

## **SOCIAL MEDIA ADOPTION AS A PANACEA FOR ORGANIZATIONAL PERFORMANCE IN CIVIL SERVICE**

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### **ABSTRACT**

*The aim of this study is to critically examine Social Media adoption as a panacea for organizational performance in Civil Service. The specific objectives are as follows: to examine the impact of YouTube on organizational performance in civil service, to ascertain the impact of facebook on organizational performance in civil service, and to determine the impact of twitter on organizational performance in civil service. The work was anchored on Innovation Diffusion Theory by Roger (1983) which revealed that "diffusion of an innovation depends on five general attributes including relative advantage, compatibility, complexity, observability, and trialability". The conceptual review covered the concept and dimensions of Social Media adoption such as YouTube, facebook and twitter. The concept of organizational performance and its measures were also clarified conceptually. The study recommended among others that, higher management ought to develop policies, procedures, rules and regulations about social media usage and encourage them to use it for work purposes at workplace to gain its utmost benefits; management team in organizations should create a structure where social media can also be a part of their business process and help to increase employee job performance; and business managers should also focus to learn how these technologies integrate with existing systems to support their work.*

**Keywords: Social Media adoption, organizational performance, YouTube, facebook, twitter.**

### **INTRODUCTION**

Social media is a major source of concern for strategic managers, policy makers, and business consultants (Pourkhania, Abdipoura, Bahera, & Moslehpoura, 2019). To amplify the performance of the businesses, these business executives uses social medias such as Wikipedia, Instagram, YouTube, Facebook, Twitter (Wang, Xu, Fujita, & Liu, 2016; Whitaker, Stevelink, & Fear, 2017). Currently, the business world is influenced by social media platforms which are strategic in creating awareness, taking the products and services to the intended customers, and networking with other organisations. Most importantly social media is rapidly influencing global system of production, work and business methods, trade and consumption patterns (Xie, Zhang, & Zhang, 2014; Xie, Chen, & Wu, 2016), and the telecommunication sector is not left out of this revolution (Yang, Huang, Li, Liu, & Hu, 2017).

Internet developments have played a significant role in the growth of industry over the last two decades (Kim, Li, & Brymer, 2016). Web 2.0 apps offer the opportunity to convert internet capabilities to a social environment where people can interact online using social media (Sigala & Chalkiti, 2014). A social network is a social system composed of people or organisations called nodes that are connected by one or more different forms of interdependence, such as friendship, mutual interest, and financial exchange, relationships generated, expertise, or prestige. A cyber danger may be both unintentional and intentional, targeted or untargeted, and it can come from a variety of sources, including foreign nations engaged in spy and information warfare, terrorists, hackers, virus writers, disgruntled employees and contractors working within a business. The social media platforms are not just intended to communicate with other people or interact internationally; but also an important way to promote business (Gharibi & Shaabi, 2012). Social networking is an effective cyberspace for secure access and updating of information (Sigala, 2012). The success and

massive use of social media makes online learning and information sharing easier (Hur, Kim, Karatepe & Lee, 2017). Social networking helps users to connect and create content without having physical presence (Zhang, Guo, Hu & Liu, 2017).

It's an unfortunate reality that work processes have become so complicated in today's world that no one can work in a vacuum and everyone has to work with each other to get things done. Mobility has made things more difficult, because the person to deal with and the customer may not be in physical proximity. Given the recent hype around social media, the social networking idea has been around and developed much like any other invention and has since become sophisticated with technical advances. Social media such as YouTube, Twitter, WhatsApp, Facebook and Instagram deliver users a global platform for connecting, interacting and sharing information (Sakthivel & Parasuraman, 2017). Mayfield (2008, 2012) described five essential characteristics that almost all social networking sites shared: engagement, accessibility, community, interaction and connectivity. Taprial and Kanwar (2012) went on to point out five more important features and separated the social media from the mainstream media. These are accessibility, speed, interactivity, durability and reach. Because of the latest discussion on social media, optimistic and negative, performance of organisations and job performance, the aim of this research is to extend previous research on social media use comprising four independent variables: openness, conversation, community and connectedness and their impact on organisational performance in Nigeria.

Considering today's diverse issues facing companies, addressing employee job performance should be put at the forefront of any organisation's agenda to be able to thrive and prosper in the ever-changing market climate. The context that relates to the use of social media in organisations as the extent to which organisations benefit from social media is still unclear (Tajudeen, Jaafar, & Ainin, 2018). Although recent research has shown interest in social media values for organisations, there are very limited empirical studies to find out how social media use affects the success of organisations. Kim et al. (2016), argues that researchers will try to concentrate on defining derivatives and moderators that have an impact on business results, rather than on social media values. Organisations can communicate information through social media technologies and react at minimal cost to competitors. The ability to share and access information can affect the performance of these businesses, but little work is being done on the connection between the adoption of social media by business firms and their performance (Ahmad, Bakar, & Ahmad, 2019). Organisations are rapidly embracing emerging technology, such as social media, which give workers a variety of uses that focus not only on work but also on socialisation and entertainment. However, information regarding the effect on job performance of these diverse technologies is currently limited (Ali-Hassan, Nevo & Wade, 2015). Even though earlier researches have shown interest in social media values for institutions, there is very limited research available on attempting to find the impact on organisational performances that use social media. The present study therefore examines the effect of social media and its subsequent effects on organizational performance in Nigeria, with the goal of filling up the above gaps. It is carried out with the aid of a collected draft from related literatures.

### **Aim and Objectives of the Study**

The aim of this study is to critically examine Social Media adoption as a panacea for organizational performance in Civil Service. This research work sets out to investigate whether organizational success is based on social media or not. Specifically, the objectives of this study are to:

1. examine the impact of YouTube on organizational performance in civil service.
2. ascertain the impact of facebook on organizational performance in civil service.
3. determine the impact of twitter on organizational performance in civil service.

### **Significance of the Study**

This study will be of immense benefit to the following:

- (1) **Civil servants:** Civil servants will benefit from this study because its findings and recommendations will give them an insight on how social media can affect their job performance.
- (2) **Government:** The study will be great benefit to the government as it increases the professionalism in the civil service and also help in formulating policies in the civil services.
- (3) **Body of knowledge:** The study will help in expanding the knowledge of office managers and students who may in future time indicate interest in carrying out a similar topic on social media.

## Conceptualization

### Concept of Social Media Adoption

Social media are internet-based platforms which help to create personal and organizational profiles, build explicit and traverse relationships (Alalwan, 2018). Likewise, Kapoor, Tamilmani, Rana, Patil, Dwivedi and Nerur (2017) see social media as "a set of information technologies which facilitate interactions and networking within and outside the organization". This definition was extended by Maduku, Mpinganjira and Duh (2016) by adding that social media gives avenue for users to add content and access digital data. Furthermore, Kaplan and Haenlein (2010) split social media into blogs, social networking sites, collaboration projects, content communities, virtual social worlds, and virtual game worlds. Vijay (2014) opines that the advent and development of web 2.0 led to the explosion of social media, which include social networking sites like Facebook, Twitter and MySpace, wikis, blog sites, hosted services, video-sharing sites (e.g., YouTube, Vimeo, NetFlix, Hulu, Yahoo), and web applications. Social media are powerful tools that can bring about improved performance through better interaction with customers and potential customers and consequently increase the market-based of an organization (Singh & Sinha, 2017; Tuten & Solomon, 2017).

Singh and Sinha, (2017) see that online media platforms as web based communication medias which allows correspondence between users. These platforms are used by professionals and novices and they include photo-sharing, micro-blogs, social networking, instant messaging and video-sharing sites. As noted by Alavi, Labianca and Borgatti (2014) in the 1990s media platforms known to businesses were print media, radio and television. The social media revolution started in 2000s and it allows communication at a larger scale (Vijay, 2014).

Social media adoption is the application of internet-based media which are developed on the ideological and technological foundations of web 2.0, and that allow the creation and exchange of user generated content in business processes (Eke, Omekwu, & Odoh, 2014). Also, Ogbonnaya (2019) defines social media adoption as the usage of networking sites and platforms to build relationships with trading partners, disseminating information and managing communications and logistics across supply chains.

Social Media platform means a form of automatic communication, through which they can contribute in information, create online communities, personal message and many more. These are also called as the micro blogging. It is a system for promulgate information over the internet to a hand-pick cluster of followers. There are many of the examples of social media platforms i.e. YouTube, Facebook, Twitter, etc.

### Dimensions of Social Media Adoption

**Youtube:** This is the video platform where monthly active users are 2.29 billion. On this platforms generally, original videos are being made to exhibit the gratified or information to the users which is the combination of skill, strategy, budget as well as luck. People make their own YouTube channels. People gets benefit through their talent on this platform as best video will have the potential to allure more number of the users towards your channel as subscribers. These days, businesses are get going with their brands to inflate their growth. (Bansal et al, 2019).

YouTube, as a social media tool, has proven to be a significant asset for business success due to its vast user base, diverse content formats, and powerful engagement metrics. YouTube has over 2

billion logged-in monthly users, making it one of the most visited websites globally. This extensive reach allows businesses to connect with a large and diverse audience. The platform's algorithm also helps in targeting specific demographics, ensuring that content is shown to users who are most likely to be interested in it (Singh & Sinha, 2017).

Video content is highly engaging and can convey messages more effectively than text or images alone. Businesses can use YouTube to showcase product demonstrations, tutorials, testimonials, and behind-the-scenes footage, which helps in building a stronger connection with the audience. Studies have shown that viewers retain 95% of a message when watched in a video compared to 10% when reading it in text (Vijay, 2019).

YouTube is the second largest search engine after Google. Videos hosted on YouTube can significantly enhance a business's online presence through SEO. Properly optimized videos with relevant keywords, descriptions, and tags can improve a company's chances of appearing in both YouTube and Google search results, driving organic traffic to their content.

YouTube offers a range of advertising options, including TrueView ads, pre-roll ads, bumper ads, and sponsored cards. These ads can be highly targeted based on user behavior, interests, and demographics, providing businesses with effective tools to reach potential customers. Additionally, businesses can analyze performance metrics through YouTube Analytics to refine their ad strategies (Ogbonnaya, 2019).

YouTube fosters community building through features like comments, likes, shares, and subscriptions. Businesses can engage directly with their audience by responding to comments, hosting live streams, and encouraging user-generated content. This interaction helps in building brand loyalty and trust.

Collaborating with YouTube influencers can amplify a brand's message. Influencers have established credibility and a loyal following, which can be leveraged to promote products or services authentically. These partnerships often result in higher engagement rates and can drive significant traffic and sales (Alalwan, 2018).

For businesses that consistently produce high-quality content, YouTube offers monetization opportunities through ad revenue, channel memberships, and Super Chat during live streams. This not only provides an additional revenue stream but also incentivizes the creation of engaging content that attracts more viewers.

YouTube provides robust analytics tools that allow businesses to track the performance of their videos. Metrics such as watch time, audience retention, demographic insights, and traffic sources help businesses understand what content resonates with their audience and how to improve their video marketing strategy (Vijay (2019).

YouTube's extensive reach, engaging content format, SEO benefits, targeted advertising, community engagement, influencer partnerships, monetization opportunities, and detailed analytics make it a powerful tool for business success. Companies that effectively leverage these features can significantly enhance their brand presence, engage with their audience, and drive growth.

**FaceBook:** This is one of the world's largest social media scaffolding which accords the organic content and helps in doing reimbursing social marketing. Many of the adults made the purchases through this app. This app is helping people not only to connect with their friends or family in fact they are helping in uplifting business to connect their business online so, that they can earn huge profits and their brand get more heed. Brands annexing with this platform should sustain their presence and furnishing the organic content to be successful. Monthly active users on this platform is 2.8 billion and most contemporary update is that these days this app is enumerating e-commerce shopping via FaceBook Shops.

Facebook is web-based service that allows employee to construct a public or semi-public profile within a bounded system, articulate a list of other users with whom they share a connection, and view and traverse their list of connections and those made by others within the system (Boyd &

Ellison, 2018). The use of Facebook at the workplace during productive hours for personal gratification has become a matter of concern to employers.

It is nearly impossible for people to go about their everyday lives today without making use of some form of social media like Facebook. The popularity of social media has grown as a result of the rapid changes in technology as computers are now more mobile, and can be used virtually anywhere.

According to Dierksen, (2017) companies are increasingly using social media as a new way to reach customers more effectively, and to spread news of their activities more rapidly. The ubiquitous use of social media has also brought new challenges to today's workplace.

One of these is the apparent addiction that the millennial generation has to Facebook. Social interaction used to take place on a much smaller scale between relatives, friends and associates in households and communities.

Presently, the situation has changed considerably and today, one rarely finds an organization that functions without applying Information and Communication

Technology in its day-to-day activities. According to Von (2021) within less than ten years since Facebook was founded in 2004, roughly one seventh of all living humans regularly engaged with Facebook, and Facebook's user base is still growing today, albeit at a slower rate.

The concept of social networking is not new because human interactions inherently promote the formation of networks through social contact (Tapscott & Williams, 2017). For some years, employers have had to deal with issues concerning employees internet use through organizational ICT infrastructures. In the organizational context, the problems associated with online social networking (OSN) technology as well as the nature of the content on such sites present employers with a dilemma.

As with organizations in general, employees have varying computer and internet literacy and skill levels (Ferreira, 2019).

There has been an explosion in the popularity of social media sites such as Facebook and LinkedIn in recent years. Their popularity has transcended languages, borders and cultures, and it is probably no exaggeration to say that there is a social media revolution. Facebook alone has over 500 million users, equating to roughly one in every 13 people on this planet. It is estimated that over 50% of these users log on to Facebook every day. By anyone's standards, these are staggering figures and yet they relate only to one social media site (Brown, 2021). Facebook is a social networking site designed to connect users. It allows individuals to create profiles that include personal interests, affiliations, pictures, and anything else a user wants to post Educause, (2021). According to DMR (2016), Facebook is the largest social network in the world with over a billion and a half monthly active users.

The use of Facebook has become more of a triviality in organizations and many have enacted policies regarding their use/misuse at work.

Facebook can be considered a fantastic resource to the working class. For example, social media have been credited with helping employees think outside the box.

Research has shown that employees who utilize social media are nine percent more productive in the workplace.

Valenzuela (2019) found out that intensity of Facebook use was related to civic participation, life satisfaction, and social trust. Dierksen, (2017) opined that sites such as Pinterest site where the user can "pin" the things he/she likes in a particular category to create a "board" to group them all together, for example, future wedding ideas) and Instagram (a site dedicated to taking pictures and allowing them to tell an entire story) allow members to instantly see the creative works of a friend, and can help the user to brainstorm new ideas. These sites are a valuable resource that can really help spark new and exciting ideas for work. Social media not only help employees to become more productive; they also allow employees to stay current with market trends and issues important automation to consumers as well as the general public. By staying informed in these areas, employees are also better prepared to troubleshoot potential setbacks and are more likely to create good public or personal relations through the work they are doing. By identifying the trends, they

can then tailor their own work to incorporate them, providing consumers with the sense that they are buying from a company who is diligent in staying current.

**Twitter:** Twitter is a powerful tool for business success, offering unique features and strategies that can help brands connect with their audience, increase visibility, and drive engagement. Twitter (rebranded as "X") started out as a place for people to share their every thought. Now it's turned into a powerful marketing platform that lets brands connect with their audience. Boasting 217 million monetizable users per day, it's easy to see why companies keep using Twitter after all of this time. But it's no longer enough to send out the occasional Tweet about a trending topic. Brands need to be more intentional with their social media marketing strategy on Twitter. This will allow them to stand out and keep their audience engaged. That's exactly what we'll discuss in this guide. Let's take a look at the step-by-step process of creating a Twitter marketing strategy to grow your presence and drive engagement.

Twitter marketing is the process of promoting your brand and its products or services through Twitter. It involves establishing an effective social media marketing strategy to create and publish content on the platform. When you market on Twitter, you need to publish the right Tweets at the right time to attract the right audience. But before you start Tweeting, you need to consider the key elements of a successful Twitter marketing strategy. Here's a quick rundown as stated by (Maltz, et. al., 2018):

- Audit your accounts. This will give you a baseline to work from.
- Check out your competitors' strategies. Look at what their audience likes and consider their brand voice.
- Set clear, measurable goals. Be specific about what you want to achieve on Twitter.
- Compare Twitter analytics data to your goals on a regular basis to judge your progress.
- Establish your brand voice.
- Use a content calendar to help you develop and maintain a consistent content strategy.

It doesn't stop with posting content. Twitter marketing requires a plan to engage and interact with your audience. Twitter is a conversation-based network. It's important to create a two-way conversation with followers by replying to Tweets or direct messages.

In fact, you increase your chances of appearing in non-followers' feeds by interacting with your audience's replies and mentions. Doing this will improve your visibility as well as brand awareness. These are only a few of the many benefits of Twitter for brands. Some twitter marketing strategies may include a plan to advertise on the platform. This involves delivering targeted ads or promoted Tweets to a relevant audience. We'll get into the details of those later in this guide (Khan, et al., 2019).

However you approach Twitter marketing, make sure your strategy is aligned with your business goals and the style of the network. With that said, use these 6 tips to guide you through your Twitter marketing strategy (Shakil, 2021):

1. **Twitter Spaces:** This feature allows brands to host live audio conversations, fostering real-time engagement. Hosting Q & As or industry-specific discussions can position your brand as a thought leader.
2. **Twitter Communities:** Similar to Facebook Groups, these communities enable brands to create and join groups of like-minded users, enhancing engagement and building a loyal customer base.
3. **Twitter Lists:** These help businesses organize their feed into specific topics, making it easier to track and engage with relevant conversations and influential accounts.
4. **Content Strategy:** Repurposing existing content can keep your Twitter feed active and engaging. This includes transforming blog posts into infographics or short videos, sharing evergreen content periodically, and breaking down long-form content into digestible Twitter threads.

5. Advertising on Twitter: Twitter ads can extend your reach beyond your immediate followers. Promoted Tweets and targeted ads ensure your content appears in front of users who share interests with your target audience, effectively driving engagement and conversions.
6. Analytics and Performance Tracking: Using Twitter Analytics, brands can measure the effectiveness of their tweets, understand audience behavior, and optimize their posting times for maximum engagement. This data-driven approach helps refine your strategy and achieve better results.

By leveraging these features and strategies, businesses can effectively use Twitter to enhance their online presence, engage with their audience, and drive business success.

### **Organisational Performance**

Organisational performance is strategic in management of private, public organisations and in organisational research studies. In the last decade, concerns for efficiency, profitability, excellence, shareholders' satisfaction and service quality have become increasingly widespread in organisations (Parveen, Jaafar, & Ainin, 2015; Khan, Yusoff, Hussain, & Ismail, 2019). These concerns are often motivated by the perception of threats to the performance of the organisation (Umoh & Sylva, 2021). The ever increasing interest in the performance concept is justified by the increasing international competition for market shares and resources (Maltz, Shenhar & Reilly, 2021). In today's dynamic and rapidly changing business and globalised economy, higher organisational performance is seen as the only way for organisations to succeed and achieve competitive edge (Richard, Devinney, Yip & Johnson, 2019).

Organisational performance explains the success of a business. In service organisations such as the telecommunication firms, survival is influence by performance (Anis, 2021; Sylva & Akpan, 2021). Also, organisational performance ensures goals achievement through sound management, strong corporate governance and a persistent dedication to achieving specific goals over a given period of time (Khan, et al., 2019). Therefore, organisational performance is measured by such indicators as effectiveness, efficiency, productivity, quality, and innovation (Shakil, 2021).

The concept and definition of individual performance has received considerable scholarly research attention over the past 20 years. Researchers agree that performance has to be considered as a multi-dimensional concept. On the most basic level one can distinguish between a process aspect i.e., behavioral) and an outcome aspect of performance (Borman & Motowidlo, 2020; Campbell, McCloy, Oppler, & Sager, 2020; Roe, 2019).

The behavioral aspect refers to what people do while at work, the action itself. Performance encompasses specific behavior (e.g, sales conversations with customers, teaching statistics to undergraduate students, programming computer software, assembling parts of a product). This conceptualization implies that only actions that can be scaled (i.e., counter) are regarded as performance (Campbell 2020). Moreover, this performance concept explicitly only describes behavior which is goal-oriented, i.e. behavior which the organization hires the employee to do well as performance (Campbell, 2021).

The outcome aspect in turn refers to the result of the individual's behavior. The actions described above might result in contracts or selling numbers, students' knowledge in statistical procedures, a software product, or numbers of products assembled. Empirically, the behavior and outcome aspect are related. However, there is no complete overlap, as the outcome aspect is affected by other determinants than the behavioral aspect. Imagine a car retailer who communicates the preferences of a product behavioral aspect) excellently, but who nevertheless achieves low sales figures (outcome aspect) due to low demand of this specific type of cars. Similarly, a teacher who provides an excellent statistics lesson which fulfills all learning requirement (behavioral aspect) might not provide students with knowledge (outcome aspect) if students' lack motivation or cognitive abilities. Moreover, performance must be distinguished from effectiveness and from productivity or efficiency (Pritchard, 2012). Effectiveness refers to the evaluations of the results of performance (i.e., financial value of sales). In comparison, productivity is the ratio of effectiveness to the cost of attaining the

outcome. A great deal of attention has been paid to the distinction between task and contextual performance.

### Measures of Organizational Performance

**Customer Retention Growth:** Customer retention growth is a critical tool for business success because it focuses on retaining existing customers and maximizing their lifetime value to the company. Here are some reasons why customer retention growth is essential in business growth as stated by (Sylva & Akpan, 2016):

- i. **Cost Efficiency:** Acquiring new customers is typically more expensive than retaining existing ones. Studies suggest that it costs five times more to attract a new customer than to keep an existing one . By focusing on retention, businesses can save on marketing and advertising expenses.
- ii. **Increased Profits:** Existing customers tend to spend more over time. Research indicates that a 5% increase in customer retention can lead to a profit increase of 25-95%. Loyal customers are more likely to make repeat purchases and try new products or services offered by the company.
- iii. **Customer Lifetime Value (CLV):** Retention strategies enhance the customer lifetime value, which is a crucial metric that predicts the net profit attributed to the entire future relationship with a customer. Higher CLV means more predictable and stable revenue streams.
- iv. **Positive Word-of-Mouth:** Satisfied customers are more likely to recommend the business to others. Word-of-mouth referrals are highly valuable as they often lead to new customer acquisition without the associated marketing costs. Retained customers who are advocates for your brand can significantly boost your reputation and reach.
- v. **Data and Feedback Loop:** Long-term customers provide valuable insights and feedback that can help improve products and services. Companies can use this data to fine-tune their offerings and address customer needs more effectively, leading to continuous improvement and innovation.
- vi. **Competitive Advantage:** Businesses that excel in customer retention often have a competitive edge in their markets. Loyal customers can create a barrier to entry for competitors, making it harder for them to lure customers away. This stability can be crucial in highly competitive industries.

Strategies for Enhancing Customer Retention:

- a. **Excellent Customer Service:** Providing exceptional customer service is fundamental. Quick response times, effective problem-solving, and personalized interactions help build strong relationships.
- b. **Loyalty Programs:** Implementing loyalty programs rewards repeat customers and incentivizes continued business. Points systems, discounts, and exclusive offers can enhance customer satisfaction and loyalty.
- c. **Personalization:** Personalizing communications and offers based on customer data can make customers feel valued and understood. This can be achieved through targeted email marketing, personalized recommendations, and customized experiences.
- d. **Regular Engagement:** Consistent and meaningful engagement with customers keeps the brand top-of-mind. This can be through newsletters, social media interactions, or personalized follow-ups after purchases.
- e. **Feedback and Improvement:** Regularly seeking customer feedback and acting on it shows customers that their opinions matter. Continuous improvement based on this feedback can enhance the customer experience.

Focusing on customer retention growth is a vital strategy for business success. It leads to cost savings, increased profitability, enhanced customer lifetime value, positive word-of-mouth, valuable

insights, and a competitive advantage. Businesses that prioritize retention are better positioned for long-term sustainability and growth.

**Market Share Growth:** Market share growth is a crucial metric for gauging a company's success and its competitive position within the industry. It represents the percentage of an industry's sales that a particular company controls, offering insights into the firm's performance relative to its competitors. Pritchard (2022) discussed several reasons why market share growth is a vital tool for business success:

- i. **Indicator of Competitive Advantage:** Increasing market share often indicates that a company is outperforming its competitors. This can be a result of superior products, effective marketing strategies, better customer service, or innovation. For instance, Apple's rise in market share in the smartphone industry reflects its ability to innovate and maintain customer loyalty.
- ii. **Economies of Scale:** As a company grows its market share, it often benefits from economies of scale. Larger production volumes can reduce per-unit costs due to more efficient use of resources and higher bargaining power with suppliers. Walmart, for example, leverages its substantial market share to negotiate lower prices, passing savings on to customers and further reinforcing its market position.
- iii. **Increased Brand Recognition:** A growing market share often enhances brand recognition and reputation. This can lead to a virtuous cycle where increased brand awareness attracts more customers, further boosting market share. Coca-Cola's global market share in the soft drink industry is partly sustained by its strong brand presence worldwide.
- iv. **Financial Performance:** There is a strong correlation between market share growth and improved financial performance. Higher market share can lead to increased revenues and profitability. According to a study by McKinsey, companies that achieve a 1% increase in market share experience an average increase of 4% in operating margins.
- v. **Customer Loyalty and Retention:** Companies with significant market share tend to have higher customer loyalty and retention rates. Customers often perceive market leaders as more reliable and trustworthy. Amazon's dominance in the e-commerce sector is partly due to its vast market share, which reassures customers of its reliability and service quality.

While market share growth is beneficial, it is not without challenges. Companies must ensure that their growth is sustainable and not at the expense of profitability. Aggressive strategies to gain market share, such as price wars, can erode profit margins. Additionally, maintaining high market share in dynamic and rapidly changing industries requires continuous innovation and adaptation.

Market share growth is a powerful tool for achieving business success. It not only reflects a company's competitive strength but also contributes to economies of scale, brand recognition, financial performance, customer loyalty, strategic pricing, and investor attraction. However, businesses must balance growth with profitability and sustainability to fully leverage the benefits of increased market share.

**Sales Growth:** Sales growth is a critical measure of business success as it indicates an increase in revenue from the sale of goods or services over a specific period. Sales growth is a critical metric in evaluating a company's performance and its potential for long-term success. It measures the increase in sales revenue over a specific period, typically compared year-over-year. Sales growth indicates market demand for a company's products or services. Consistent sales growth suggests that customers are responding positively to what the company offers, which can be a sign of strong product-market fit. Sales growth can enable business expansion. Higher sales often lead to increased cash flow, which can be reinvested into the business for activities such as product development, market expansion, and enhancing operational capabilities (Parveen, et al., 2021).

A company that consistently achieves sales growth can gain a competitive advantage. It may increase market share, establish stronger customer relationships, and create barriers to entry for competitors. Additionally, it can leverage its growth to negotiate better terms with suppliers and

distributors. Sales growth is closely linked to financial health. It can improve profitability if managed correctly, as higher sales can lead to economies of scale. Investors and stakeholders often view sales growth as a sign of a healthy, thriving company, which can increase investor confidence and access to capital (Khan, et al., 2019).

Investors often look at sales growth as a key indicator when assessing the potential value of a company. Consistent sales growth can lead to higher valuations and attract investment, which is crucial for both startups and established companies aiming to expand. Sustainable sales growth is vital for the long-term success of a business. It indicates that the company can continuously adapt to market changes, innovate, and meet customer needs over time. Companies that manage to sustain sales growth typically have robust strategies in place for product development, marketing, and customer retention (Richard, et al., 2019).

While sales growth is important, it must be balanced with profitability. Rapid sales growth without corresponding profitability can lead to financial strain. Additionally, companies must ensure that growth is sustainable and not achieved at the cost of quality, customer satisfaction, or ethical standards. Sales growth is a vital measure of business success as it reflects market demand, supports expansion, enhances competitive advantage, indicates financial health, boosts investor confidence, and ensures long-term sustainability. However, it should be pursued with careful consideration of profitability and sustainability to truly benefit the business (Umoh & Sylva, 2019). Sales growth is a multifaceted measure of business success. It not only provides insights into market demand and financial health but also plays a crucial role in competitive positioning, investor confidence, and the ability to scale. For businesses looking to evaluate and ensure their long-term success, maintaining and accelerating sales growth is imperative.

### **The Relationship between Social Media and Organisational Performance**

Regardless of the ongoing controversy on social media's positive and negative effects, most companies are uncertain about social media adoption. Accordingly, Dodokh and Al-Maaitah (2019) researched the links between social media use as well as organisational performance. Data were collected from a survey of 169 managers employed in 23 separate Dead Sea organisations. Modelling of structural equations was used to check the hypotheses. The results indicated that the implementation and use of social media has a strong positive influence on firm performance in terms of rapid adaptation, cost reduction, and innovation. In the same way, corporate social media adoption offers several benefits and some have established a significant relationship between organisational media adoption and corporate success (Ainin, Parveen, Moghavvemi, Jaafar & Shuib, 2015). Ahmad (2017) Reviewed the effect of social media usability on consumer purchasing behaviour based on buyer's behaviour - 500 respondents were targeted as a representative sample instead of the entire population. For selecting the participants in this study, a random sample was used. The research found 370 valid questionnaires, representing a 74 per cent response rate. The findings indicated substantial variations in the buying behaviour effect of certain variables. The research concluded that connectedness, openness, speed, accessibility and participation had significant influences. Meanwhile work by Basit and Hassan (2018) explored the influence of social media on the performance of employees and organisations. Organisational efficiency was calculated using feedback from the staff and the company. This research applied an explanatory approach, with the recruitment of the group of 206 workers working in call centre departments. The data was analysed using SPSS 21 and AMOS 22 software. Results indicated that only decision-making has a positive and significant effect on employees' high performance and organisational success. They noticed no major impact on employees' high performance and organisational efficiency from the other two elements of global media use (knowledge sharing and communication). Subsequent research by Ahmad et al. (2019) analysed variables that impacted social media adoption by SMEs in the UAE and its effects on performance, the results of the research showed that the adoption of social media had no effect on the performance of SMEs. Such results will help SME sector managers and decision-makers to keep up with research on trends in social media and allow them to benefit

from social trading as it becomes more omnipresent. From previous research it is clear that there is an inconsistent result and the relationship between social media and organisational performance needs to be investigated.

## **Theoretical Review**

### **Innovation Diffusion Theory (Rogers, 1962)**

The adoption of social media could be studied from the perspective of information technology innovations. Studies on adoption of information technology innovations have been well documented in literature. Most studies are based on Rogers's (1962) Innovation Diffusion Theory. Innovation Diffusion Theory, proposed by Everett Rogers in 1983. The theory assumes that the adoption of new ideas, technologies, or practices spreads through a social system over time. The theory posits that this diffusion process follows a predictable pattern and is influenced by various factors.

The main assumptions of Innovation Diffusion Theory include:

1. Innovation adoption is a process that occurs over time, not a single event.
2. The diffusion process follows an S-shaped curve, with slow initial adoption, followed by rapid growth, and then a plateau.
3. There are five main categories of adopters: innovators, early adopters, early majority, late majority, and laggards.
4. The characteristics of the innovation itself (such as relative advantage, compatibility, complexity, trialability, and observability) influence its rate of adoption.
5. Communication channels and social networks play a crucial role in spreading information about the innovation.
6. Opinion leaders and change agents can significantly influence the diffusion process.

Innovation Diffusion Theory (IDT) is highly relevant to understanding social media adoption and its impact on organizational performance. IDT explains how, why, and at what rate new ideas and technologies spread through cultures. This theory is particularly applicable to social media adoption due to the rapid and widespread diffusion of these platforms across various sectors. Other aspects of IDT's relevance to social media adoption and organizational performance are discussed below.

1. **Adoption Process:** IDT outlines five stages in the adoption process: awareness, interest, evaluation, trial, and adoption. This framework helps explain how organizations become aware of and eventually integrate social media into their operations. Understanding these stages can help businesses strategize their social media implementation more effectively.
2. **Adopter Categories:** Rogers categorized adopters into five groups: innovators, early adopters, early majority, late majority, and laggards. This categorization is useful for understanding the varying rates at which different organizations adopt social media technologies and how this impacts their relative performance in the market.
3. **Innovation Characteristics:** IDT identifies five characteristics of innovations that influence their adoption rate: relative advantage, compatibility, complexity, trialability, and observability. These factors directly apply to social media adoption in organizations, affecting how quickly and effectively they are implemented.
4. **Communication Channels:** The theory emphasizes the importance of communication channels in spreading innovations. Social media platforms themselves serve as communication channels, accelerating their own adoption and the diffusion of other innovations within organizations.
5. **Organizational Performance:** By understanding the principles of IDT, organizations can more effectively implement social media strategies, potentially leading to improved performance through enhanced communication, marketing, customer engagement, and innovation diffusion.

IDT explains how, why, and at what rate new ideas and technologies spread through social systems. Social media platforms represent innovative communication technologies that organizations can adopt to enhance their operations and reach.

### Empirical Review

There are several scholarly renditions on social media and how it influence organizational performance (e.g., Akpan, Ibekwe, Worgu & Nwangwu, 2018; Ahmad, Bakar & Ahmad, 2019). Specifically, Ahmad, Bakar and Ahmad (2019) examined social media adoption and performance in United Arab Emirate. The scholars were interested in unraveling effects of social media on SMEs' performance in the UAE. A quantitative survey design was followed, while questionnaire was used to generate data. Data were analysed using PLS-SEM. The result revealed that social media adoption had no effect on SMEs' performance ( $\beta = 0.10$ ;  $p = 0.11$ ,  $r^2 = 0.12$ ). It seems other factors such as bandwagon pressure hinders the benefits of social media adoption.

Also, Akpan, et al (2018) studied social media usage and firm performance among Nigerian telecommunication firms. The study examined "social media usage and performance of the telecommunication firms". A survey of 95 workers from four telecommunication firms in Port Harcourt, Nigeria. Generated data were analysed using PPMCC with SPSS version 22. Output showed positive and robust linkage between social media usage and the firm's profitability ( $r = .716$ ,  $p < 0.05$ , and  $n = 53$ ), "social media usage and market share" ( $r = .741$ ,  $p < 0.00$ ,  $n = 53$ ). Hence, the scholars advice the telecommunication firms to focus on their social media handles and carry out customer services, advertisement and promotion via social media.

In Ghana, Dzandu, Boateng, Agyemang and Quansah (2016) considered "the effects of perceived usefulness and perceived ease of use of social media on university students' performance". The study found perceived usefulness predicts 18.1% of the changes in performance of the students with ( $\beta = .181$ ,  $p < 0.05$ ). Likewise, it was unraveled that perceived ease of use explains 17% of the variations in performance ( $\beta = .171$ ,  $p < 0.05$ ). The study concludes that "youths, teachers, technologist, marketers and developers of information systems have been put forward".

Silva, et al. (2017) studied "advertising on social networking sites" with the objective of ascertaining the effectiveness of users towards advertisement messages. It also aimed at assessing the influence of social networking sites on the consumer buying behaviour. An amount of 39% increase in advertising spends on Social networking sites have been forecasted for 2016. Results from the analysis indicated that social media is a very important tool for networking among youngsters.

Importantly, Saddam (2017) asserts that the adoption of social media improves business competitiveness with the use of internet facilitating faster business transactions and opening numerous opportunities for businesses to compete globally with their contemporaries. Also, 71% of consumers who receive quick response on social media say they are more likely to recommend that brand to other people. Arshad (2019) considered the influence of social media marketing on cost effectiveness in Karachi. Primary were generated from 250 workers and analysed with regression analyses. Output revealed social media usage influences firm effectiveness ( $R^2 = 0.581$ ;  $p = 0.000$ , and  $F = 113.565$ ). The study concluded that, Social media platforms including Twitter, Facebook is needed to achieve effectiveness.

Malik, Asif and Wali (2016) studied social media and consumer preferences. The study aimed at unraveling the role of social media on the buying behaviours which leads to bigger market share. The study followed quantitative research design, while data were collected from 300 graduate students from public universities in Peshawar, Pakistan. The data were analysed using Pearson PPMC with the help SPSS version 20. The result revealed that, there is significant relationship between the variables ( $r = (0.307$ ;  $p > 0.00$ ). the study concluded that, Pakistani firms can boost their market share by integrating social media networks in the strategies.

Alarcón-del-Amo, Rialp and Rialp (2015) investigated the impact of social media adoption on performance of Spanish exporting firms. The aim of the study was to determine the extent to which social media influence the performance of the firms. The study adopted a web-based survey. The population was 3,600 exporting companies that are listed in the database of the Spanish Institute for Foreign Trade. The hypotheses were tested using Structural Equation Modeling (SEM). The result showed that social media usage, measured in terms of frequency of use by the exporting firm, has a significant positive effect on the firm's perceived financial performance ( $\beta = 0.057$ ;  $p < 0.1$ ). The

study concluded that, owners of exporting companies should know that their performance can be influenced by social media usage, thus should frame their marketing, customer relations and promotions strategies on social media.

The above narratives have shown that adoption of social media ensures the success of modern corporations. Specifically, it provides telecommunication firms with an efficient platform to communicate with customers; and promote their products/services. At the same time, social media adds value to the processes of customer education (Meenakshi, 2013). Social media platforms enables telecommunication firms to compete on a global scale, with improved efficiency, and improve relationships among the stakeholders (Chong, et al., 2001). Dutta, (2010) states that social media assist executives to engage in series of contacts both within and outside of the organization in order to strengthen and leverage relationships, show commitment to a cause, profession, company, or product; and demonstrate a capacity for reflection instead of just action. Executives can also use social media to engage with employees, customers, and investors. In this respect, social media are important platforms that amplify, profitability, service quality, efficiency and competitive advantage (Mutsaers, et al., 1998).

### SUMMARY

The review of related literature showed that Social media affects organization's performance in many ways. The extent to which variables of social media such as Whatsapp, Facebook and email are used by employees of organizations, the more they perform in terms of administrative effectiveness. Social media has become a necessity in an organization in order to enhance the productivity or job performance among employees. It has been claimed as the effective communication channel among employees to corporate toward collaboration, knowledge sharing, etc. Nevertheless, as the social media became the most priority among individuals and organizations, it has also become one of the factors contributing to the disruption of work productivity. The study also looked at measures of business success as well as the Rogers' Diffusion of Innovation Theory (1962) as the theory on which this study is anchored on. Few empirical studies relating to this study were also reviewed.

### RECOMMENDATIONS

Arising from the literature reviewed so far, it is seen clearly that there is a significant relationship between Social Media adoption and organizational performance in Nigeria. On this premises, we hereby make the following recommendations:

- 1 Higher management ought to develop policies, procedures, rules and regulations about social media usage and encourage them to use it for work purposes at workplace to gain its utmost benefits
- 2 The Management team in organizations should create a structure where social media can also be a part of their business process and help to increase employee job performance.
- 3 Business managers should also focus to learn how these technologies integrate with existing systems to support their work.

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