

## **EVALUATING THE EFFECT OF OFFICE SOCIAL MEDIA ADOPTION IN THE ADMINISTRATIVE EFFECTIVENESS OF STATE-OWNED TERTIARY INSTITUTION IN RIVERS STATE**

**Justice-Amadi, Sandra Nyekazi**

**Department of Educational Management, Office and Information Management Option, Faculty of Education, University of Port Harcourt, Rivers State, Nigeria**

### **ABSTRACT**

*The study examined the relationship between office social media adoption and administrative effectiveness of state-owned tertiary institutions in Rivers State. The explanatory cross sectional survey research design was adopted for this study. The population of the study consists of three hundred and five (305) administrative staff (Heads of Departments and Administrative Officers) in the five (5) state owned tertiary institutions in Rivers State, Nigeria. The sample size of the study was one hundred and seventy-five (175) respondents. The sample size was obtained using the Krejcie and Morgan Sample Size Determination Table of 1970. Considering the disparity in their population distribution, Bowley's (1960) Population Proportionate Allocation Formula was adopted in determining the sample size for each of the tertiary institutions. The collection of primary data was done using a questionnaire designed by the researcher. Structured questionnaire was used as instrument for data collection after face-validation. Cronbach alpha was used to test the internal consistency of the instrument. Out of hundred and seventy-five (175) copies of the questionnaire administered, a total one hundred and forty-five (145) were retrieved. Arithmetic mean and standard deviation was used for univariate analysis while bivariate analysis was done using Spearman Rank Order Correction, while Partial Correlation was applied for the multivariate analysis. The findings revealed that there is a significant positive relationship between office social media adoption and administrative effectiveness.*

**Keywords: Evaluation, Office Social Media, Adoption**

### **INTRODUCTION**

The focus of educational administration is the enhancement of teaching and learning. Success in administration is equivalent to achievement of proper coordination of information and operational activities in an office to the point that everyone in the system knows exactly what is going on and their individual roles clearly defined (Adams in Besong, 2011). Nevertheless, a situation where operational activities are well coordinated and there is smooth flow of information in an office system refers to administrative effectiveness. Administrative effectiveness beacons the extent to which work flows smoothly in an office system and the extent to which targets are met respective government ministries and tertiary institutions (Amadike, 2019). Hence, this study measures administrative effectiveness through smooth workflow, information dissemination and target accomplishment.

Smooth workflow refers to a situation where all work process is carried out without any form of unnecessary hindrance. It explains how a system is put in the place to ensure that employees don't encounter difficult challenges that is capable of stopping the flow of work. It comes through organized work system, effective decision making and work quality. An organization that experience smooth workflow is capable of achieving its long and short term goals. Different employees have differing strengths and weaknesses. Some prefer autonomy while others crave collaboration (Bao, 2019). The second measure of administrative effectiveness as used in this study is information dissemination. It represent a situation where correspondences and all information contents are send and are accessed by designated members of an organization. A good administrator always send letters, circulars, notices, mails and give updates and timely

feedback either online or offline using the right format and channel to effect timely circulation to its users or recipients." Thus, the ability of the administrator to timely circulate information, procedures and developments to designated persons is an indicator of his/her job performance (Okonu, 2017). Target accomplishment is used here as last measure of administrative effectiveness. It depicts the extent to which routine office works are started, completed and delivered in time before deadlines. Given the fact that most of the tasks of administrators revolve around preparation of documents and coordination of administrative activities, this work sees completion of letters, completion of arrangements and effective coordination as indicators of administrators' target accomplishment.

Most of these administrative staff finds it difficult in using these office digital infrastructures as a result they have little or no computer skill, this reduces their effective strata in the administrative process. Thus staff computer skill as used here represent the ability to read and interpret media (text, sound, images), to reproduce data and images through computer manipulation, and to evaluate and apply new knowledge gained from computer environments. There is need therefore, to empirically determine the relationship between digital office infrastructure adoption and administrative effectiveness of state owned tertiary institutions in Rivers State, Nigeria.

### **Hypotheses**

1. What is the extent of relationship between office social media adoption and administrative information dissemination in state-owned tertiary institutions in Rivers State?
2. What is the extent of relationship between office social media adoption and administrative target accomplishment in state-owned tertiary institutions in Rivers State?
3. What is the moderating role of staff computer skill in the relationship between digital office infrastructure adoption and administrative effectiveness in state owned tertiary institutions in Rivers State?

### **Diffusion of Innovation Theory**

This was postulated by Roger in 1962, with the following assumptions:

- i) In a social system, there will always be a disparity in the level and time at which individuals within a given social system adopt new ideas, techniques, and technology.
- ii) Individuals and arms of institutions that adopt innovations early will naturally outperform late adopters and the laggards (Odu, 2017).

The implication of this theory is that for administrative process to be effective and efficient when there is ample adoption of digital office infrastructure such as internet connection facilities, google drive and office social media in the tertiary institution system, thus, administrative effectiveness would be enhanced through smooth workflow, information dissemination and target accomplishment among parties involved in the administrative process.

In the higher learning institutions, among others, heads of department and other forms of administrators are advised to adopt digital office infrastructures in their respective designations. The fact is that parties (message sender and receiver) who fail to communicate effectively and efficiently through the adoption of digitalized equipment are bound to face difficulties carrying out their tasks and responsibilities, permeating slow operations, high level inefficiency, and negative stress, while those who embrace and adapt emerging digitalized equipment enjoy speed, efficiency and high level effectiveness in administration (smooth workflow, information dissemination & target accomplishment), while enhancing their job performance. However, these theoretical assumptions have not been adequately tested and verified among tertiary institutions in Rivers State Nigeria, even at a time where application of office digitalization is metaphorically on the increase. There is need therefore, to empirically investigate how digital office infrastructure adoption interacts with administrative effectiveness within the context of state-owned tertiary institutions in Rivers State, Nigeria.

**Office social media adoption**

Office social media adoption could be seen as used in this study as employment of electronic communication through which users interact among people in which they create, freely share, exchange and discuss information, ideas, business and personal messages, and other content about each other and their lives using a multimedia mix of personal words, pictures, videos and audio, utilizing online platforms while they are connected to the internet. Kuppuswamy and Narayan (2010) assert that office social media adoption is that means that embraces mobile and web based technology to create highly interactive platforms via which individuals, community and businesses share, co-create, discuss and modifies users generated content (Kietzmann, 2012). Official social media is a phrase being tossed around a lot. It is a website that does not just give you information but interact with you while giving you information. It is a group of internet based application that allows the creation and exchange of users generated content.

Official social media refers to the means of interaction among people in which they create, share, exchange and comment among themselves in different networks. Andreas and Michael (2000) are of the opinion that new media (social media) is a group of internet based application that builds on the ideological foundation and allows the creation and exchange of users – generated content. Official social media has become one of the major channel of chatting through platforms such as business whatsapp, BB chat, blogger and wiki a. There has been an increase in the mobile new media which has created new opportunity for browsing. (Retrieved from [www.census.gov](http://www.census.gov)). It connects people businesses with all different types of interest. In new media, people connect to one another and this principle is used to analyze their position (Musiał & Kazienko, 2013).

Boyd and Ellison (2017) averred official social media also known as social media also or social networking as web-based services that allow individuals to construct a public or semi-public profile within a bounded system, to articulate a list of other users with whom they share a connection, and to view and navigate their list of connections and those made by others within the system. Official social media adoption is based on developing communication and building relationships through sharing views and information even in the work place. Various well known new media software applications have been developed for smooth social and business networking and can be regarded as components of new media (social media). The most well-known new software applications are wikis, weblogs, social networking sites, instant messaging (Assaad & Gómez, 2011), social book-marking, podcasting, social search engines and RSS (Rich Site Summary) feeds (Maged et al., 2017). The term of social software is being described as the tools, which support the social relationships between people using the web (Mathiasen & Dalsgaard, 2016).

Official social media is user generated content that is shared over the internet via technologies that promote engagement, sharing and collaboration. Kaplan and Haenlein (2010) developed their own technical definition of social media: Social Media is a group of Internet-based applications that build on the ideological and technological foundations of Web 2.0, and that allow the creation and exchange of User Generated Content. Social media can be defined as forms of electronic communication through which users interact among people in which they create, freely share, exchange and discuss information, ideas, personal messages, and other content about each other and their lives using a multimedia mix of personal words, pictures, videos and audio, utilizing online platforms while they are connected to the Internet (Cox & Rethman, 2011). Official social media sites are virtual platforms for interactivity and information exchange where issues are debated and defined (Smith, 2010). New media users collaborate in content creation, are proactive in searching information, and value control in social media participation.

**Administrative Effectiveness**

Administration is the process of bringing men and materials together for effective and functional teaching and learning in the school. The focus of educational administration is the enhancement of teaching and learning. We can define educational administration as a process through which the school administrators arrange and co-ordinate the resources available to education, for the purpose of achieving the goals of the educational system. Heads of Administrative Departments work with a team of experienced and trusted to enable operational activities run the system smoothly (Abonye, 2014).

The concept of administrative effectiveness has been defined differently by different authors due to its complex nature. Akomolafe (2012) defined administrative effectiveness as the positive response to administrative efforts and actions with the intention to accomplish operational activities. It is also defined as the product of a situation in an administrative system where information is accessed by designated officers on time and office activities are properly coordinated (Cammock, et al. 2015). The term can be explained in simple language as smoothness and signs of proper coordination of office activities in an organization. Administrative effectiveness also refers to the ability of a manager to plan, organize and coordinate many and often-conflicting social energies in a single organization effectively (Adams in Besong, 2011). Success in administration is equivalent to achievement of proper coordination of information and operational activities in an office to the point that everyone in the system knows exactly what is going on and their individual roles clearly defined. Thus, each time an office is fraught with confusions about who should do what, it shows that the administrative system is sick and failing. A successful administrative system is one that makes the flow of valid and reliable information smooth across individuals and units of the organization in a secure manner. The idea of "secure manner" here is concerned with the idea of information security in an administrative system. Ipaya in Besong (2011) noted that administrative effectiveness is an ideal scenario where the activities of an office or organization are properly coordinated to the point that every arm and member of the organization is properly informed and knows the right thing per time.

Administrative Effectiveness as used in this study represents a situation where operational activities are well coordinated and there is smooth flow of information in an office system. Administration is a process of systematically arranging and coordinating the human and material resources available to any organization for the main purpose of achieving stipulated goals of that organization (Amadi-Eric, 2008). Administrative heads and their assistants put in their best to ensure that deadlines are met and organizational targets. The ability of tertiary institutions in Rivers State to achieve set goals and targets is a measure of their administrative effectiveness (Fahmy, 2009). Administrative effectiveness in can be seen as the extent to which work flows smoothly in an office system and the extent to which targets are met respective government ministries and tertiary institutions (Amadike, 2019). A successful administrative system makes sure that tasks and work load are strategically allocated and individual tasks accomplished to the point that organizational targets are met.

Administrative effectiveness is the positive response to administrative efforts and actions with the intention to accomplish stated goal. An administration's capacity to forecast problems beforehand shows itself as a result of the features and behaviors in his personal relationships and consulting criteria. In leading a group, the concept of leadership is seen as success (Adeniyi & Omoteso, 2014). Effective administration requires a balance of skills among many dimensions and these dimensions and parameters are influenced to a different degree by personal, organizational, and environmental contextual factors (Analoui, 2007). This balance includes not only a series of quality behaviours but also many personality traits as an administrator.

It is expected that the administrative machinery of a government tertiary institution will be proactive enough to process and disseminate information to different units prompt. Inaccurate and late information sharing is a serious indicator of ineffective administrative system (Flynn, 2011). The system must also be able to accomplish tasks and meet targets before deadlines. Projects, reports and other administrative jobs must be properly handled and finished before deadline. Within the context of this work, administrative effectiveness will be measured in terms of smooth workflow, information dissemination, and target accomplishment.

## METHODOLOGY

The cross sectional explanatory survey research design was adopted for this study. The population of the study consists of three hundred and five (305) administrative staff (Heads of Departments and Administrative Officers) in the five (5) state owned tertiary institutions in Rivers State, Nigeria. The sample size of the study was one hundred and seventy-five (175) respondents. The sample size was obtained using the Krejcie and Morgan Sample Size Determination Table of 1970. Considering the disparity in their population distribution, Bowley's (1960) Population Proportionate. Structured questionnaire was used as instrument for data collection.

Mean and standard deviation was used for the univariate analysis while the bivariate analysis was done using Spearman rank order correlation in SPSS Version 22.0. The multivariate analysis was done through Partial Correlation.

## Results

### Office Social Media Adoption and Administrative Effectiveness

Ho<sub>1</sub>: There is no significant relationship between office social media adoption and administrative smooth workflow in state-owned tertiary institutions in Rivers State.

Ho<sub>2</sub>: There is no significant relationship between office social media adoption and administrative information dissemination in state-owned tertiary institutions in Rivers State.

Ho<sub>3</sub>: There is no significant relationship between office social media adoption and administrative target accomplishment in state-owned tertiary institutions in Rivers State.

**Table 1: Correlations between Office Social Media Adoption and Administrative Effectiveness**

		Office Social Media Adoption	Smooth Workflow	Information Dissemination	Target Accomplishment
Spearman's rho	Office Social Media Adoption	1.000	.830**	.767**	.448**
		Correlation Coefficient			
		Sig. (2-tailed)	.000	.000	.000
		N	145	145	145
	Smooth Workflow	.830**	1.000	.759**	.509**
		Correlation Coefficient			
		Sig. (2-tailed)	.000	.	.000
		N	145	145	145
	Information Dissemination	.767**	.759**	1.000	.887**
		Correlation Coefficient			
		Sig. (2-tailed)	.000	.000	.000
		N	145	145	145
	Target Accomplishment	.448**	.509**	.887**	1.000
		Correlation Coefficient			
		Sig. (2-tailed)	.000	.000	.000
		N	145	145	145

\*\* . Correlation is Significant at the 0.01 level (2-tailed).

### Source: SPSS Output

Column two of table 1 above shows r value of 0.830 at a significant value of 0.00 which is less than the chosen alpha level of 0.05 for the hypothesis relating to office social media adoption and

administrative smooth workflow. Since the significant level is less than the alpha level of 0.05, the null hypothesis ( $H_{o1}$ ) which states that there is no significant relationship between office social media adoption and administrative smooth workflow in state-owned tertiary institutions in Rivers State was rejected and the alternate hypothesis ( $H_{a1}$ ) was accepted. This implies that there is a very high positive relationship between office social media adoption and administrative smooth workflow in state-owned tertiary institutions in Rivers State.

Column three of table 1 above shows r value of 0.767 at a significant level of 0.00 which is less than the chosen alpha level of 0.05 for the hypothesis relating to office social media adoption and administrative information dissemination. Since the significant level is less than the alpha level of 0.05, the null hypothesis ( $H_{o2}$ ) which states that there is no significant relationship between office social media adoption and administrative information dissemination in state-owned tertiary institutions in Rivers State was rejected and the alternate hypothesis ( $H_{a2}$ ) was accepted. This implies that there is a high positive relationship between office social media adoption and administrative information dissemination in state-owned tertiary institutions in Rivers State.

Column four of table1 above shows r value of 0.448 at a significant level of 0.00 which is less than the chosen alpha level of 0.05 for the hypothesis relating to office social media adoption and administrative target accomplishment. Since the significant level is less than the alpha level of 0.05, the null hypothesis ( $H_{o3}$ ) which states that there is no significant relationship between office social media adoption and administrative target accomplishment in state-owned tertiary institutions in Rivers State was rejected and the alternate hypothesis ( $H_{a3}$ ) was accepted. This implies that there is a moderate positive relationship between office social media adoption and administrative target accomplishment in state-owned tertiary institutions in Rivers State.

These results showed that there is a significant positive relationship between office social media adoption and administrative effectiveness in state-owned tertiary institutions in Rivers State in terms of smooth workflow, information dissemination and target attainment.

## CONCLUSIONS

Base on the analyses and discussion of findings, the study concludes that there is a significant positive relationship between office social media and administrative effectiveness of state-owned tertiary institutions in Rivers State

## RECOMMENDATION

Based on the findings, the following recommendations were made:

1. Management of state-owned tertiary institution could ensure effective utilization of skype for proper virtual meeting within their institution.
2. Departmental heads of state-owned tertiary institution could ensure to open a whatsapp platform for their respective department.
3. Management of state-owned tertiary institution could ensure that they instagram to advertise their business which will necessitate customer base improvement.
4. Management of state-owned tertiary institution could endeavour to send their administrative staff for off-the-job training to acquire basic computer skill.

## REFERENCES

- Adeniyi, W. O. & Omoteso, B. A. (2014). Emotional intelligence and administrative effectiveness of secondary school principals in Southwestern Nigeria. *International Journal of Psychology and Behavioral Sciences*,4(2), 90.
- Amadi-Eric, C. (2008). Introduction to educational administration: Port Harcourt City and Obio-Akpor: Firstborn Service Partners. **Error! Hyperlink reference not valid.**

- Amadike, E. (2019). Workplace social media usage and administrative effectiveness in Rivers State Civil Service. *Unpublished M.Sc Dissertation, Ignatius Ajuru University of Education, Port Harcourt.*
- Analoui, K. (2007). *Understanding organizational culture.* SAGE Publications.
- Andreas N. & Michael, J. (2000). New media analytics: Tracking, modelling and predicting the flow of information through networks. *Proceedings of the 20th international conference companion on World Wide Web.* 277-278.
- Bao, C. (2019). Comparison of public and private sector managerial effectiveness in China: A three-parameter approach. *Journal of Management Development,* 28(6), 33-41.
- Bergstrom, T. & Backman, L. (2013). How the utilization of new media to builds and maintains customer relationships. *Marketing and PR in social media.* **Error! Hyperlink reference not valid.**
- Cammock, P., Nilakant V., & Dakin S. (2015). Developing a lay model of administrative effectiveness: A social constructionist perspective. *Journal of Administration Studies,* 32(4), 443-473.
- Cox, S. & Rethman, L. (2011). Facebook and academic performance. *Computers in Human Behavior,* 26, 1237-1245.
- Fahmy, M. (2009). *Facebook, youyube at work make better employees, reuters, yahoo technology.* [http://www.reuters.com/article/us-work-internet-idUSTRE5310ZH200904\\_02](http://www.reuters.com/article/us-work-internet-idUSTRE5310ZH200904_02)
- Flynn, J. (2011). How social media affects human resource: Uses, abuses and self-protection. <http://docplayer.net/42058377-Impact-of-social-networking-on-employee-performance.html>
- Kaplan, A.M. & Haenlein, M., (2010). Users of the world, Unite! The challenges and opportunities of Social Media. *Science Direct,* 53, 59-68.
- Kietzmann, S. (2012). Students' perceptions on social networking sites influence on academic Performance. *International Journal of Social Networking and Virtual Communities,* 1 (1), 7-15.
- Mathiasen, H. & Dalsgaard, C. (2016). Students' use of social software in self-organized learning environment. Conference of *Informal Learning and Digital Media: Constructions, contexts and consequences, Odense,* 21-23.
- Musiał, K. & Kazienko, P. (2013). Social networks on the internet. *World Wide Web,* 16(1), 31-72.
- Odu, S. (2017). *Programme innovation and skills development needs of postgraduate Business Education students in the Niger Delta Region.* Unpublished M.Ed Seminar submitted to Department of Business Education, Rivers State University.
- Okonu, B. (2017). E-mail characteristics, work performance and distress. *Computers in Human Behavior,* 26(12), 61-69.