **3.4.2 Sampling techniques**

Sampling techniques is a definite plan for obtaining a sample from a given population and sometimes can mean the techniques or procedures employed by researcher when selecting items for the sample (Kothari, 2004). There are two types of sampling techniques namely probability and non-probability sampling. Examples of probability techniques include simple random sampling, stratified sampling, systematic random sampling, cluster sampling and multistage sampling while non-probability sampling entails purposive sampling, accidental sampling, snowball sampling and quota sampling techniques. According to Babbie (2004), probability samplings are techniques used to obtain sample for quantitative study while non-probability / judgemental sampling are techniques used to obtain sample for qualitative study. Thus, in this study the researcher used stratified random sampling and judgmental sampling techniques to obtain a representative sample from study population.

- **Judgmental sampling**

Judgmental sampling is a technique used to obtain sample of the study not based on probability but on the wish of researcher pertaining to the knowledge he/she has about certain population characteristics to be included in the study (Kothari, 2004; Bobbie, 2008). According to Druckman, (2005:151) judgmental sampling is worth for

exploratory study, as a researcher tends to select few samples for gathering in depth data from relatively small number of cases. This technique was used to select 18 respondents who will be HoDs/HoSs. The researcher chose them because they are supervisors and have responsibilities to ensure that employees in the respective departments meet the organisation goals and objectives. It is better to have their views and suggestions on whether SNs at work place are worth or not and can either be legalised or not. Since social network is a contemporary phenomenon employing judgmental sampling technique enabled the researcher to select respondents with rich information due to scarce of primary data sources on social network and employee performance at work places in public institutions in Tanzania (Deus, 2013).

- **Stratified Sampling**

Stratified sampling is a sampling technique that entails (a) dividing sample population into different sub groups (strata) which are of interest or that deserve special attention because of projector study objectives and (b) selecting a simple random sample from each stratum (Morgan and Harmon, 1999). The researcher normally employs stratified sampling only if the population does not constitute homogenous group to obtain representative sample (Kothari, 2004). The researcher employed stratified sampling to obtain 45 respondents who were supervisors, secretaries, nurses and medical attendants who work into various departments and sections. The research used stratified sampling to increase homogeneity and efficient of the sample of the study cluster. Additionally, stratified sampling enabled the researcher to obtain sample that best represent the entire studied population (Bankier, 1988).

On top of that, stratified sampling has enabled the researcher to minimise bias from selected sample and ensuring that all segment of population are neither over represented nor underrepresented (ibid). Mostly important stratified sampling technique facilitates wide choice of data collection methods such as interview, questionnaires and observation (Krishnaswami, 2013). In order to obtain 45 respondents, the researcher enlisted down 10 departments/sections (clusters) and sample size proportionally to the size of department's percentage of the population was drawn (see Table 1). Furthermore, proportionate sample was obtained under each stratum by using simple random sampling whereby names/ list of respondents under each strata were written on piece of

then folded and picked up with no replacement and then added together to make the total sample of 45 respondents representing all departments.

**Table 3 Sample size**

| Department /Section       | Percentage | Calculation of sample per cluster<br>%/100*45 | Sample size at each cluster |
|---------------------------|------------|-----------------------------------------------|-----------------------------|
| Administration and HRM    | 18.3       | 18.3/100*45                                   | 8                           |
| Planning and Coordination | 2.2        | 2.2/100*45                                    | 1                           |
| Finance and Accounting    | 2.7        | -do-                                          | 1                           |
| Education                 | 0.9        | -do-                                          | 1                           |
| Internal Audit            | 0.5        | -do-                                          | 1                           |
| Economic and Production   | 3.3        | -do-                                          | 1                           |
| Procure Management        | 0.7        | -do-                                          | 1                           |
| Infrastructure            | 1.1        | -do-                                          | 1                           |
| LGA's Management          | 1.8        | -do-                                          | 1                           |
| Regional Hospital         | 68.6       | -do-                                          | 28                          |
| <b>TOTAL</b>              | <b>100</b> |                                               | <b>45</b>                   |

Source: (Kothari (2004); Babbie (2008))

The percentage of sample size was 27% (Purposeful) and 73% (random sampling) of the grand sample that was 63 respondents. However, during the study the researcher managed to reach 62(98%) out of 63 respondents

### 3.5 Methods of data collection

Methods of data collection denote techniques of gathering or collecting data in field study (Kothari, 2004). Data collection techniques normally guide a researcher to systematically collecting information that relate to objective of the study (people, objects and phenomenon) as occurred and their natural settings (Kongmany, 2009). On other hand, Lescroel, *et al.* (2014) comes with a more comprehensive definition of data collection as a process of gathering and measuring information on targeted variables in a systematic way that enables a researcher to answer relevant questions and evaluate outcomes of the study. Although data collection methods differs depending on the nature of study but objective remain the same that is to obtain quality and accurate information that answers research problem appropriately. This study employed both primary and secondary data collection methods. According to Babbie (2008), primary data includes all information/data collected or gathered directly from the field as firsthand information.

Secondary data on other hand meant information that has been gathered or collected by other writers and have undergone statistical process for other purposes (Kothari, 2004). The researcher employed interviews, questionnaires, and observation to obtain primary data and documentary reviews for secondary data. Firstly, the researcher decided to use multiple data collection methods/triangulation to provide confirmation and completeness that enabled the researcher to relate information to leave the validity of each type of information (Cohen and Marion, 1997). Secondly, triangulation in data collection methods will enable the researcher to use multiple sources of evidence to make this study more relevant (Yin, 2009). Thirdly, triangulation of data sources enabled the researcher to study social network and employee performance deeply through different perspectives (Kothari, 2004; Mohammad, 2007). Fourthly, triangulation in data tends to minimise bias and other inadequacies found in one sources of data (Healy, 2000:58; Yin, 2009; Tashakkori and Teddlie, 2003).

### **3.5.1 Questionnaires**

A questionnaire is a data collection instrument composed of series of questions and other prompts for the aim of gathering information from respondents (Karim, 2013). According to Karim questionnaires can measure both quantitative and qualitative data. Similarly, Oppenheim (1992) defines a questionnaire as a tool for collecting and recording information about a particular issue of interest. Questionnaires normally contain lists of questions, with clear instructions and space for answers and administrative details (ibid). Oppenheim list three types of questionnaires namely structured, semi-structured and unstructured questionnaires. Unstructured questionnaires are made up of guided free questions responses normally fit for qualitative study (ibid). In this study the researcher distributed 45 questionnaires to lower cadre employees who are supervisors and supporting staff such as secretaries, nurses and medical attendants in RAS Mara. The research used questionnaires due to the following considerations;- First, the use of questionnaires enabled the researcher to reach the largest number of respondents quickly, easily and efficiently(Kothari, 2004). It is also a good way to reach people who are often on travel. Second, questionnaires are relatively quick to compose code and interpret (Adam and Kamuzora, 2008).

Third, the researcher employed questionnaires in order to maintain standard because every respondent answered the same questions hence minimised bias (Kothari, 2004; Karim, 2013). Fourth, questionnaires enabled the researcher to observe privacy and anonymity that motivates respondents to answer questions honestly (ibid) ), and Fifth, the researcher used open-ended questionnaires to give respondents freedom and wider chance to provide answers of the topic under investigation. To add on that, questionnaires are useful when dealing with many respondents because it serves time and costs (Krishnaswami, 2013; Adam and Kamuzora, 2008). A sample of questionnaires has been attached in appendix III.

### **3.5.2 Interviews**

Interview is data collection instrument whereby data are collected by asking questions. Data can be collected by listening to individuals, recordings films their responses or combination of methods (Karim, 2013). The researcher interviewed 17 respondents who were heads of departments and sections (HODs/HSOs) at Regional Secretariat -Mara in order to obtain deep insights about the topic under investigation. In order to achieve this purpose, the researcher employed combinations both structured and non-structured interviews. The researcher decided to choose this method due to the following points:- First, to close up gaps that were left by observation and questionnaires. Second, the interview enabled the researcher to note down and gather useful information about the topic under investigation (Oppenheim, 1992) and Third, interview has been a useful method in providing real life data and examples (Bobbie. 2008). However, to keep focus on the study the researcher used interview guide. An interview guide is attached in Appendix III.

### **3.5.3 Observations**

Observation is research data collection method whereby an observer obtains empirical data (Babbie 2004). By this method information ought to be worth which is related to behaviour, attitude or perception is recorded down as they occur (Kothari, 2004). There are two major types of observation namely participant observation in which the observer become part of the study and non-participant observation whereby observer

presence is unknown (Kothari, 2004). The researcher used participatory observation method in order to complement other methods to collect and gather live data in the field under topic of investigation. Cohen *et al.* (2000) point out that participatory observation enabled the researcher to comprehend the situation that is being described an opportunity to look at what is taking place. Therefore, during the study the researcher observed that almost 15 out of 17 HODs have positive attitude on the use of SNs at work place. Observation kit is attached in Appendix V.

#### **3.5.4 Documentary sources**

Secondary data/documentary sources are information that has been gathered or collected by other writers and have undergone statistical process for other purposes (Kothari, 2004). Documentary source are those data, which are found in the published documents, reports, manuscripts, statistics, letters and diaries (ibid). The researcher used documentary review in order to access reliable and accurate data. The documents that were reviewed include textbooks, articles, journals, government publication; policies, guidelines, regulations, directives and seculars.

#### **3.6 Validity and reliability of research instruments**

Validity and reliability are important concepts use to define and measure the quality and consistence of research instruments (Patton, 2001).

##### **3.6.1 Validity**

Validity in research refers to meaningfulness, truthfulness and correctness of research instruments employed in the study (Troachim, 2006; Patton, 2001; Botton, 1989). For any scientific study, there must be established evidence that information generated by instruments is reliable and believable. For validity purposes, the researcher employed triangulation of data (different sources) and persons such as management staff (HODs), supervisors and supporting staff such as secretaries, drivers and medical attendants. In order to improve quality and minimise biases, data collection instruments were refined through comments from the research supervisor and researcher himself in the field.

### **3.6.2 Reliability**

Reliability is the extent to which results of the study are consistent over time and accurate representation of the total population or in other words similar results of the study can be reproduced under the similar methodology, then the research instruments is considered to be reliable (Topp, 2000). Thus, the researcher applied the same and uniform research instruments (interview guides and administered questionnaires) to all respondents to ensure that, the study results are consistence and reliable. In addition, reliability was attained through pilot study done in Musoma, testing the two instruments (interview guides and questionnaires) to find out if the questions were clearly understood. The researcher used the responses from the pilot study to modify some of the research questions in order to minimise ambiguities.

### **3.7 Data analysis and Process**

Data analysis entails the whole process of inspecting, cleaning, transforming and modelling data in order to depict useful information, suggestions and drawing conclusion for the purpose of making proper decisions (John, 1997). According to Kothari (2004:122) data processing implies editing, coding, classification and tabulation of collected data to easy analysis process. This study employed various methods of data analysis. Kothari (2004) contends that, when analysing data it is very essential to associate the nature of the study and type of data collected, for instance qualitative and quantitative data quietly differed. In this study, the researcher employed both quantitative and qualitative methods of data analysis because of mixed method of research design which encompass both aspects of qualitative and quantitative nature of data.

#### **3.7.1 Qualitative data analysis**

Qualitative data usually are responses that are gathered from interview and open-ended questionnaires supplied in the field. Kothari (2004) contends that responses normally contain much information in terms of perceptions, opinions and attitudes given by respondents in the field. The researcher employed content analysis to analyse collected qualitative data by using the following steps.

At first stage the researcher identified the main idea by passing through explanations that were given by respondents and secondly, then the researcher assigned codes to the main idea identified at first stage (Kothari, 2004). Perhaps this enabled the researcher to depicts specifically how many times a certain issue , an arguments or ideas have developed in the course of in-depth interview and thirdly, the responses were classified into different categories of themes and lastly themes and responses interpreted to obtain their meaning (Kothari, 2004).

### **3.7.2 Quantitative data analysis**

The quantitative data collected through questionnaires were analysed by using computer program software Statistical Packages for Social Science (SPSS) version 16. The researcher used this program because of good data management facilities and high quality graphics friendly to users, good graphics user interface and various types of bulletin (Field, 2009).Therefore, this made it possible for researcher to analyse every kind of statistical data in quantitative study. All responses gathered from questionnaires specifically close-ended questions were edited, coded then entered into SPSS Software.

Data editing was first done in order to omit some errors that were contained in raw data collected in the field. It should be noted that data editing is very important as it enables the researcher to avoid entering into computer software wrong data.

Data coding is the next process that involves condensing data into smaller units through creation of categories and concept out of data from the field. The researcher coded the data through assign numbers to variables to simplify data entering process into SPSS program software According to Field (2009) SPSS assists the researcher to compute descriptive statistics such as frequencies, pie charts and bar graphs for easy data presentations.

### **3.8 Research Ethical Considerations**

This study highly considered the principles of ethics in social sciences research and professional code of conduct to guarantee not only the rights of participants but also ensured trustworthiness of the findings. Either, this study was done after observing the

following; granted permission to access the organisation that the research expects to be undertaken, informed consent, voluntary participation, confidentiality and anonymity were much given consideration. The researcher sought introduction letter from Mzumbe University that enabled the researcher to obtain permission to collect data at RS-Mara. Furthermore, the researcher asked the participants voluntary to participate in the study and explained to them intension of the study in order to establish confidence on the side of participants and assured them on how the provided information could be used. The researcher also ensured privacy and anonymity of the individual respondents as no any names of respondents were asked or recorded somewhere. This was done to ensure that respondents are left free to offer opinions and feelings

### **3.9 Summary for the chapter**

This chapter presents the methods and instruments used during data collection, analysis and presentation. Data collection instruments used includes; interview guides, questionnaires and observation. However, the researcher used mixed methods (Triangulation) in the study to minimise bias and ensures consistence with the data. Furthermore, the flexibility enabled the researcher to successful accomplish data collection exercise by reaching 62 out of 63 respondents. The researcher sometimes instead of administer and leave questionnaires to respondents to fill and collect them later spared up to twenty minutes with respondents to fill them on presents. This strategy enabled the researcher to collect data within a short period of time (one moth).

## **CHAPTER FOUR**

### **PRESENTATION OF THE FINDINGS**

#### **4.0 Introduction**

This chapter presents the findings of the study on the effects of social networks on employees' performance, a case of Mara Regional Secretariat. The study was guided by four research objectives which are: to determine the use of social networks between the employees in organisations; to solicit views of HODs on the use of social networks among employees in RS-Mara; to examine beneficial use of social networks on employees in RS-Mara and to identify the challenges of using social networks in RS-Mara. It should be noted that this chapter is organised into five sections. Section one presents the background information of the respondents, sections two up to five cover the findings of the mentioned four research objectives.

#### **4.1 Background information of respondents**

This subsection presents the bio-data in the study area. These include category of the respondents, gender, age, education level and working experience.

##### **4.1.1 Category of the respondents**

The findings of the study show that 32% of the respondents were in managerial position, 29% of the respondents were supervisors while 39% of the respondents were supporting staff. The findings entail that majority of respondents were supporting staff this is because in recent years the government employed more lower cadre employees.

##### **4.1.2 Gender**

The findings of the study reveal that 63% of the respondents were male while 37% of the respondents were female. This means that there is a wide disparity between men and women at Mara Regional Secretariat. The disparity might be because of nature of the work; for example in cross tabulation result shows that more women work at the department of health. .

#### **4.1.3 Age**

Table 4 below indicates that 10% of the respondents were aged between 20-25 years, 39% of the respondents were aged between 26-35 years; 19% of the respondents were aged between 36-45 years. Also 18% of the respondents were aged between 46-55 years and 15% of the respondents were above 56 years. This means that majority of employees at RS Mara are young (aged group 20-35 years).

#### **4.1.4 Education level**

The descriptive statistics show that 19% of respondents were certificates holders, 26% of the respondents were diploma holders, 34% of respondents were Bachelor degree holders while 19% of the respondents were Masters' degree holders. This implies that majority of employees at RS-Mara are Bachelor degree holders. It should be noted that the level of education has influence on the use of Social networks. For example, in cross tabulation the result show that employees with Bachelor's degrees use more social network for work, socialisation and business than the rest.

#### **4.1.5 Working Experience**

Table 4 below indicates that 29% of the respondents had worked between 1-3 years, 15% of the respondents had worked 4-6 years while 57% of respondents had worked more than 7 years. This entails that less experienced employees 1-3 years will tend to use more SNs because they were born at the era of SNs specifically advancement of communication technology.

**Table 4 Respondents information background (n-62)**

| <b>Variables</b>                | <b>n</b> | <b>Percentage</b> |
|---------------------------------|----------|-------------------|
| <b>Categories of respondent</b> |          |                   |
| Managerial                      | 20       | 32.               |
| Supervisory                     | 18       | 29                |
| Supporting staff                | 24       | 39                |
| <b>Gender</b>                   |          |                   |
| Male                            | 39       | 63                |
| Female                          | 23       | 37                |
| <b>Age group</b>                |          |                   |
| 20-25                           | 6        | 10                |
| 26-35                           | 24       | 39                |
| 36-45                           | 12       | 19                |
| 46-55                           | 11       | 18                |
| Above 55                        | 9        | 15                |
| <b>Education level</b>          |          |                   |
| Collage Certificate             | 12       | 19                |
| Diploma education               | 16       | 26                |
| Degree education                | 21       | 34                |
| Masters education               | 12       | 19                |
| Other                           | 1        | 2                 |
| <b>Work experience</b>          |          |                   |
| 1-3 Years                       | 18       | 29                |
| 4-6yers                         | 9        | 15                |
| above 7 years                   | 35       | 57                |

**Key:** n= number of respondent,%= percentage

**Source:** Field Data (January 2017)

#### **4.2 The use of social networks between employees in organisation**

The first research objective sought to determine the use of social networks between employees in RS-Mara. The researcher used in-depth interview and questionnaires as methods to obtain relevant information of the objective. It should be noted that this objective is divided into four subsections. Subsection one covers the familiarity (employees' awareness) with the term social networks. Subsection two entails employees' social networks membership accounts. Subsection three presents the purposes for using social networks accounts and subsection four times spent on social network during working hours.

#### 4.2.1 Employees' awareness on Social networks

In this subsection, the researcher was interested to determine the awareness of the employees concerning social network. The findings of the study from both questionnaires and interviews show that employees at RS Mara understood the term social networks. For example, the findings from questionnaires reveal that majority of the respondents (97%) understood the meaning of social network while only 3% of the respondents were not aware with the term social network as shown in table 5 below.. Similarly, during the interviews one of the interviewee remarked that; “*Social network is a platform for communication.*” This implies that the awareness of the social network is sufficient understood by employees’ at Mara Regional Secretariat.

**Table 5 Social networks awareness (n=62)**

| <b>Social networks awareness</b> | <b>n</b>  | <b>Percentage</b> |
|----------------------------------|-----------|-------------------|
| Yes                              | 60        | 97                |
| No                               | 2         | 3                 |
| <b>Total</b>                     | <b>62</b> | <b>100</b>        |

**Source:** Field data (2017)

#### 4.2.2 Employees with Social Networks membership account

In this subsection, the researcher wanted to know the status of employees who hold social network accounts. The researcher asked the respondents a question “*do you hold any social network membership account?*” The findings of the study indicate that majority of respondents (95%) hold social network account while only 5% of the respondents did not hold as shown in table 6 below. This is an indication that Social networks are widely used at RS-Mara.

**Table 6 status of employees with social network membership account (n=62)**

| <b>Social networks membership account</b> | <b>n</b>  | <b>Percentage</b> |
|-------------------------------------------|-----------|-------------------|
| Yes                                       | 59        | 95                |
| No                                        | 3         | 5                 |
| <b>Total</b>                              | <b>62</b> | <b>100</b>        |

**Source: Field data January ( 2017)**

Moreover, the findings from both interviews and questionnaires show that “WhatsApp, Face book, Twitter, Instagram, LinkedIn, YouTube, Skype, Imo and Jami forum were common example of social networks/site(s) used by employees at RS-Mara. In addition to that, the findings of the study reveal that WhatsApp was the mostly used social network followed by Face book and other social networks. However, for the respondents who use more than one social network; the findings of the study indicate that 29% of the respondents use WhatsApp and Face book, followed by WhatsApp, Twitter and Instagram 10% as shown in Table 7 below.

**Table 7 Examples of Social networks used by employees (n=62)**

| <b>Examples of SNs used by employees</b>      | <b>n</b>  | <b>Percentage</b> |
|-----------------------------------------------|-----------|-------------------|
| WhatsApp                                      | 7         | 11                |
| Facebook                                      | 1         | 2                 |
| None use of S/N                               | 3         | 5                 |
| What sap, Twitter, Instagram, ,LinkedIn       | 6         | 10                |
| WhatsApp, ,Facebook, Twitter                  | 4         | 7                 |
| WhatsApp, Facebook                            | 18        | 29                |
| WhatsApp, Facebook , Instagram                | 6         | 10                |
| WhatsApp, Twitter, Instagram                  | 1         | 2                 |
| WhatsApp, Facebook, Twitter, Instagram        | 4         | 7                 |
| WhatsApp, Facebook, Instagram, Skype          | 3         | 5                 |
| WhatsApp, Facebook, Instagram                 | 1         | 2                 |
| WhatsApp, Twitter, Instagram, LinkedIn, Skype | 1         | 2                 |
| WhatsApp, Facebook, LinkedIn                  | 2         | 3                 |
| WhatsApp, Facebook, Jamiiforum                | 1         | 2                 |
| WhatsApp Facebook, YouTube                    | 3         | 5                 |
| WhatsApp, Facebook, Instagram, Imo            | 1         | 2                 |
| <b>Total</b>                                  | <b>62</b> | <b>100</b>        |

**Source: Field data (2017).**

#### **4.2.3 Purpose of using social networks by employees**

The findings of the study in Table 8 below indicate that 50% of the respondents use social networks for work, socialisation and business purposes; 10% of the respondents for socialisation while 30% of the respondents, either use social networks for work or socialisation. The findings of the study also show that only 5% of the respondents use social network only for work purposes while. This entails that half of employees at RS-Mara use social networks for work, socialisation and business purposes.

**Table 8 Purpose of employee using social network**

| Purpose of using SNs | n         | Percentage |
|----------------------|-----------|------------|
| Work                 | 3         | 5          |
| Socialisation        | 6         | 10         |
| All of Above         | 31        | 50         |
| None of Above        | 3         | 5          |
| Work ,Socialisation  | 19        | 30         |
| <b>Total</b>         | <b>62</b> | <b>100</b> |

**Source: Field data January (2017)**

Moreover, the findings of the study from interviews show that among the social networks “WhatsApp” is mostly used for working purposes. For example one of the interviewee remarked that

*..umh...you know that I normally use WhatsApp for work purpose because it is easier to form groups, gives quickly responds. You know... it also gives an alert when message is received and friends can ask you for any update .fine enough WhatsApp is simple and friendly to users as requires no long and complicated process of sign in. Also you can even easily follow discussion when you are out of office ..... Then, I normally use facebook and Instagram to socialise with my co-workers, family members and community after working hours.*

#### **4.2.4 Time spent by employees on Social Networks**

In this subsection, the researcher was interested to know if employees use social networks during working hours. The researcher asked the respondents a question “*do you sometimes use Social networks during office hours?*” The findings of the study from questionnaires reveal that 81% of the respondents said yes they use social network during working hours while the remaining 19% of the respondents said “no”, as they don’t use during working hours as shown in table 9 below. This indicates that employees at RS-Mara use social networks during working hours.

**Table 9 Use of social network during working hours (n=62)**

| SNs use during working hours | n         | Percentage |
|------------------------------|-----------|------------|
| Yes                          | 50        | 81         |
| No                           | 12        | 19         |
| <b>Total</b>                 | <b>62</b> | <b>100</b> |

**Source: Field data January (2017).**

Also, the researcher went further by asking the respondents on the time spent on social networks since majority of them were using social networks during working hours. The findings of the study from questionnaires show that 57% of the respondents spent between 5 to 30 minutes to browse on social networks during working hours, 23% of the respondents spent 30 minutes to 1hour. In addition to that only 3% of the respondents spent over 2 hours in browsing social network while 18% of the respondents were not spending time to browse social networks. This reflects that, employees spend much time on social networks while working.

**Table 10 Time spent by employees on social networks**

| Time spent on SNs    | n         | Percentage |
|----------------------|-----------|------------|
| 5 to 30 minutes      | 35        | 57         |
| 30 minutes to 1 hour | 14        | 23         |
| Above 2hours         | 2         | 3          |
| None of Above        | 11        | 18         |
| <b>Total</b>         | <b>62</b> | <b>100</b> |

**Source: Field data January (2017)**

Further, the findings from interview indicate that HODs spend more time on social network for work purposes compared to supervisors and supporting staff. For example, one interviewee asserted that...

*I sometimes spent more than two hours on social networks you know...the department I am heading is very busy and there are lots of directives from the center that come to our department and the department disseminated those directives to the districts. So I mostly communicate via WhatsApp... you know the nature of activities requires me to pass through social network (WhatsApp ) regularly to see if there is any updates, directives or urgent information to work on” .*

#### **4.3 Views of HODs on the use of Social networks at work places**

The second research objective sought to solicit views of HoDs about the use of social networks at work place. In order to obtain their views of the subject, the researcher used in-depth interview by asking the question *“as a HOD what is your views on the use of social networks at work place? Do you see it as something positive or negative at work place?”*

The findings of the study show that the majority of the interviewees (88%) perceived social networks as valuable at work places as it brings efficiency at work place through communication, exchange of ideas, sharing work experience, information sharing, sharing work resources and solve work challenges while few of the interviewees (12%) do not perceive social network as valuable at work places. For example one of the interviewees *commented that;*

*Uh....you know in the current world, it is difficult to abandon social networks at work places due to its contributions. You know, social networks become an very important means of communication that bridges the gap for those who are far and those who are close at the centre. Nowadays any event takes place anywhere in this country you can get information instantly regardless of whether you are interior or in an urban area”.*

In responding to the same question, another respondent during interview argued that;

*I think on my side social networks have great contributions at work place ....I think advantages are more compared to disadvantages and you know for me to control negative aspects of social networks is quite possible.*

#### **4.4 The benefits of social networks at work place**

The third objective of the study aimed to examine benefits of social networks on employees in RAS-Mara. The researcher employed both interview and questionnaires to obtain information for this particular objective. In order to obtain in-depth information, this objective was divided into three subsections. Subsection one covers social networks

and employee performance. Subsection two entails benefits of Social networks at work place and third the disadvantages of social networks at work place

#### 4.4.1 Social networks and employee performance

In this subsection the researcher aimed to capture understanding whether the employees of RS-Mara are aware of the effect of social networks on employees' performance or not. The researcher asked the respondents a question that "*do you think that social networks can have an effect of employee performance?*" The findings of the study in Table 11 below indicate that majority of the respondents (95%) agreed that social networks have effect on the employee performance while only 5% of the respondents disagreed that social networks have no effect on employee performance. This implies that employees recognise SNs as important tool/platform at work place in relation to the daily work routine.

**Table 11 Social Networks and employee performance (n=62)**

| <b>SNs effect on employee performance</b> | <b>n</b>  | <b>Percentage</b> |
|-------------------------------------------|-----------|-------------------|
| Yes                                       | 59        | 95                |
| No                                        | 3         | 5                 |
| <b>Total</b>                              | <b>62</b> | <b>100</b>        |

**Source: Field data January (2017)**

#### 4.4.2 The Benefits of social networks at work place

The purpose of this subsection was to know the benefits of Social networks at work place. The researcher asked the respondents "*What are benefits of using social networks at work place?*"

The findings of the study from questionnaires reveal that 21% of respondents as means of communication, 13% of respondents to share work experience, 16% of respondents to acquire new job knowledge and skills 2% of respondent reported become innovative at work, 5% of respondents creativity and 5% of respondent to solve work problem/challenges. Also, 11% of respondents share job information, 2% of respondents form teamwork, 2% of respondents reported transparency, 3% of respondents become accountable at work while 2% of respondent share work resources. Furthermore, 2% of respondents use social network for refreshment, 3% of respondents overcome sense of

isolation at work, 3% of respondents exchange ideas, 2% of respondents save cost, 3% of respondents save time while 2% of respondents reported that social networks are not useful at work place as shown in Table 12 below. This implies that social networks are very important at work place because as they increase work efficiency especially for those offices located either in remote areas or with scarce resources.

**Table 12 The benefits of social network at work places (n=62)**

| <b>Variable</b>                                       | <b>n</b>  | <b>Percentage</b> |
|-------------------------------------------------------|-----------|-------------------|
| <b>Advantages of employee using SNs at work place</b> |           |                   |
| As means of communication                             | 13        | 21                |
| Share work experience                                 | 8         | 13                |
| Innovation                                            | 1         | 2                 |
| Creativity                                            | 3         | 5                 |
| Help to solve work problem                            | 3         | 5                 |
| Information sharing/transfer                          | 7         | 11                |
| Learning new job knowledge and skills                 | 10        | 16.               |
| Team work                                             | 1         | 2                 |
| Transparency                                          | 1         | 2                 |
| Accountability                                        | 2         | 3                 |
| Sharing resources                                     | 1         | 2                 |
| Refreshment                                           | 3         | 5                 |
| Reduce sense of isolation                             | 1         | 2                 |
| Exchange of ideas                                     | 2         | 3                 |
| Save cost                                             | 1         | 2                 |
| Save time                                             | 2         | 3                 |
| Decision making                                       | 2         | 3                 |
| None of above                                         | 1         | 2                 |
| <b>Total</b>                                          | <b>62</b> | <b>100</b>        |

**Source: Field data January (2017)**

Furthermore, the findings of study from interviews indicate that social networks are cost effective and fastest means of communication at work place. For example one of the interviewees remarked that....

*You know... social networks such as “WhatsApp” have completely reduced cost of communication at work place. For instance, I used to buy Tsh. 10,000 internet bundles and be able to communicate for the whole month with my co-workers, clients, and family and community members. I do also sometimes communicate to friends in foreign countries (China) at very low cost. Aahh.. you can see social network become the cheapest means of communication compared to post and landline.*

Another respondent commented that....

*Into our department... most of the time information (directives) from the center reach to us through WhatsApp or internet while we are waiting for the hard copy letter .... as head of department I share to my subordinates and take action immediately ...when the hard copy reaches the office you find out that we have already worked on the matter. So you see ..significantly it simplifies my daily responsibilities because I always be proactive.*

One interviewee also asserted that...

*You know ...when appointed junior staff into senior position for the first time and new management staff.... they normally join our WhatsApp group management group (RAS-MARA). Through the group... not only they familiarize with the working environment but also get opportunity to learn from more.....experienced staff. You know through these professional groups you can either get experience from within or even from outside of your working environment.*

The statements given above implies that, Social networks have great contribution at work place

#### **4.4.3 Disadvantages of social networks at work place**

The intention of this subsection was to understand the disadvantages of social networks at work place. The respondents were asked, “*What do you think are disadvantages of using social networks at work place?*”

The findings of the study in Table 13 below show that, the 37% of respondents reported waste of time,13% of respondents decline of productivity, 3% of respondents employee can defame others 8% of respondents reported wrong/misleading information,13% of respondents reported lack of confidentiality and 5% of respondents reported misunderstandings at work. Furthermore, 3% of respondents reported negligence, 3% of respondents reported immoral beahaviours, 5% of respondents reported SNs as unreliable source of official information, 3% of respondents reported SNs lower job

concentration while 2% of respondents poor recordkeeping. This implies that monitoring and control of social networks at work place is very important.

**Table 13 Disadvantages of using SNs to employees**

| <b>Variables</b>                          | <b>n</b>  | <b>Percentages</b> |
|-------------------------------------------|-----------|--------------------|
| Disadvantages of SNs                      |           |                    |
| Wastage of time                           | 23        | 37                 |
| Loss of productivity                      | 8         | 13                 |
| Defamation                                | 2         | 3                  |
| Wrong information                         | 5         | 8                  |
| Lack of confidentiality                   | 8         | 13                 |
| Misunderstanding at work                  | 3         | 5                  |
| Negligence at work                        | 3         | 5                  |
| Immoral beahaviours                       | 2         | 3                  |
| Unreliable source of official information | 3         | 5                  |
| Lower job concentration                   | 2         | 3                  |
| Poor record keeping                       | 1         | 2                  |
| None of above                             | 2         | 3                  |
| <b>Total</b>                              | <b>62</b> | <b>100</b>         |

**Source: Field data 2017**

Furthermore, the findings of the study from interviews indicated that the use of social networks at work place can affect employees 'performance. For example, one of interviewee noted that ....

*You know.... I normally observe employees busy on social networks chatting with their friends, watching online videos, movies that is why whenever we had serious(urgent) work..... I ordered all my subordinates to switch off computers and their mobiles phone until we finish work ah... bad enough I normally do this when I am present.*

In responding similar question, another interviewee asserted that.....

*Ummh.. I normally see employees waste much time online chatting with friends while delaying doing work/attending clients and sometimes complains reach to me*

One interviewee also mentioned that..

*You know.... if social networks are not carefully used they can be used to influence bad things like to go slow and make working environment completely uncomfortable.*

The above given statements imply that if social networks are not well managed, they can adversely affect employees' performance.

#### **4.5 Challenges of using social networks at work place**

The last objective intended to identify challenges of using social networks at RS-Mara. The researcher employed interviews and questionnaires as methods of data collection to gather relevant information for this objective. The respondents were asked, "Do you encounter any challenges on the use of social network in your work place? If the answer is YES, the respondents were required to mention the challenges and if the answer is NO, the respondents were not required to mention the challenges. Thus, the findings of the study from both questionnaires and interviews reveal the following challenges of using social network at work place as follows below in Table 14.

- **Infrastructure**

Infrastructure was mentioned by 29% of the respondents as one of the challenge facing social networks users at RS-Mara. Also the findings of the study from interviews show that infrastructure is a challenge at RS-Mara as there are no enough desk-top computers and internet ports for those who use SNs via office internet. In addition, the findings of the study reveal that there is poor internet access especially during peak hours in the interior of districts. For example, one of the interviewees asserted that; *"you know...the devices like computers are not enough for everybody. Also, internet ports (cables) are very few in such a way that everyone wants to use it for office internet"*.

Another interviewee stated that; *"Sometimes I failed to access social networks when I went to the field supervision interior in the districts"*. This implies that there is shortage of internet facilities.

- **Cost**

The study found that cost as one of the challenges facing employees at RS-Mara. This was mentioned by 13% of the respondents as a challenge facing SNs users. Similarly, the findings of the study from interviews indicate that cost as one of the challenges facing RS Mara as it was remarked by one of the interviewee that, *"Ummh.. It is expensive to buy and run devices like Smartphone, laptops and IPADs."*

*This was supposed to be cheap for everybody. Also you know I am forced at least to buy Tsh. 1000 internet bundles everyday...You can imagine how much do I spend within a month.*” This implies that though SNs are useful at work place but it is expensive to buy devices and run them.

- **Knowledge use**

Lack of knowledge use among SNs users was identified as one of the challenges in RS-Mara. This was reported by 10% of the respondents. Also, during interviews, lack of knowledge use was revealed as one of the challenges facing social network users at RS-Mara. The findings of the study reveal that participants were experiencing difficulties on searching and downloading SNs Apps, launching of those Apps on their devices (Smartphone, Laptops, iPods) and choosing and buying internet bundles at cheapest price. For example, one of the interviewees mention that *“I know some of my colleagues who are not able to communicate via social networks because either is unknowledgeable on how to operate these modern devices or join internet bundles at lower price. In addition, you know if they could have enough knowledge they could use social network to increase work efficiency.”* This implies that without knowledge it is difficult to use social networks via Morden devices.

- **Lack of social network policy**

The findings of the study reveal that lack of social network policy was one of the challenges at RS-Mara .This was supported by 31% of the respondents. Similar the findings of the study from interviews show that, SNs policy is a challenge facing RS Mara that also hinder fully utilisation of SNs at work place for work purpose. For example, one of the interviewees noted it, *“There are no proper mechanisms of controlling social networks in my work place. For example, I found my subordinates chatting when I have already assigned them work to do. In order to avoid wastage of time sometimes I assigned them more work to do.* He added that you know, sometimes it is not easy to know someone who is chatting for working purpose or not.

Another interviewee asserted that...

*I think there is no specific policy or guidelines that regulate the use of social networks in my work place what I know there is general ICT policy, cybercrime policy and its Act of 2015.*

The statements given above imply that there is no social network policy and therefore SNs cannot be utilised fully at work place to enhance employee performance.

- **Cybercrimes**

The findings of the study showed that cybercrime is one of the challenges facing employee at RS-Mara. This was reported by 5% of the respondents. In addition, similar findings were revealed during interviews as it was remarked by one of interviewee that; *“You know when you lose your device such as mobile phone one can use it to obtain money illegally from your friends or use your information for crime purposes as it has happened to some of my friends.”* This implies that users of SNs should take all precautions to avoid cyber crime

- **Viruses attack**

Viruses attack was reported by 3% as challenge facing SNs users at RS-Mara. Also, during interview the same challenge was reported by 3 out of 16 interviews as it was noted by one of interviewee that.. *“You know ummh.. Viruses can attack your device and you can lose all your important information.”* This implies that SNs users are at risk of losing information and device fault because of viruses attack.

**Table 14.Challenges of using social networks**

| <b>Challenges of using SNs</b> | <b>Frequency</b> | <b>Percentage</b> |
|--------------------------------|------------------|-------------------|
| Infrastructures                | 18               | 29                |
| Cost                           | 8                | 13                |
| Lack of knowledge use          | 6                | 10                |
| Viruses attack                 | 2                | 3                 |
| Cybercrimes                    | 3                | 5                 |
| Lack of SNs policy             | 19               | 31                |
| Device fault                   | 1                | 2                 |
| Say no challenge               | 4                | 8                 |
| <b>Total</b>                   | <b>62</b>        | <b>100</b>        |

**Source: Field data 2017**

## **CHAPTER FIVE**

### **DISCUSSIONS OF THE RESEARCH FINDINGS**

#### **5.0 Introduction**

This chapter covers the discussion of the findings of the data presented in chapter four regarding four research objectives. These include determining the use of social networks between the employees in organisation; to solicit views of HODs on the use of social networks among employees in RS-Mara; to examine beneficial use of social networks on employees in RS-Mara and to identify the challenges of using social networks in RS-Mara.

#### **5.1 The use of social networks between employees in organisation**

This objective sought to determine the use of social networks among employees in Mara Regional Secretariat. The discussion of the findings of this objective is organised into four parts/subsections. Subsection one covers the discussion on the awareness of the employees on social network and subsection two presents the discussion on employees with social networks account. In addition, subsection three entails purpose of using social networks while subsection four discusses the use of social network during working hours.

##### **5.1.1 Employees' awareness on social network**

The findings of the study from both questionnaires and interviews show that majority of employees at Mara Regional Secretariat understand the concept of social networks. For example, during interviews one of the interviewees asserted that, *“Social networks are a platform for communication which enable people to share different information, exchange of ideas, receive and send pictures, voice calls as well as video calls.”* This implies that employees at RS-Mara are familiar with social networks.

It should be noted that Social networks is a broad term and therefore there is no specific agreeable definition among scholars. However, the respondents' definition is closely related to Bennett (2010) that social networks is where people communicate utilising

online platforms while they are connected to the internet to interact with people, download photos, upload videos and share information. Similarly, Gordon and Kihara (2014) also observed employees and customers at Safaricom Company in Kenya were familiar to the term social networks as majority of respondents were able to give the meaning of social network as famous platform used for social interaction. Basing on the definitions given out by employees at RS-Mara, Bennett (2010) and Gordon and Kihara (2014) concerning SNs, it is true that all of these three definitions stress the same thing on social networks as that “platform of communication. ”

### **5.1.3 Employees with Social networks membership accounts**

The second subsection is concerned with the employees with social network membership accounts. The findings of the study reveal that majority of employee (64%) at RS-Mara hold more than one social networks membership accounts. The common social network accounts used by employees at RS-Mara include; WhatsApp, Facebook, Twitter, Instagram, LinkedIn, YouTube, Skype, Imo and Jami forum. This implies that employees at RS-Mara have social networks membership accounts. .

One should note that affordability and accessibility of Smartphones and mobile phones with free Apps (such as WhatsApp, Twitter, You Tube, Instagram and Facebook) create enabling environment for employees to hold social networks accounts. In another case, increase of broadband mobile internet coverage even in rural areas has attracted many social networks users. As a result there is a competition of network providers companies such as Vodacom, Airtel, Tigo and Hallotel. It follows that every company put strategy to maintain old and attract new customers by providing best services such as reliable internet accessibility with varieties of internet bundles. For example, all of companies have daily, weekly and monthly internet bundles with the start price of Tsh. 500 to 30,000 which covers all categories of customers. Thus, the prices make internet bundles to be affordable for every one (Ishengoma and Melotho, 2014). These findings correlate with Deus (2013) in the “*study of social media and organisation performance among civil society organisation in Dar es salaam.*” The findings of the study showed that 60% of employees hold social network membership accounts (Deus, 2013). The study

further revealed that WhatsApp, Facebook, Twitter and YouTube were famous social network accounts for communication among civil society organisations.

#### **5.1.4 Purpose of using social networks**

The third subsection aimed to discuss the purpose of using social networks by employees at RS-Mara. The findings of the study reveal that majority of employees at RS-Mara use social networks for work, socialisation and business purposes.

- **Work purpose**

It was found that employee at RS-Mara uses social networks to communicate with co-workers at districts and center, discuss work related issues, share job information, exchange of ideas and share work experience. The findings of the study also reveal that, employees at RS-Mara prefer use whatsapp for work purpose. It was observed that employees have WhatsApp groups that they use for work purpose. One named “RAS-MARA” for HODs and second named “Rs-Mara” for supervisors and supporting staff. It was disclosed that HODs use their WhatsApp work group for new updates such as state leaders’ visits, give feedback about events of the day, reminders for meetings and status of work progress. In addition, it was disclosed that HODs sometimes task each other via their WhatsApp group. It was revealed that “RAS-MARA” a WhatsApp management group plays a big role in facilitating coordination. Similarly, to “Rs-Mara” group, employees share job information such as sending and receiving work reports, invitation letters, share official documents such as seculars, directives and inform each other about meetings.

Furthermore, the study of found that the reasons why WhatsApp is used mostly for work purpose may be because it is user friendly. For instance , WhatsApp does not require to create user account, it also supports most of Smartphone platforms with instant messaging and it make easy to follow up discussion, allow group chats, sending documents, pictures, files and voice calls and almost cheap compared to other social networks. It should be noted that these WhatsApp features allow employees to communicate, sending and receiving documents, forms groups for discussing work related matters that enhance employee performance.

- **Socialisation**

It was revealed that employees at RS-Mara use social networks to socialise with coworkers, family members and community. It was found that through “RAS-Mara” a WhatsApp group and Facebook employee chatchat, making jokes, having fun, sharing videos, photos, creating new friendships and maintain old ones. It was argued that SNs enabled employees at RS-Mara to refresh and thus reduce bore some at work. It was found that those social networks not only provide employee with social support but also moral support in hard times such as illness or lost of loved ones. For example it was revealed by one of respondent that all members of RAS Mara WhatsApp is their custom to contribute at least 10,000 for anyone who will lost children, parents or couple. It was revealed that moral support during illness is very important as it enables someone to recover soon and maintain work morale. The study also found that Facebook was common social networks used for socialisation purpose. The main reason may be that Facebook has no limitation of users and allows users to have regular contacts with their friends

- **Business purpose**

The study found that employees at RS-Mara use social networks to view catalogs of goods in order to purchase. It was disclosed that most of employees spent rest of their time at work and therefore they lack time to travel and doing business. It was found that now employees use social networks as solution to overcome this challenge. For example, one of the participants remarked it that; *“I am doing business but I have no time to travel... Instagram, Facebook and WhatsApp enable to buy goods and as well reach my customers while am at work”*. This implies that social networks are good marketing tools. It was further found that, employees normally visit SNs pages to look for new fashions of goods and make orders. It was disclosed that SNs have enabled employee to earn extra income and improve their lives.

Generally, the general purpose of using SNs at RS-Mara are in line with Munene and Nyaribo (2014) who state that, the reason for employees to participate on SNs at work place were both for work and non-work related activities like seek job related information, sharing work experience, solve customer queries , keep in touch with friends by chatting, make jokes and sending messages and build business contacts

through sending apologies and compensation information to customers. Moreover, these findings correlate with Malle *et al.* (2009) who state that about 80% of Facebook users use the platform for socialisation purpose. This implies that employers must influence their employee to use SNs more for work purpose to improve employee performance.

#### **5.1.5 The uses of social network during working hours**

The last subsection discusses the uses of social networks during working hours. The findings of the study reveal that majority of employees use SNs during office working hours. It was revealed that employees spent an average 5 to 30 minutes browsing on SNs everyday in working days.

Basing on category of employees, the study found that employees who are not at Managerial level (supervisors and supporting staff) spent 30minutes to 1 hour for socialisation and 5 to 30 minutes for work purpose. Meantime the findings of the study show that employees at Managerial level spend between 1 to 2 hours on social networks for work purpose. This indicates that employees at Managerial level spend more time on SNs compared to other employees who are not in managerial level for work purposes. One of the reasons for Managerial employee to spend more time may be because they hold more responsibilities that require frequent communication between co-workers and the center. As it was emphasised by one of interviewee that, *“The nature of responsibilities and activities I hold require me to pass through social networks (WhatsApp) regularly to see if there is new updates ,directives or urgent information to work on.”* This implies that managerial level employees have more responsibilities and therefore use much time to communicate.

However, it was not possible for the researcher to establish exactly time spent by respondents on social networks. Nevertheless, basing on the findings it is obvious that employees who were not at managerial level, found to spend much time on social networks for non- work related activities. There is no doubt that efficiency of the employees and organisation is deteriorating.

It is suggested that immediate measure is needed to address this problem such as formulating SNs directives, which was found RS-Mara has mandate to do it.

These findings are in line with Andrea *et al.* 2009;Capital Hill research 2015;AT&T 2008 and Nucleas (2009) who acknowledged that use of social networks during working hours has become common practice among employees of organisations and employees spend between 15 minutes to 7 hours a week on social networks that affect both employee and organisation performance.

## **5.2 HODs' views on the use of social networks at work places**

The second research objective intended to solicit views of HODs on the use of social networks by employees at RS-Mara. The researcher employed interview as a method to collect information pertaining the objective.

The findings of the study show that HODs at RS-Mara recognise social networks as valuable means of communication on escalating employee performance at work place. It was revealed that social networks enabled employees to make easy communication between co-workers, share job information, share work experience ,exchange of ideas, form team work and collaborate to solve work related challenges. It should be noted that effective means of communication at work place enhances work efficiency. Meanwhile (few) 2 out of 18 HODs at RS-Mara perceive the uses of social networks at work place are not valuable. It was disclosed that SNs tend to waste much time of employer and hence reduce work out put. It was further revealed that social networks not only pose threat to information securities of organisation but also to individual employees.

It was argued that social networks user have little securities compared to other means of communication such as posts. The different in views among HODs at RS-Mara may be due to nature of work and level of education. For instance, most(15 out of 17) of HODs who support the use of social networks were from busiest departments such as Health, Coordination and planning, Human resource and Administration, Education and Local government department. It was found that HODs from these departments mostly need support of other staff and frequent communication to disseminate information, policies, directives and orders from the center to the districts as well as feedback from the district

to the center. It was revealed that most HODs of the named departments were Master's degree holders and the level of socialisation between them was found to be high; so, it becomes inevitable to use SNs in order to keep in touch with friends, family and fellow employees. It was observed that most of HODs of these departments are also members of professional groups on WhatsApp.

However, the findings of this study is contrary to the study done by Queens School of business(2015) on Canadian Executive perception on the use of SNs at work place reveal that not only majority of executive have completely negative attitude but also the use of SNs among executive age group 46-55 and above 55 was relatively low. This may be due to level of development reached by Canada as among of first world countries with enough resources and well established communication systems at work place compared to developing countries like Tanzania with always scarce resources to furnish offices. Similarity, to study done by Appalaya *et al.* (2013) states that, there is always mixed perception of the use of SNs among executive in organisations with majority consider SNs as cause of decline of productivity at work place .

### **5.3 Benefits use of social networks on employees**

This objective sought to examine whether social networks have benefits on employees' performance or not. The researcher used interview and questionnaires as methods of gathering relevant information for the objective. It should be noted that the discussion of this objective is divided into two subparts; subpart one discusses the benefits of social networks and subpart two covers the disadvantages of social networks at work place.

#### **5.3.1 Benefits of social networks at work place**

In this subpart, the researcher aimed to understand the benefits of social networks at work place in relation to employee performance. The findings from both questionnaires and interviews show that use of Social networks have great contribution at work place as embedded in the discussion;- .

- **Means of communication**

The fastest and reliable means of communication at work place plays a key role to enhance employee performance (AT&T, 2008). Social networks act as a tool of communication, which is considered as one field of human resource strategy to enhance employee efficiency. Better communication channels at work place enabled employees to communicate and form groups to share job information for knowledge creation that enhance employee performance (Tilahum *et al.* 2016). It was supported by 21% of respondents that employees at RS-Mara use SNs to communicate with co-workers and to strengthen employee relationship. Social networks for instance WhatsApp has simplified communication between employees, clients and the center as it is cheap, reliable and fast. In that sense any information reaches destination at right and help employees at RS-Mara to become proactive and finish assigned duties on time. It was further disclosed that employees communicate more with co-workers who are either in local government authorities or at the center while communicate less to clients, the reason is that RS-Mara is coordination and supervisory unit to local government authorities. In that sense, clients are saved much at the district authorities. It was found that due to the nature and functions of RS-Mara effective and reliable communication between employees become very important aspect for employee performance. Similar, KPMG (2007) observes that fast and reliable means of communication among employees plays a great role in accelerating work processes. As these findings relate Media and Modernity Theory of communication that Social networks, provide cheap means of communication at work place which is key to the performance of employee and organisation.

- **Sharing information**

A well-informed employee knows how to do what when and how (Peacock, 2008). It should be noted that good flow of information at work place reduces time waste and communication breakdown (Benjamin, 2012). It is argued that good flow of information depends on the effective means of communication (*ibid*). Social networks have become one of effective means of information sharing at work place. Information sharing enables employees to be well informed with what is happening within or outside the organisation (Peacock, 2008).

As supported by 11% of the respondents the use SNs at RS-Mara enabled employee to share information with co-workers. It was disclosed that employees at RS-Mara have two groups of WhatsApp; “RAS –MARA” for Managerial employee and “RS Mara” for supervisor and supporting staff employees. It was found that via these groups employees informed each other about new events, meetings, seminars, new directives, circulars and other information related to day to day work operations such as promotions and state visits . It was also disclosed that information sharing has enabled employees to save time and cost. It was reveal that instead of employee to travel to look for documents he/she can request soft copy via WhatsApp group and document can reach him/her within few seconds. It was also disclosed that information sharing at work place not only enabled employee to be well informed but also to meet work deadlines. These findings are in agreement with those by Ferreira and Plessis (2009) who contended that information sharing at work place plays a great role in accelerating work processes thus enables the employees to meet work deadlines. Similarly, the findings of the study are consistent with Media and Richness Theory that rich communication enabled employee to share information. The theory further postulates that employees need different information in order to accomplish equivocal tasks

- **Share work experience**

Work experience is very important as it enhances employee performance (Deus, 2013). It should be noted that work experience is the learning that comes out of work (Harvey, 1998). Social networks have become one of the vehicles that enable employee at work place to gain work experience through learning and support from others (Xi Zang *et al.*, 2013). .

This was mentioned by 16% of respondents social networks enable to share work experience. Also, during interviews, one of the participants had this to say:

*When appointed junior staff into senior position for the first time and new management staff.... they normally join our WhatsApp group (RAS-MARA). Through the group...not only they familiarize with the working environment but also get opportunity to learn from more.....experienced staff.*

Further the participant stressed that; *You know through these professional groups you can either get experience from within or even from outside of your working environment.*

This implies that SNs enabled employee to share work experience through learning from others.

In addition, it was found that, newly hired employees when they join these professional groups they benefit through sharing knowledge that in turn decreases the learning curve, saves best the clients by responding more quickly to their needs and inquires. Subsequently, they simplify work and reduce work duplications. All these aspects greatly contribute positively to employee performance.

The study also found that employees who are at supervisory level come across multi-tasks; in order to perform them well they normally seek experience/advice from more experienced staff /managerial through professional groups on WhatsApp.

The findings of this study correlates by study done by Ferreira and Plessis (2009) who argue that online social networking improve employee productivity through sharing knowledge among co-workers, as a result they reduce work ambiguities and hence significantly reduce time to save customers.

- **Solving work challenges/problems**

The changes in technology and culture lead to changes on work environment. Also, changes in work environment can pose challenges at work place (Thomas, 1995). It should be noted that challenge is something new and difficult that requires greater effort as well as determination (Spangrowel *et al.*, 2013). It is argued that employee performance is rated by his or her ability to solve or address emerging work challenges (Isherifu, 2010). In order to address those challenges employees seek solution from various sources. Social networks have become one of the means used to overcome work challenges (Zi Zang *et al.*, 2013).

As it was supported by 5% of respondents, workers use social networks to solve work problems. This implies that in order for an employee to be efficient, he/she must be able to overcome work challenges or offer solutions at right time to avoid delay of services.

It was found that employees in RS-Mara both managerial and supervisory staff most of them are members in WhatsApp groups. Through these groups, an employee can pose a work challenge confronting him or her, through constructive discussions/debate, suggestions, innovative ideas and various options; also one can find out a way to mitigate those challenges instantly. It was revealed that this kind of work support in busy working environment is very important because it enables employees to save much time that could be wasted to walk around to seek for solution or advice for a confronted challenge hence accomplishing assigned duties on time. These findings concurred with those of Douglas (2013) who argued that instant messages among co-workers significantly reduce the amount of time to accomplish a certain job simply because the time to contact management and the rest of employees is shortened by using cooperative social networking.

Also, similar finding was observed by Queens University of Charlotte U.S.A (2014); that social networks at work place enhance employees' performance by forming platforms not only to provide faster decision making but also they can quickly communicate problem without waiting for the next meeting to happen, as they instantly see someone online. Moreover, Richness and Media Theory argue that in order to perform complex tasks deep interaction is needed. Interaction provide employee with rich information, instant support and feedback necessary to accomplish complex tasks.

- **Teamwork**

Teamwork has become important and valuable aspect at work place (AT&T, 2008). Teamwork entails process of working collaboratively in order to attain certain goal or objective (Isherif, 2013). Teamwork enables employees to work together and try at their best level through individual skills and constructive feedback regardless the presence of personal conflict (Coleman, 1990).

This was mentioned by 3% of respondents; social networks help to form teamwork. Also, during interview three of interviewees said that; *Sometimes SNs help to work as a team, through our WhatsApp group "RAS-MARA" we normally discuss and argue for a particular matter and finally reach the decision.* This indicates that teamwork enabled employee to work together.

It was also found that SNs help to bring employees closer/together through formation of professional groups. The employees who belong to the groups are interdependent by supporting each other through sharing information, collaboration, improving job knowledge skills and providing constructive feedbacks which in turn improve employee performance. In addition, it was disclosed that teamwork encourages others to work smart and harder to fulfill their obligations. It should be noted that SNs are an important tool to enhance teamwork especially for those employees who work in remote areas.

These findings are in line with Tambul *et al.* (2014) who state that teamwork enabled employee to work together to accomplish their goals. Also, the observation is justified by Social capital theory that, Social capitals enable persons embedded in a network to act together more effectively to pursue shared objectives (ibid).

- **Transparent and accountability**

This was mentioned by 5% of respondents who argued that SNs ensure accountability and transparent at work place. This implies that transparent and accountability are very important at work place. It was found that Management employees (HODs) sometimes are tasked via “WhatsApp Management Group “RAS-MA” whereby most of management staff share information, members note down who has been assigned task including deadline for feedback. This has contributed to accountability and transparency towards executing their daily responsibilities.

Furthermore, in lower level employee (supervisory and supporting staff), accountability is ensured through sending to their supervisor photos of events showing that someone is present in the field. It was noted that giving live information enables supervisors to trace work progress. Similar observations were sighted in literature (Kahlean and Callan, 2010). Generally, SNs has become very important monitoring tool among employees working in remote regions as feedbacks from subordinates enable supervisors to follow on work progress according to pre-planned standards. It follows that accountability become an important aspect to ensure employee performance.

- **Creativity and innovation**

Scarce resources and emerging of new work challenges in developing countries, Tanzania in particular were identified as one of the reasons that hinder efficiency in

service delivery (Jackson, 2013). Social networks provide avenues for innovative ideas to overcome work challenges those challenges (AT&T, 2008).

As supported by 2% of respondents social network enhance innovation at work place. This implies that innovation enabled employee to overcome work challenges. It should be noted that innovation and creativity do complement each other (Jilly, 2015).

It was revealed that SNs enabled to form forums whereby employees participate in exchanging ideas, share experiences hence gain insights that enable them to solve emerging work challenges through making informed decisions that improve or modify the existing service. This finding support the study done by Tarn (2013) who also observed that social networks offer a way to check others' opinions, ideas, suggestions that enabled employees to make informed decisions. In addition, the observation is justified by Social Network Analysis Theory that networking connectivity is crucial for effective learning and innovation.

#### **5.4 Disadvantages of using social networks at work place**

The last subsection of the third objective aim to understand disadvantages associated with the use of social networks at RS-Mara. The findings from both questionnaires and interviews show that wastage of time, loss of productivity, lack of confidentiality and misleading information were identified as major four disadvantages of using social networks at work place.

Firstly, wastage of time was reported by 37% of respondents as disadvantage of SNs at work place. Also, during interviews one interviewee asserted that:

*I normally observe employees busy on social networks chatting with their friends, watching online videos, and movies that is why whenever we have serious (urgent) work..... I ordered all my subordinates to switch off computers and their mobiles phone until we finish work.*

This implies that Managers should put monitoring mechanisms at work place to avoid time waste. It was found that employees who are not at managerial level at RS-Mara spend 30 to 1hour on social networks socialising during working hours. The study found

that employees use SNs to chat with friends, listen online music, sharing photos, images and post comments as a result they waste much time during work performance..Similar Studies by Peacock (2008), Nuclear research (2014), Biswat and Joyti(2011) and Syowai (2013) asserted that employers have not taken adequate measures to regulate the use of SNs at work place. Also, the studies found that employees waste between 30 minutes to 7 hours a week on social networks for non- work activities; to chat, having fun with friends, watch online music and videos. Basing on both findings of the study and Peacock (2008) SNs is a real problem to organisations. This shows that more effort is needed to address the problem. .

Secondly, loss of productivity was mentioned by 13% of respondents as disadvantages of SNs at work place. This match with the findings from interview were one of the interviewees stated that; *“I normally see employees waste much time online chatting with friends while delaying doing work/attending clients and sometimes complaints reach to me.”* This implies that employers need to take initiatives to monitor SNs at work place in order to sustain employee performance. It was revealed that employees who spent much time on SNs lost job concentration, work below standards, failed to meet deadlines and hence decline performance. It was also further revealed that good signs of loss of productivity for organisation that offer service like RS-Mara is raise of complains from clients. This implies that employees fail to deliver service at right time at right place. These findings match with Biswat and Joyt (2011) who observe that 77% of employee use Facebook during working hours resulted in 1.5 percent decline in productivity.

Thirdly, misleading/wrong information was reported by 8% of respondents as disadvantages of using SNs at work place. Similarly, the findings from interviews revealed that misleading information is one of the disadvantages of using SNs at RS-Mara, for instance one of the interviewees commented that *“ if social networks are not carefully used they can be used to influence bad things like to go slow and make working environment completely uncomfortable.”*. This indicates that more effort is required to regulate the use of SNs at work place. It was further, disclosed that employee should be more carefully on post made on SNs because some are wrong posts made with bad intentions.

It was further argued that for instance, now and then, we have experienced Ministers and Chief Executives denounce statements posted on social networks. It should be noted that if employees are not aware with wrong information could make wrong decisions that may bring loss to organisation or misunderstandings at work place. The findings of the study are agreeable with Sean (2011) who argues that SNs users are at risk of using disreputable information sources to guide decisions and behaviours.

Fourthly, lack of confidentiality was mention by 13% of respondents as defect of SNs. Also, similar findings were observed during interviews, to reveal it one respondent said that; *“Nowadays there is no secrecy you can find sensitive government documents on WhatsApp”* This implies that SNs may leaks secretly information. These findings match with Waxer (2011) who states that SNs have burred between tradition work life and personal life in that sense there is a risk to share information of the internet, which employers might have preferred to be kept secrecy.

Further, 3% of respondents reported that employees do defame others through posting abusive messages, images, video clips and photos. This implies that if social networks are not carefully used can be a means to defame others at work place. During interviews, it was disclosed that employee could defame others intentionally or by exposing their secrecy information, which was not to be released publically. It was noted that due to defamation acts some employee might not tolerate and therefore committed suicide. It was revealed that employees can defame others even if they know they can be taken to court. It was further revealed that because information from SNs reach many users within short period of time users tend to use it to air their angers. It follows that, employers should educate their employees to respect each other and make best use of social networks at work place in order to bring peaceful environment at work place. It should be noted that peaceful working environment has contribution to employee performance. Similar results observed by Breslin (2009) thus, sometimes when employees go angry or have bad day might use SNs to give out anger by painting bad organisation or abusing fellow employees regardless employers have the right to hold them responsible.

Furthermore, social networks uses at work place tend to lower job concentration. This was reported by 3% of respondents as one of the defects of presence of SNs at work place. Similarly, during interviews it was disclosed that the use of SNs affects employee concentration at work. For example one of the interviewees said that; *“You know these whatsApp groups are so many nowadays you may find that just for an hour you might receive nearly 200 messages alerts”*. This quote meant that, uninterrupted working environment provides employees with opportunity to increase work efficiency. The findings of this study correlate with the study conducted by Gaudin (2009) that frequently checking updates, changing status and comments on fellows’ posted photos and videos lowers job concentration. Generally, without the quiet environment at work place it is difficult to make quality thinking hence killing innovation and creativity.

### **5.5 Challenges of using social networks at work place**

The fourth objective of the study aimed to identify challenges of using social network at RS-Mara. The researcher employed both questionnaires and interviews to gather relevant information pertaining to the objective. The findings from both questionnaires and interviews identified six challenges facing social networks users at RS-Mara. These challenges include inadequate infrastructure, cost, lack of knowledge used, lack of social network policy, cybercrimes and viruses attack as discussed below:

- **Infrastructure**

Inadequate infrastructure was mentioned by 29% of the respondents as one of the challenges facing social networks users at RS-Mara. It was disclosed that facilities like internet ports and desktop computers were not enough for everybody especially for those who access SNs like YouTube and Skype via office internet. It was further noted that employee were experiencing slow internet especially during peak hours. More importantly, this study found that there is low internet coverage in the interior districts as a results sometimes happen blockage of communication when employees went to the field thus failed to send instant feedback to their supervisors(HODs) . This implies that there is no reliable internet access in the rural areas the reason might be poor broadband services in the rural areas because of low investment done by network providers

companies. It was found that poor internet access also affects employee performance. The findings may suggest that WiFi services at work place should be provided freely to enhance employee performance. Similarly, these findings were revealed by Ishengoma and Methos (2014) that unreliable internet access and power supply were the challenges facing Nelson Mandela University.

- **Cost**

Cost was listed by 13% of the respondents as a challenge facing employees at RS-Mara. Similarly, the findings from interviews indicated that cost is also a challenge. It was disclosed that it is very expensive to buy device such as laptops, smartphones including internet bundles. This implies that most of employees incur their own cost in running SNs at work place. However, if there could be wireless internet access it could help employees to cut down costs on internet because SNs do facilitate communication at work. The findings of the study are in line with those by Alberto and Tumain (2016) who stated that though SNs contribute to improving efficiency in tourism sector in Tanzania, not all people can afford internet services.

- **Lack of knowledge**

Lack of knowledge was listed by 10% of the respondents as one of the challenges facing social network users at RS-Mara. This implies that employees were unable to use SNs properly. The study found that, some of employees could not be able to search, download SNs Apps, launch applications, and update those Apps. It was further revealed that some of employees even fail to choose and buy cheapest internet bundles. The reason why they are unable to use SNs could be their inability to read and understand user manuals for those applications. In addition, it was disclosed that some of the employees were even unaware on the "dos" and "don'ts" of using SNs at work place. This may be because there is no SNs guide at work place. It can be argued that self-learning is very important at work place as it helps to overcome technological challenges that inhibit employee efficiency at work place. Similar findings observed by Benjamin *et al.* (2012) that new SNs users experienced difficulties on searching and updating SNs Apps.

- **Lack of social network policy**

Lack of social network policy on regulating operation of SNs at work place was another challenge facing RS-Mara. This was reported by 31% of the respondents. This implies that employees at RS-Mara use SNs without informed policy. The implication is that without guidelines of using SNs at work place it is difficult to summon when one is wrong and keep other users safe. In order to secure users, formulation of SNs policy becomes inevitable. The findings of the study correlate with those by Munene and Nyaribo (2013) that employers in organisations are striving to balance between useful and misuse of social networks by employees, that the main problem that remains is that employers either have no proper policies or policies are at initial stage of formulation. Also, the study by Tilahun (2014) reported similar findings that many organisations have no SNs policies. Further, study by Douglas *et al.* (2013) pointed out that in order to curb the misuse of SNs, the establishment of clear policy on SNs by organisations at work places is mandatory. Generally, basing on the findings of the study one may suggest that if organisations have SNs policies users could benefit more as they are safe and protected, and subsequently enhance employee performance.

- **Cybercrime**

Moreover, cybercrimes were mentioned by 5% as one of the challenges facing SNs users at RS-Mara. Similar, findings were revealed from interviews as it was remarked by one of the interviewees that..."

*You know when you lost your device such as mobile phone one can use it to obtain money illegally from your friends or use your information for crime purposes as it has happened to some of my friends.*

This implies that there are associated risks for users of SNs. It was revealed that in order to be on the safe side users should always take precaution such as avoiding disposing of their secret information such as passwords that may facilitate crimes. Similar findings were observed by Benjamin *et al.* (2013) that SNs may lead to scam practices by cyber crook.

- **Virus attack**

Virus attack was reported by 3% as another challenge facing SNs users at RS-Mara. Also, during the interviews the same challenge was reported by 3 out of 16 interviewees as it was noted by one of interviewee that; “*Viruses can attack your device and you can lose all your important information.*” This indicates that sensitive information can be lost at any time when viruses attack user devices. The study found that Trojan was common virus among SNs users at RS-Mara. In that sense SNs users should use genuine antivirus in order to avoid damages that may result from collapse of systems or devices. Similar, Waxer (2011) argues that the two risks of using SNs are malware and disclosure of sensitive information. The study also found that there is increasing incidence of malware practices on popular SNs such as Twitter, Facebook and LinkedIn. Basing on these findings users of SNs should avoid sharing sensitive information on SNs because they may lead to malware consequences. The findings of the study are in line with Benjamin *et al.* (2012) who observed that the process of updating Apps may lead to opening and having access to information of individuals and organisations.

## **CHAPTER SIX**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

#### **6.0 Introduction**

This chapter provides a summary of findings, conclusions and recommendations of the study on “the effects of social networks on employee performance” using Mara regional Secretariat as a study case. This chapter is organised into four parts. Part one covers a summary of the findings, part two presents the conclusion of the study, and part three gives out recommendations and the last part suggests the areas for further research.

#### **6.1 Summary of the study findings**

This study aimed to explore the effects of Social Networks on employee performance in government’s public institutions. The specific objectives of the study were; first to determine the use of social network between employees in organisation, second to solicit HODs’ views on the use of social networks among employees in RAS-Mara, third to examine beneficial use of social networks on employees in RAS-Mara and fourth to identify the challenges of using social networks in RAS-Mara.

The researcher passed through various literature on the effect of social networks on employee performance. The purpose was to inform the reader and the researcher about the topic under investigation and thus provide conceptual framework of the study.

This study employed a case study research design, whereas a sample size of 63 respondents was obtained through purposive and stratified sampling techniques. The researcher employed interviews, questionnaires and observation as the methods of data collection. Qualitative data were analysed through content analysis and quantitative data were analysed through SPSS version 16. Then data were presented in tables.

The following is a summary of the findings that is in line with the four specific objectives as presented below:

### **6.1.1 The use of social network among employees**

The findings of the study showed that the majority (95%) of employees were familiar with concept social networks and use social networks at work place, whereby WhatsApp and Facebook were found to be leading Social networks with employees spending an average 5 to 30 minutes daily browsing on social networks during working hours.

The researcher's view from the discussion of the findings of the first objective is that due to increase of use of social networks at work place employers should put in place a monitoring mechanism to prevent time waste on non- work related activities.

### **6.1.2 HODs' views on the use of social networks at work place**

The findings of the study revealed that majority of HODs perceived social network as useful at work place and it enhances employee performance through communication, sharing information, sharing experience, innovation and collaborative problem solving, form team work, innovation, accountability at work place. On other hand, few (2 out 17) HODs consider social networks as valueless at work place because they lower employee performance. For example, time waste and loss of productivity at work place.

The researcher's view from the discussion of the findings of the second objective is that if social networks are enhanced and monitored at work place greatly contribute to employee performance.

### **6.1.3 The beneficial use of social networks on employee's performance**

The third objective aimed to understand the benefits of SNs on relation to employee performance.

The findings of the study indicated that social networks have both benefits and disadvantages on employee performance. First, they mentioned benefits of social networks which enhance employee performance were: easy communication between co-workers, share work experience, solve work problems, information sharing/transfer, learn new job knowledge and skills, form team work, enhance transparency, accountability, share work resources, exchange of ideas, enhance decision making, save time and cost, innovation and creativity.

Secondly, the study found that disadvantages of using SNs at work place were wastage of time, loss of productivity, lowering job concentration, misunderstandings at work place, defamation practices, negligence at work, immoral behaviours, unreliable source of official information and circulation of wrong information.

The researcher's view from the discussion of the findings of the third objective is that social networks were found to enhance employee performance as well as affect employee performance. It is advised that employers should put check and balance mechanisms to maintain employee performance.

#### **6.1.4 The challenges of using social networks at RS-Mara**

The findings of the study show that, lack of SNs policy, infrastructure (poor internet access) , cybercrime practices, virus attacks, deficiency in knowledge use, devices' faults and cost were challenges facing RS-Mara social networks users.

### **6.2 Conclusion**

The reviewed literature and the findings of this study raise concern that SNs have great contribution to employee's performance at work place besides little defects. They (Social networks) provide employees with fast communication that is very important in accomplishing daily routine at work place. Notwithstanding the contribution of SNs at work place the government has not yet considered SNs as important tool at work place. This is because: first, SNs are not recognised officially as official means of communication at work place and second there is no specific policy, SNs policy, regarding operation of SNs. It follows that there is a need for the government to see SNs as valuable and support their use at work place to bring more efficiency at work place. The government should formalise the use of SNs at work place by enacting SNs policy, regulations, issue guidelines and directives. By doing so public organisations will be on safe side and good position to utilise SNs fully to enhance employee performance. It is argued that those SNs are cheapest means of communication at work place compared to other means. Subsequently, the government will not incur big cost because users (employees) themselves are the ones who own and buy devices such as smartphones IPods and Laptops and purchase internet bundles.

The government could only put regulations at work place. In addition, formalisation of social SNs at work place could help to secure government information.

### **6.3 Recommendations**

Basing on the findings and conclusion of this study the following recommendations can be made:

- i. RS-Mara management should to take immediate initiatives to issue directives while seeking guidelines, rules, seculars and procedures and policy from PORALG office / Minister for Public Service in order to manage the use of SNs at work place . It should be noted that, RS-Mara has no mandate to make By-Laws.
- ii. Regional Secretariat Mara management and other public organisations should provide education at work places about the effects of using SNs to both long serving and new hired employees. The provision of education on the best use of SNs is very important because most of devices used to access SNs like Smartphones, Tablets and Laptops are personally owned. It follows that physical control mechanism is mostly difficult but by providing SNs education awareness will minimise the risks of using SNs at work place.
- iii. Regional Secretariat Mara management should forward a proposal to the center (PORALG/Minister for public Service /Communication and Technology) to officiate the use of SNs at work place. This will make organisations to not only benefit but also be safe with the use of social networks at work place.
- iv. Regional Secretary Mara management and other public organisations should take initiatives to inform members of social networks into their work place on the good use of social networks by observing cybercrime Act, No 17 of 2015.

### **6.4 Limitation of the study and suggestions for further research**

The study was conducted in Regional Secretariat- Mara region employing a case study design. The study largely used qualitative than quantitative approach. However, only 62 respondents were involved. In that sense, generalisation of the findings is very relatively

low and may possibly not reflect the nature and characteristics of all RS- organisations in Tanzania. Therefore a similar study may be done in other public organisations in order to make comparisons or generalisation using larger sample sizes (a survey study). Moreover, other researchers may have a room to investigate: (i) The contribution of social networks among legal practitioners in District Courts, (ii) To what extent do social networks have improved civic education during the 2015 past general election in Tanzania, and (iii) The effects of social networks on African culture.

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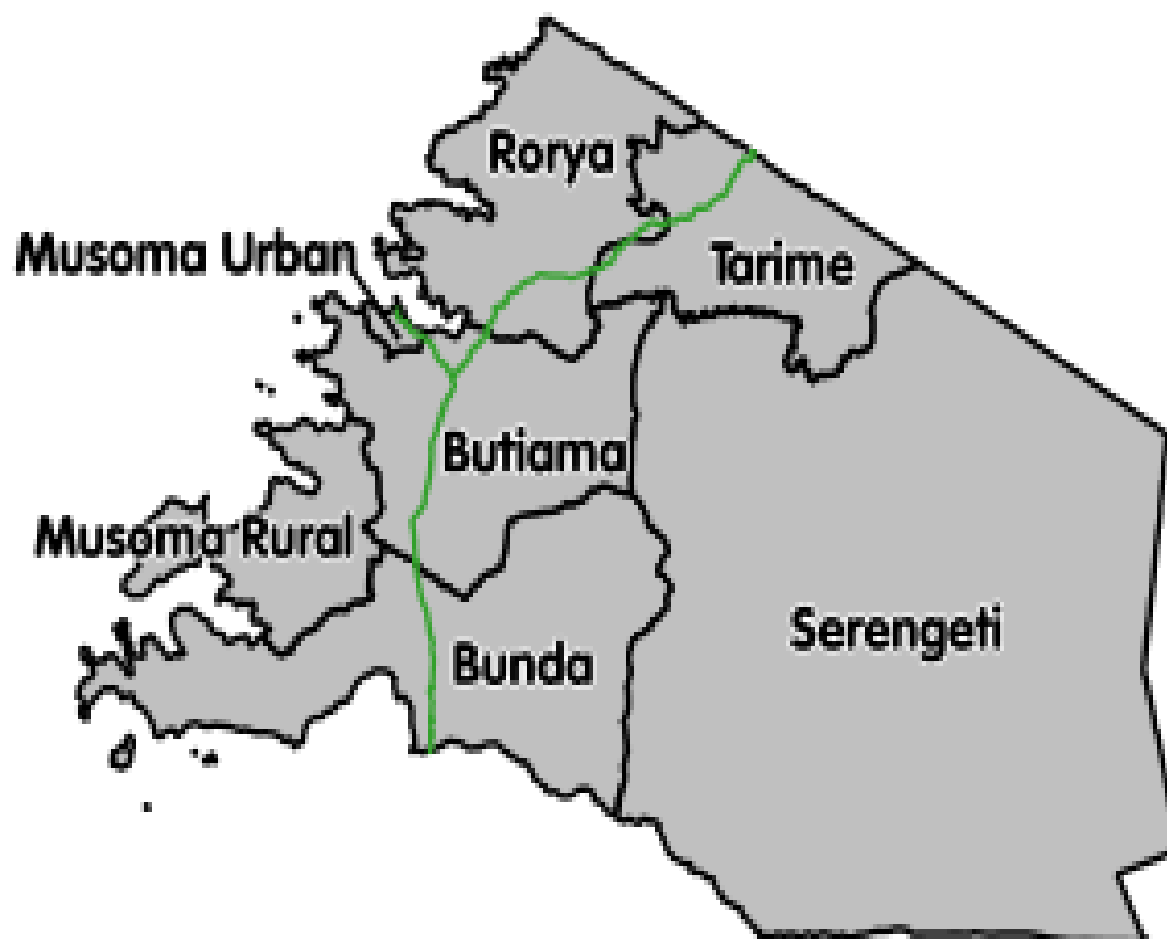
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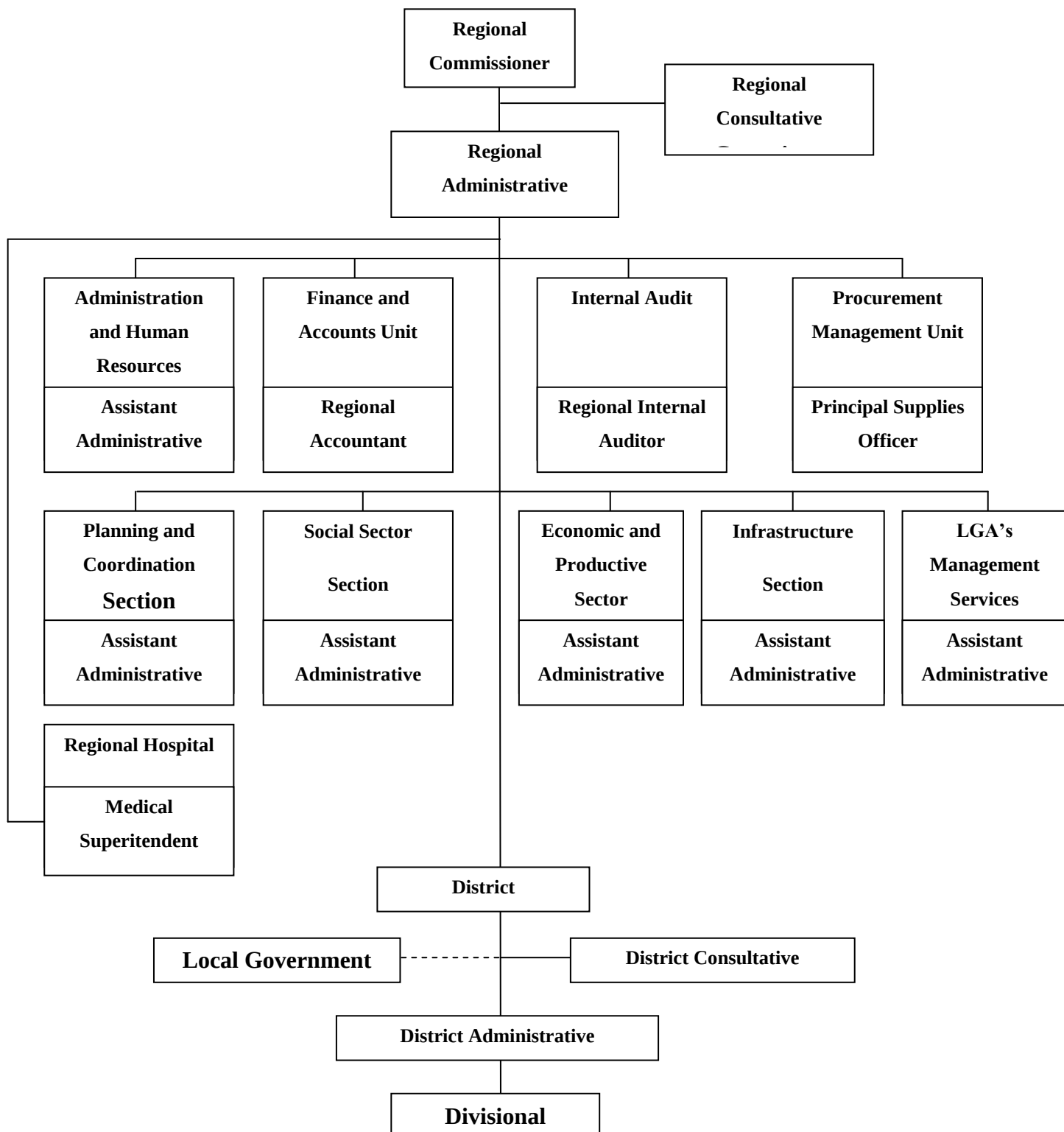
## APPENDICES

### APPENDIX I: MARA REGIONAL MAP



## APPENDIX II

### ORGANISATION STRUCTURE OF THE MARA REGIONAL SECRETARIAT



### **APPENDIX III**

#### **QUESTIONNAIRES**

#### **A QUESTIONNAIRE ON THE EFFECT SOCIAL NETWORK ON EMPLOYEE PERFORMANCE AT REGIONAL SECRETARIAT –MARA, TANZANIA**

##### **Introduction**

Dear respondents,

My name is Heven Eliringia Kombe; I am currently a Master's degree student at Mzumbe University pursuing Masters of Public Administration (MPA). I am carrying out research on "The Effect of Social Network on employee performance". I kindly request you to take not more than 20 minutes to voluntarily respond to this questionnaire appropriately according to your own understanding and experience. Your participation in this study will provide me with the necessary data and information from which conclusion can be drawn. This study is part of my MPA studies and information given here will be treated with strict confidentiality. Data will be reported in aggregate and all responses will remain anonymous. I highly appreciate your participation.

##### **PART I: PERSONAL INFORMATION**

Place a cross (x) against the answer which you feel explains the best choice

1. What is your age group?
  - a) 20-25 (     )
  - b) 26-35 (     )
  - c) 36-45 (     )
  - d) 46-55 (     )
  - e) Above 55 (     )
2. Gender
  - a) Male (     )
  - b) Female (     )

3. Highest level of education attained

- a) Certificate ( )
- b) Diploma ( )
- c) Bachelors degree ( )
- d) Masters degree ( )
- e) Other (Specify) \_\_\_\_\_

4. Professional of employment

- a) Managerial ( )
- b) Supervisory ( )
- c) Supporting staff ( )

5. Your specialization or area of study

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-----

6. Work experience (in years): \_\_\_\_\_

7. Your current position: \_\_\_\_\_

## **PART II: INFORMATION ON SOCIAL NETWORK USE**

Place a cross (x) against the answer which you feel explains the best choice

8. Do you know anything about social network.

- a) Yes ( ) b) No ( )

9. If the answer is yes in question (8) above, what is social network?

Please write your answer in the open spaces provided in the open-ended question

.....

.....

.....

10. Do you have any social network membership account?

a) Yes ( )

b) No ( )

11. If yes, what is/ are social networks site(s) among the following do you hold membership?

a) WhatsApp ( )

b) Twitter ( )

c) LinkedIn ( )

d) Facebook ( )

e) Instagram ( )

f) MySpace ( )

g) You tube ( )

h) None of the Above ( )

h) Other (Specify) \_\_\_\_\_

12. As an employee, can you tell how long have you been using social network?

a ) One to 11 months ( )

b) 1 to 2 years ( )

c) Above 3 years ( )

d) None of the above ( )

13. What is your main purpose of using social networks?

- a) Work ( )
- b) Business ( )
- c) Socialisation ( )
- d) All above ( )
- e) None of the Above ( )
- e) Other (Specify)\_\_\_\_\_

14. Do you sometimes use social network during working hours?

- a) Yes ( )
- b) No ( )

15. If the answer is yes in question 14 above, can you tell how much time do you spend on browsing social network during office hours.

- a) 5 to 30 minutes ( )
- b) 30 minutes to 1 hour ( )
- c) 1 to 2 hours ( )
- d) Above 2 hours ( )
- e) None of the Above ( )

### **PART III SOCIAL NETWORKS AND EMPLOYEE PERFORMANCE**

Place a cross (x) against the answer which you feel explains the best choice

16. Do you think that social network can have an effect on employee performance?

a) Yes (        )        b) No (        )        c) I don't know (        )

17. What are the advantages of employees using social networks at work places?

You can write additional pieces of information on a fresh piece of paper and then attach it to this questionnaire

.....  
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.....  
.....

18. What are disadvantages of employees using social networks at work place?

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.....  
.....  
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.....

#### **PART IV: CHALLENGES OF USING SOCIAL NETWORK AT WORK PLACE**

Place a cross (x) against the answer which you feel explains the best choice

19. Do you encounter any difficulties on the use of social network in your work place?

a) Yes (       )

b) No (       )

20. If yes can you list them down?

.....  
.....  
.....

21. Is there any policy that regulates the use of social network at your work place?

a) Yes (       )

b) No (       )

---

Thank you very much for taking your time and energy in filling this questionnaire. In case you are interested to read the findings of the current investigation you can request from me at [heaven.kombe@gmail.com](mailto:heaven.kombe@gmail.com). I will be in the position to supply you the brief summary of the findings after the Report is submitted, presented and accepted by the designated authorities.

Date.....

Signature.....

**APENDIX IV: INTERVIEW GUIDE FOR HEADS OF DEPARTMENTS/  
SECTIONS**

1. Do you know anything about social network?
2. Do you have membership account in any social network?
3. Do you sometimes use social network during working hours?
4. What is your primary purpose of using social network?
5. Do you think that the use of social network at workplace can influence employee's performance?
6. What are the effects of using social network by employees at workplace? (especially when attending assigned duties and responsibilities)
7. What do you think are the negative aspects of using social network in your work place?
8. What do you think can challenge the use of social network at your work place?
9. How do you manage the use of social network in your work place?

## **APPENDIX V**

### **OBSERVATION KIT**

- Different types of social network that are being used at RS-Mara.
- Lower carders staff attitude on use of social network at RS-Mara
- Management attitude toward use of social network at work place
- Challenges of using social network at RS-Mara (Head office.)

THE UNITED REPUBLIC OF TANZANIA  
PRESIDENT'S OFFICE  
REGIONAL ADMINISTRATION AND LOCAL GOVERNMENT

MARA REGION

Tel. No. 028-2622005, 2622004,  
2622305

Fax No. 028-2622324/2622764

E-mail: [rasmara@lamisemi.go.tz](mailto:rasmara@lamisemi.go.tz)



REGIONAL COMMISSIONER'S OFFICE,  
MARA REGION,  
P.O. BOX. 299,  
MUSOMA.

Ref. No. FA . 190/270/01/485

25<sup>th</sup> January, 2017

Mr. Heven E. Kombe,  
P.O. Box 20,  
MUSOMA.

RE: RESEARCH PERMISSION

Refer the letter with Ref. No. MU/DPGS/INT/38/VOL.II/64 dated 13<sup>th</sup> January, 2017.

I am glad to inform you that, permission has been granted to you to conduct your research at Mara Regional Secretariat (Regional Office). The title of the research is *"THE EFFECT OF SOCIAL NETWORK ON EMPLOYEE PERFORMANCE: A CASE OF REGIONAL SECRETARIAT - MARA TANZANIA"*. The research period commences on 26<sup>th</sup> January to 26<sup>th</sup> February, 2017.

Necessary help will be given.

B. T. Indah

For: REGIONAL ADMINISTRATIVE SECRETARY  
MARA

Copy to: District Administrative Secretary,  
P.O. Box 20,  
MUSOMA.



**MZUMBE UNIVERSITY**

**OFFICE OF THE VICE CHANCELLOR**

Tel: +255 (0) 23 293120/1/2  
Fax: +255 (0) 23 2604382  
Cell: +255 (0) 789 722 733  
E-mail: [drps@mzumbe.ac.tz](mailto:drps@mzumbe.ac.tz)  
Website: [www.mzumbe.ac.tz](http://www.mzumbe.ac.tz) and [www.drps.mzumbe.ac.tz](http://www.drps.mzumbe.ac.tz)

P.O.BOX 63  
MZUMBE  
MOROGORO, TANZANIA

Ref. No.: MU/DPGS/INT/38/VOL. II/64

Date: 13<sup>th</sup> January, 2017

**TO WHOM IT MAY CONCERN**

**RE: INTRODUCTION OF MR. HEVEN E. KOMBE**

The bearer of this letter is a postgraduate student at our university (Mzumbe University) pursuing **Masters of Public Administration (MPA)**. As a part of requirements for completion of his studies, he is collecting information on ***"The effect of Social network on employee performance: A Case of Regional Secretariat – Mara Tanzania"***.

This letter serves to achieve three purposes. Firstly, to introduce him to you, secondly, to request you to grant him permission to undertake the mentioned research at your Institute, and thirdly to request you to facilitate any form of assistance he might need in order to successfully pursue this noble exercise at your organization/institute. We can assure you that this activity is entirely for academic and will never be used for any other purposes.

We trust that you will accord our student with necessary assistance.

Sincerely yours,

Mr. Benjamin Jorlas  
**For: VICE CHANCELLOR**