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DISSERTATION TOPIC: THE INFLUENCE OF SOCIAL MEDIA ON EMPLOYEE PERFOMANCE: CHALLENGES AND OPPORTUNITIES FOR HUMAN RESOURCES MANAGERS. (A CASE OF MUTARE CITY COUNCIL)

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The undersigned certifies that she has read and recommends to the Midlands State University for acceptance; a dissertation entitled:

THE INFLUENCE OF SOCIAL MEDIA ON EMPLOYEE PERFOMMANCE: CHALLENGES AND OPPORTUNITIES FOR HUMAN RESOURCES MANAGERS. A CASE OF CITY OF MUTARE

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ABSTRACT

The Purpose of this study was to investigate the influence of collaborative technology such as social media influence on employee performance in the workplace. The research examines the positive and negative effects of social media on employee performance and its variables which include knowledge, skills, motivation and productivity and elaborate on the opportunities and threats for organisations that are presented by the use of social media in the workplace. The researcher was guided by the Social impact theory by Bibb (1981) and the Social media content model by JC Social Media Consultancy (2013) in coming up with a theoretic basis. The researcher used qualitative and partially quantitative approach in collecting data. The researcher focused on Mutare City council as the case study and to compliment the research the researcher used purposive sampling. The research focused on both primary and secondary data but in obtaining information from respondents mainly primary data was used through research instruments such as structured interviews, questionnaires. Mutare City Council had a workforce of 1200 at the time the research was conducted and this was the sample frame of the researcher and a small sample size of 60 people was selected including the top management, middle management and the shop floor workers. Of the 60 selected only 41 took part in the research. The findings revealed that there is rampant use of social media and with its addictive nature it slowing down the production and service provision process as attention of employees is lost through the use of social media. It was also discovered that social media was now an integral part of society and Human Resource managers have to embrace it's use and try to mitigate its challenges whilst at the same time improving the performance of employees through social media tools. From the research findings, the researcher recommended that the organisation should craft a social media policy, monitor social media, educate employees on the pitfalls of social media and embrace the use of social media. The conclusion made was that at the workplace social media is a necessary evil and Human Resources managers should embrace it with all its challenges that are performance related and some which are not and try to use it to positive use for the organisation.

<u>DEDICATIONS</u>

I want to dedicate this work to my Late Father Mr E.Musara and My Mother Mrs D. Manjiche who bolstered me since l began my instruction to the season of composing my task, I might likewise want to express gratefulness to my sister P.Musara, my sibling T Musara and my dear nephew T Mahute. God bless!!!!!

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DEFINITION OF KEY TERMS

Social Media- "This is a group of internet based applications that are built on the ideological and technological foundation of Web 2.0 and that allow the creation and exchange of user generated content", (Kaplan et all 2010:59)

Performance - The accomplishment of a given task measured against present known standards of accuracy, completeness, cost and speed, (Allworth and Hesketh 2002).

Employee- Any person who performs work or services for another person for remuneration or reward on such terms and conditions agreed upon by the parties, (Zimbabwean Labour Act Chapter 28.01:06)

Employee Performance- The job related activity of workers and how well these activities are executed, (Allworth and Hesketh 2002).

Human Resource Management- "A strategic and coherent approach to the management of organization's most valuable assets, the people working who individually contribute to its objective", (Armstrong 2010:27)

ABBREVIATIONS

Web	The World Site
SNS	Social Network Site
GSM	Global system for mobile communication
MSU	Midlands State University
HRM	Human Resources Management
Mud	Multi Usert Dugeon
BBS	Bulletin Board System
POTRAZ	Postal and Telecomunications Regulatory Authority of Zimbabwe
IPS	Internet Service Providers
MCC	Mutare City Council

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INTRODUCTION

Social Media has provided a platform a for individuals to come together and form virtual groups of various sizes. These groups may be in small sizes, big, formal, informal, intentional or unintentional. In these virtual groups acquiring help is easy, conveying information is easy and actions are taken to achieve certain outcomes. For the past century organisations were faced with issues that involved employee's internet use via organisational technology infrastructure and now in the modern day employees have now unlimited access to the internet through their personal devices. New modes of communication such as email, forums, and chat applications have altered the entire communication process chain Rimskii (2011). It has been argued that social networking has had a profound effect by changing the nature of the efficiency of communication processes in both business and private life Berk (2007), in actual fact social networks are creating risks, opportunities, threats and strengths for organisations. With the growing number of social media users organisations have realized that there is need to be where their customers, employees, future employees and stakeholders are. The Manpower plays a pivotal role in areas of productivity and quality. It is the Human Resource which is of paramount importance among other factors in the success of any organization because most problems in the organization setting are human and social rather than physical, technical or economic. The rise of social media has also given rise to socialization and changes in human behavior thus the Human Resources should be able to monitor such changes as they tend to affect the wellbeing of the employee which in turn influence the performance of employees in organisations. Since the organisations are concerned about the performance of their employees and with the popularity and economic relevance of social media increasing, the organisations have to assess the influence of social media on employee performance. It is proper for organisations to see the extent to which social media provides challenges and opportunities for Human Resources managers that are performance related. The Human resources should be able to come up with strategies that counter the negative consequences of the use of social media and also strategies to capitalize the use of social media which will in turn benefit the employees and the organisation. This study will seek to explore the influence that social media has on the performance of employees.

BACKGROUND OF STUDY

Introduction

The researcher has chosen to investigate on the influence of social media on employee performance and the challenges and opportunities faced by Human resources practioners. For the researcher to fully grasp the concept he has to begin in the wider context of the topic at hand and the background of the study serves that purpose in research. The background gives explanations of the area of research in a bid to set the context for the problem at hand, it also shows what recent studies say about the topic, the recent developments and identifying the literature gap that has led to this study. The background of the study also provides the researcher with the aims of the study as literature is reviewed.

Origins of Social Media

According to Ritholz (2009) the earliest social media information encountered refers to 1972, which was the telegraph that was used to send and receive messages over a long distance. Mile Drkheim a French sociologist known to be the father of sociology and Fedinnd Tonnies a German sociologist are considered to be the pioneers of social networks during the late 1800s.Tonnies believed that social groups should exist because members shared beliefs and values, Social media was further developed around late 1970's .MUD was a real time virtual world with the role of playing games, interactive fiction and online chat .BBS was created in 1978, with this users would login to the system to upload and download software, read news or exchange messages with others. The descendants of BBB's were in the form of forums that were developed in the 1980's. In 1997 six degrees was developed and it was used to create profiles and to become friends with other users and interact. Later in 1999 LiveJournal was launched and it was a bit different from six degrees which had static profiles. The network was built among updated blogs and this was the beginning of live blogs. In the 2000's social media was boasted by many social media networking sites springing up. This highly boasted the interaction of individuals and organizations who share communities in education, entertainment and friendships for example Wikipedia. In 2003 there was the introduction of My Space and LinkedIn in, in 2004 there was Facebook, in 2005 there was Yahoo. The social networking site Facebook was launched in February 2004 and as of July 2010 it has more than five hundred million users Jenna (2010). Only 25 years ago WWW was invented and only thirteen years ago Facebook was created and considering the short time frame Facebook has had many followers, it

is impressive to see how this development has affected our daily lives. According to Statista (2018) Facebook has 2.2 billion monthly active users as of the end of 2017. The other popular social networking site YouTube boast a monthly user base of 1.5 billion per month. In addition, as of July 2017 WhatsApp another popular social network in the 21st century connects to more than 1 billion users on their chat application Madamombe (2017). The statistics show that WhatsApp status on a daily basis are used by 250 million users and these users send 55 billion messages per day including 4.5 billion photos and 1 billion videos.

Conceptualising Social Media

Social media is a technological phenomenon that many scholars have tried to explain and have come up definitions trying to shed light on this aspect, Kaplan and Haenheim (2010) postulates that social media can be defined as the social applications that are internet based and are crafted on the ideological and technological foundation of Web 2.0 and user generated content is created and exchanged. Other scholars like Ahlqvist (2008) are of the view that social media is the social platform where people create, share or exchange information and ideas in virtual communities and networks. From the word social a person can infer that social media involves the interaction and socialization and from the definition the interaction is not one on one but is internet based through virtual communities. Social networks help in bringing out the characteristics of human behavior that is the need to fulfill the need to communicate and connect with people they are close to, engage with new people with common interests, collaborate, participate and share information and ideas as well as acquiring new knowledge.

Social Media in Zimbabwe

According to Sengere (2018) 53 % of Zimbabweans say social Media is their source of news and current information about events in the country. In a poll conducted by Tech Zim an independent media company people where asked where they got information about events in the country, 42,8% said WhatsApp, more than 40,5% said from local newspapers and news websites and the rest 7.1 % said on Twitter. In addition to this 34% of Zimbabwe's internet is consumed through WhatsApp bundles Chui (2017). In a report by POTRAZ in 2015 WhatsApp and Facebook bundles accounted for 34% and 3% respectively and the rest of the 63% used for countless data usages. In another survey made by Madamombe (2017) it showed that there were 1.1 million active Facebook accounts in Zimbabwe by 2013 and as of 2016 there were now over 2 million.

Fig 1: Number of Facebook users in Zimbabwe by age
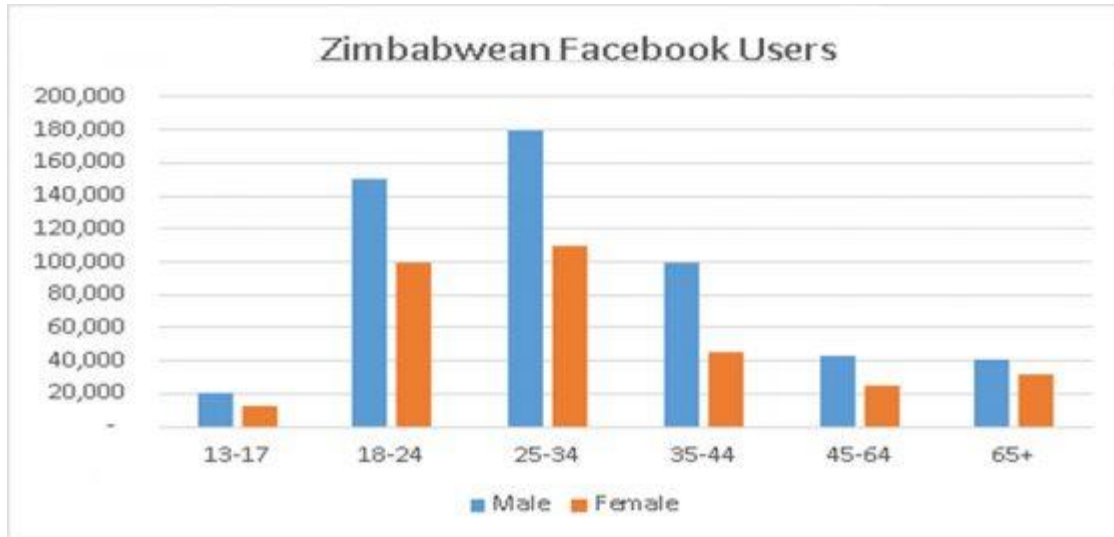
source http://www.TechZim.com(2017).

From the stats we got in Fig 1 the bulk of the people who are on Facebook at the moment are in the range of 18-34 year olds, largely male, while there is a healthy amount of 35-44 year olds. It is quite evident that the people who are using Facebook in Zimbabwe are the working population between the ages of 18-45 and this will have a huge influence on the performance of employees as working time will be reduced due to accessing Facebook.

Fig 2: Number of Internet users in Zimbabwe

YEAR	Users	Population	% Pen.	Usage Source
2000	50,000	14,712,000	0.3 %	ITU
2002	500,000	13,874,610	3.6 %	ITU
2005	820,000	12,247,589	6.7 %	ITU
2008	1,351,000	12,382,920	10.9 %	ITU
2011	1,445,717	12,619,600	11.5 %	ITU
2016	6,759,032	14,546,961	46.5 %	ITU

source http://www.internationalworldstats.com}

From the above statistics it is clear that there is rise in the use of social media in the country of Zimbabwe. Zimbabwe had 6.759.032 internet users as of June 2016 which is about 46.5% of the population which is about 14.546.981 as of 2017 Miniwatts Marketing Group {2016). In the

nation of Zimbabwe, the number of ISPs has increased from 6 in 2003 to 27 in 2011 Nkala in Techzim(2017). Nkala the Chairperson of Zimbabwe Internet Services provider association (ZISPA) said the increase was due to increasing use of social media in business and other social activities. According to Mangudla (2016) POTRAZ has showed that mobile internet usage made up 95.6% of total internet in Zimbabwe. Other school of thought like Mugaga in Mangudla (2016) argues that mobile data dominates because the mobile phone remains the most available gadget for communication in the country given that a few Zimbabweans have access to conventional internet setup in offices and at home. All these statistics and arguments tend to prove that in Zimbabwe social media has taken over from the traditional media and is on the rise and integrating into people's lives. This is further solidified by Chikadaya (2017) who provides a list of the top ten sites that are visited in Zimbabwe. The first is Google Zimbabwe (a search engine), followed by Youtube (a social network), thirdly there is Google International (a search engine), then there is Facebook (a social network) followed by Yahoo (a search engine and a social network) , the sixth site is Alibaba (Online Shopping), on 7th position is Newsday (news and Media), the next is Herald Zimbabwe (news and media), second from last is Xvideos(adult content) and the last is Twitter (a social network). These statistics show how Zimbabweans are now using social media frequently than ever before and it is now at the center of their socialization. This has to cause concern for employers as this rise in social media comes with negative and positive effects.

Types of Social Media and Accessibility in Zimbabwe

In the modern day every aspect of human life has been socialized because of the use of social media. The presence of social and user generated sites that provide services for just about every activity has made that possible. There are social shopping sites, social finance planning sites, sites for getting a book, a movie, a song, an application, sites to share your life and meet likeminded people, sites to plan travels and sites to share the travel memories with friends and sites to help with decisions on just anything. The specific SNS's include WhatsApp which is a chat application that is used to send messages and other multimedia like videos and photos. Other chat applications include WI chat and Snap Chat. There are also SNSs for posting pictures and these include Instagram, Photo bucket and Flicker and there is also YouTube for posting and uploading videos. There is also Facebook and My space were you create profiles, make friends, send messages and also post and read news on these sites. Real time Upadates sites like Twitter

also exist whereby information and events happening around the world are posted instantly and users read and comment on these events. There is also LinkedIn which is devoted to Business and allow its users to post their profiles basically a resume and businesses can post their company profiles and this site acts the same way as WhatsApp Business. In the country of Zimbabwe, the leading Telecommunication service provider Econet has given provision for the use of social media to its users through cheap bundles that make the accessibility of SNSs very easy. Econet provides Facebook bundles, WhatsApp plus Twitter bundle and Data bundles that give access to any SNS that is not banned in Zimbabwe Econet.com (2018). Through the use of these bundles Zimbabweans can access SNS on any devices they desire whether it's a cellphone laptop or a desktop. The competitors of Econet which are Telecel and Netone also offer different packages for SNS access thus one has to realize the importance of the need to socialize on the part of Zimbabweans.

Conceptualising Employee Performance

In the organisational context performance is the extent to which an organisations member contributes to achieving the goals of the organisation. Allworth and Hesketh (2002) goes on to define performance as the accomplishments of a given task measured against present known standards of accuracy, completeness, cost and speed. Organisations have established certain objectives that they want to achieve. Man power play a pivotal role as a resource because they perform the tasks directly that would help the organizations reach its goals. The employees perform tasks that include production, storage, manufacturing, transportation, marketing purchasing, distribution, finance and accounting, human resource, research and public relations. For one to perform very well in the tasks factors like training, motivation, dedication, management policies, fringe benefits, salary and packages and promotion are responsible for encouraging people to work sincerely and give their best output when performing tasks. Borman and Motowildo (1993) identified two types of employee behaviors that are necessary for organizational effectiveness which are task performance and contextual performance. Task performance refers to the behavior that is directly involved in producing goods and services or activities Werner (2000). Contextual performance is defined as individual efforts that are not directly linked to the employee's main task functions. Koopmans et al (2013) further identifies two other behaviors which include counterproductive behavior and adoptive behavior. Adoptive behavior is about continuous learning to keep up with the changes including social media, on the

other hand counterproductive behavior is the intentional or unintentional behavior that have the potential to work against the objectives of the organisation. Social media has a direct effect on all of the behaviors that employee tend to display as the impacts of social media affects directly the four employee performance variables which include productivity, ability/skills, motivational levels and knowledge.

In addition, higher employee performance tends to yield good results for the organisation and therefore contribute to the achieving of the organisational goals. The advantages of high performance are that productivity of an individual on the job tend to increase, employees get job satisfaction, psychological problems of an employee tend to come to a low level, involvement of employees in their job increases, sense of commitment among employees develop, quality and quantity of production increases, sales and market share of the company increases, profits improve and that lead to positive progression and goodwill of the organisation goes higher. The organization has to be wary of the factors that affect the employee performance positively and negatively including social media. Social media is now part of the lives of many people thus it now holds an economic bearing on the organisation as it can be utilized to increase performance or it can negatively affect performance as will be shown in the forgoing study.

Reasons for adopting social media in organisations

McCay-Peet, (2016) came up with reasons on why people are really prioritising social media and they are shown below.

- The first reason he termed it as presentation of self. He notes that the autonomy creating of a profile that is personalized which can be referred to as a virtual self tend to signify identity over time. The mixing of many elements and their respective updates yields a virtual self. These elements include the users name, interests of the user, profile picture, content that can be shared by the user, and the manner in which users engage with others through social media.

- The second one he termed it as action and participation. He explains social media sites gives opportunities for users to execute a variety of activities that includes viewing content shared, content posted, comment on the posts, discussing and collaborating and this keeps people occupied while using social media.

- Thirdly he states that users have different motives on why they adopt and continuously use social media and these range from the information to be exchanged to the social benefits to be derived.

- Fourthly he sites that social media users tend to have positive experiences. These include the flow, positive emotions, and serendipity, which users may experience during their use of social media.

- Lastly he notes that the social context also gives reasons for people to use social media. The different social contexts include the size and nature of these networks. Social context may be cultural, work, or personal in nature for example a small, close-knit peer group or a large, diffuse network of international social activists.

  From the above information by McCy-Peet (2016) people tend to want to feed their need to communicate with people on social media as socialisation has become an integral part of people's lives. The other reasons are that people use social media to share media, post photos, make friends, obtain current information about events around them, to get current news, affection, professional development, emotional release, expression of opinion and for entertainment purposes. From this information one can argue that social media has had a huge impact on the behavior of the human beings. Emotions are now expressed on social media and social problems are now being solved virtually thus social media is now a very important factor in people's lives. Social media tend to have different uses for people but as mentioned above the use is highly determined by the social context in which one operates in. Some people might see it as a platform to share their love and affection for their loved ones and others see it as a platform to voice out their problems in their lives. The use of social media largely depends on the person using it and the interest of the person largely influence how the person uses social media.

A research by the Pew Research Center was done on 2003 American adults and the results can be likened to McCay-Peet's reasons that are listed above in the sense that the reasons have one goal which is socializing. The research showed that the employees tend to use social media mostly at work to relieve themselves from the stresses of work. The employees also tend to show the need to communicate with friends and family and from McCay-Peets findings this is where the employees tend to have positive experiences with the people they cherish the most. The employees also made professional connections and get information that help them with tasks and

this is what McCay-Peets termed Acton and participation as social media provide activities that allows employees to collaborate and learn from other professionals. Social media has proved to have social benefits as employees want to strengthen their relationships with other workmates and also want know and learn about the people that they work with in the workplace. Social media is used at work because employees are able to ask task related questions internally and externally and this can be likened to MacCay-Peets action and participation as employees are collaborating and discussing ways to tackle work related issues.

Fig 3: Results from Pew Research Center on the reasons for using social media at work.

Workers use social media at work for many reasons; taking a mental break is one of the most common

% of workers who ever use social media platforms to ...

Reason	%
Take a mental break from work	34%
Connect with friends and family at work	27
Make or support professional connections	24
Get information that helps solve problems at work	20
Build or strengthen personal relationships with coworkers	17
Learn about someone they work with	17
Ask work-related questions of people *outside* their organization	12
Ask work-related questions of people *inside* their organization	12

Source: Survey conducted Sept. 11-21, 2014.
"Social Media and the Workplace."

PEW RESEARCH CENTER

Source The Olson group (2017)

Opportunities presented by the use of Social Media

It is worth noting that for the purposes of this study the opportunities are part of the benefits that Human resources can capitalise for the betterment of the organisation in relation to employee performance.

Increased Knowledge Capital

According to Shalley and Perry Smith (2008) an organisation is comprised of Human Capital (the knowledge, skills and capabilities that people possess), Social Capital (the relationships between people and the collective wealth contained), Organisational capital (the new workplace management skills and knowledge), Intellectual Capital (knowledge possessed by people), Network Capital (Contacts individuals draw on as a source of trusted information). All these factors combined can be referred to as Knowledge Capital. Organisations must be aware of the fact that valuable knowledge exists in their own employees. The organisation should therefore focus on the knowledge based economy as its valuable resource. Since the employee is the main focus of the knowledge based economy effective interaction between individuals is of great importance. The internet through social media has aided such interaction and the flexibility of the WWW has a unique capacity to break down boundaries of distance, language and domains of knowledge. Boothby (2006):1 argues that today's knowledge worker can work efficiently in large virtual teams and social network sites create such a platform. Knowledge is an important variable of employee performance thus the rise of social media has aided to the increased knowledge.

Motivation

According to the Association of Business Executives (2012) motivation is concerned with why people do (refrain from) doing things. A motive is a need or driving force within a person and the process of motivation involves choosing between alternative forms acting in order to achieve some desired end goal. They went explain to explain that people tend to have different stimuli, in developed countries the manager is mainly focused on recognition, advanced and meaningful interesting work as motivators. In poorer and 3rd world countries like Zimbabwe lack of fulfillment of Maslows lower order needs such as physiology needs, safety and security reasons may be predominant and just as developed countries use to formulate plans to motivate their employees, social media can play a pivotal role in providing some of the lower needs. Lee (2005)

find that a lot of organizations try to keep their employees working with high levels of motivation. Motivation is a very critical component of employee performance as the idea is that a motivated employee is a very productive worker. Organizations have to keep their employees motivated because organizational productivity, supply of goods or services depends on employees working and having high levels of motivation. Lee (2005) concluded that social media affect employee's performance by increasing their knowledge, abilities, motivational levels and close association with organisation. As motivational levels will be high and the employee has strong ties to the organisation and the people that are around them the employee is prone to become a very high performer in the organization.

Increase in Productivity

The view that social network sites such as Facebook, Twitter, My space and LinkedIn are time wasters is challenged by scholars like Fahmy (2009). The use of social media carries with it the ability to increase productivity. Studies have shown that workers who are in the habit using social media are 9% more productive than others who do not use it Fahmy (2009). Employees that are social and who are constantly connected to other people through social media are better workers in organisations, which means they possesses the skill to interact with co-workers and solve problems. Fahmy (2009) also revealed of the 70% of workers who are in the habit of using the internet for personal use resulted in sharpened employee's concentration. The assumption that is made is that by taking short breaks whilst on the internet, the human brain get a very good refreshment and it would be renewed.

AT & T (2008), a corporation that provides internet connection services made an independent survey of 2 500 workers across 5 countries in Europe. From the survey those that were employees using SNSs ,65 % SNSs of the SNSs they used transformed them into more efficient employees, 46% SNSs increased their creativity and ideas, 38% SNSs made the employees to attain new knowledge and contribute better solutions to problems, 36% SNSs helped the workers to get information about co-workers and customers and 32 % SNSs created team building opportunities. Employees also reported that social networking has been integrated into culture of their respective organisations. This study tries to prove how social media use in the workplace can enhance the productivity of employees thus increasing the performance of the employees.

Training and Development

The Association of Business executives (2012) define training as a planned process to modify attitude, knowledge, skills or behavior through learning experiences to achieve effective performance and development as the growth or realization of a person's ability through conscious or unconscious learning.The variables of employee performance include skills, knowledge, motivation and productivity. These variables can be upgraded by the organisation through training and development. The organizstions can capitalize the use of social media and reach out to their employees in a bid to increase their skills, knowledge, motivate them and try to increase the overall productivity of the organization. Bosch (2009) in his study found out that most organisations design their employee training programs based on social networking which helps the Human Resources workforce to teach, learn and share information at real time basis and also give back feedback. The training programs can be crafted in virtual terms can be conducted regularly on social media. The employer can create videos, short stories, motivational speeches, chain messages that can be passed on through social media although there is risk of confidential information reaching to competitors. Social media mentorship is an example of how digital tools are transforming the ways in which guidance and instructions are imparted. Gambanga (2014) gives an example of Econet wireless founder Strive Masiwa who has harnessed his Facebook presence to deliver lessons on entrepreneurship and offer insight into values as an investor, humanitarian and business leader. On his Facebook page he tackles other issues like corruption, philanthropy, societal values and lessons drawn from his experience in Business. Organisations can emulate such methods when they are training their employees. These performance training methods have strong influence on employee performance.

Effective Communication

Moonman in Association of Business Executives (2012) postulates that communication is the process were a person or group of people transfers, in a consciously or unconscious manner, information to another person, group and can evoke a response. According to McAfee (2006) the ubiquity of social media has penetrated in the workplace facilitating organisational communication and knowledge which was impossible in the past. One must note that knowledge management and effective communication play a very important role in promoting employee job performance. Compared to the traditional physical contact between employees and the employer, the exploration in social media makes it easier for information to flow and no one is left in the

process. A direct link between the top management and the shop floor workers is established and vertical communication in the organisation is made transparent. This link also paves way for effective collaboration in the organisation. In this case there is no need to maintain and develop network ties but rely on the virtual communities created by social media. There is also the aspect of attention allocation which is the degree to which individuals look for or attend to novel knowledge or information from perhaps unknown or unrelated coworkers. By extending the domain in which individuals within the organization pay attention there is bound be growth in the people's awareness of knowledge thereby increasing knowledge sharing.

Employee Engagement

Engagement is depicted as the state whereby employees are interested, indeed excited about what they do at work and this can even exist even if the employees are not \ committed. Armstrong (2010). According to Trinet (2016) professional social media sites such a LinkedIn allows employees to join specific work groups in order to engage in conversations with other professionals in the same field. This way can broaden employee knowledge and they can acquire new innovative ideas to tackle business challenges, stay in touch with current market trends. The employees will feel involved with the organization and this increases the chances of the employee being a very productive and very innovative.

Adaptability of Employees

Some of the studies have shown little faith in the aspect of adaptability. Pulakos et al (2000) argue that adaptability is a key factor to employee's job performance. Adaptability entails the employee's ability to work creatively, learn effectively, manage stressful, adverse, unpredictable and emergency situations and also accommodate diverse and cultural contexts. The changes that organizations face only continue to grow, the nature of work is changing, employee's ability to learn new skills and adopt to various contexts becomes a prominent factor that helps organisations attain their objectives. In the current environment employees need to be adoptive, versatile and tolerant of uncertainty to operate effectively. Such adaptive performance is a component of overall performance that can be distinguished from contextual and task performance Han and William (2008). In line with this social media such as Facebook and Twitter have experienced exponential growth within the past few years.

In the past century companies could utilize the same and old technologies for years, if not the entire lifetime of an employee thus the actual way work was done and marketed was rarely altered and if they change they changes were slowly implemented Total HR Management (2018). In the modern day the technological advances are progressing every minute and in this digital age organisations require much quicker responses to the changes and employees are now obliged to adopt at the same pace. It is very essential to note that young employees have been groomed in the digital age thus revealing the unique advantage of hiring employees from both the Millennials and Generation Z. Organisations can now utilize the social media to increase the adaptability of capable employees that are comfortable with innovation in the organizations by constantly and instantly updating employees on new changes through social media and these employees can be updated on global changes through their interaction on social applications.

Work life Balance

Actual social media bring good work life balance especially for new employees who can connect with family who might be miles away from them. The distance factor can be diminished when an employee is choosing a job as they are constantly connected to their family and friends through social media. Leidner et al (2010) found out that the ability of employees to access sites such as Facebook at work was a great incentive for retention and organisational commitment. If an employee is enjoying a good work life balance and they are underperforming, this would now be due to other factors like lack of skills of the employee and maybe unreliable reward system of the organisation. The employee obviously would feel at home in the organisation as they are able to feed their ego of constantly connecting to the internet whilst performing their tasks. The family of employees play a pivotal role in the employment relationship as the contribution made by the employee is affected by their families.

Boundary Work

This is the ability to effectively conduct work across boundaries between groups, department and even geographical locations within the same organization. This ability can be enhanced by social media as employees across boundaries can interact and discuss matters of the organisation. Employee performance can be increase as social media gives the opportunity for people to interact and share ideas that would benefit the organisation. The organisation can create a Facebook page, Whatsapp group, Twitter account, LinkedIn profile were departments can post

their output and compare this to other departments. This concept will in turn bring about competition among each other and give them the competitive edge to match each other's performance. Knowledge can be transferred in the organisations and ideas are brought.

Change in Organisational Behavior and Culture

The organisation has to relinquish some of the control they previously had over their Web 2.0. In many organisations this change from a closed organisation to an open organisation due to the emergence of social media marks a very big change in the organisational culture. Social media brings into place a new way of thinking about the way content is produced in which the external stakeholders become active content producers and also the consumers. In addition, Kaplan and Haenlein (2010) defines social media as the online interactive platforms which are now the new era of enabled applications that engage users to participate in and create content through social networks in order to communicate and share information with other users. With this behavior features such as transparency causes a more ethical situation in the workplace and significantly improve organisational communication patterns. Transparency as an effective behavior tend to decrease unfair, biased, prejudiced and discriminatory behavior and practice inside organisations and lead the organisation to work in a legal context and gradually metrocracy will become as the highest value for leaders, managers and employees. Employees feel motivated and free to work within an environment that is free and transparent and this may lead employees to perform in their tasks.

Improved Recruitment and Selection Techniques

Recruitment involves the attraction of suitable candidates to vacant positions from both inside and outside the organisation and selection involve choosing suitable candidates by means of recruitment process Association of Business Executives (2012). In addition to posting a job on the board, newspaper, the Human resource manager can also post a job online to attract top talent. Recruiters in a bid to avoid being burdened with hundreds of resume's offered by unqualified candidates, recruiters can choose to perform targeted searches on professional social media sites such as LinkedIn. On the other hand, prospective employees are also using company profiles posted on social media sites to develop target companies. Some organisations in the modern day depend on social networking sites for recruitment process in a bid to cut costs and the volumes of curriculum vitae's that are as a result job boards is reduced Career Builder (2017)

conducted a survey that revealed that 70 % of organisations were using social media to screen potential employees and it is up from 11 % in 2006. Eisele (2006) questioned 1,000 biggest organisations in German about their experience with online recruitment. The results were that 67% saw the utilization of web-based solutions as an improvement of their recruitment process, 49% engaged in it and they resultant was the lowering of the cost of recruitment. It was revealed that in comparison to traditional recruitment tools like newspapers online recruitment process reduced the cost of hiring by about 87% Wilson (2015). Thus it is generally accepted that using Social networking sites for recruitment can make an outstanding impact to the reduction of the recruitments costs and impacts productivity which is also a variable of employee performance.

Strengthen the Brand Experience

Social media will support in brand Building. The company would become more attractive to the customers and to the current and potential customers. By building a brand through social media it would in actual fact lead to reinforce the brand in the customer's mind as the organisation would reach the customers exactly the place where they are. In Zimbabwe were there are more than 2 million Facebook users Chui (2017) the organisations have a pool of potential customers and an opportunity to retain the customers and maintain a competitive advantage over the competitors. The use of social media will be an added advantage to the organisation as there is an increase in the channels for customers to discover your brand and there is ease of sharing content about your brand. Organisations can be able to manage conversations about their brand as Social media can also be a cheap altenative to strengthen brand experience as social media is easily accessible for free or little cost in comparison to marketing strategies like use of billboards or merchandisers. SNS s   have a low barrier to entry as many social networks are interested in businesses coming onto their platforms and provide content to allow their users to consume. In addition, social media is also a great platform for new campaigns and promotions thus through the use of social media organisations can strategically position themselves in the market. The employees of the organisations will feel motivated to work on social media which is the most used communication medium thus for them the task become easier to execute.

Challenges presented by the Use of Social Media

Social media use presents a plethora of challenges that directly influence employee performance in the organisations. Social media can be a double aged sword. This can be seen in the case of

NMB bank whereby a hoax WhatsApp message was circulating that said that NMB was facing Curatorship Gambanga (2016) and this caused panic among its customers and employees but the Bank responded through social media by assuring that the bank was in a good position and the next day the Reserve Bank of Zimbabwe did the same again by assuring people. As much as the bank responded it is quite clear that social media can cripple organisations and it is up to the organisation with the help of the Human resources management to try and monitor the conversations about the organisation. It is not only the customers who are affected but also the employees as they will be at unease thus failing to perform. An organisation through these hoax messages can lose goodwill, customers, market share, profits, competitive advantage and staff turnover will increase as employees will not be sure of the future of the company.

Poor Customer Service Provision and Publicity

Customer service provision has become a very important factor in the extremely competitive environment. Customer service facilitates the acquisition and the retention of customers. Customers tend to be very important to any business because they are the cradle of their existence. According to Mutambo (2014) digital tools and processes play a very important role in the business ecosystem. Through the use of social media customers are now highly oriented and have the publicity that social media tools give them thus organisations need to monitor and master such changes in behavior and deliver quality and proper customer service. Because of social media there are no longer private fights between customers and organisations as every activity is taking place in the eyes of millions thus social media challenges organisations to provide good customer service as their name could be tarnished instantly. A good example of how poor customer service can cripple organisations is the case of Dace Carroll and United Airlines that occurred when the artist's guitar was damaged during cargo holding. When the airline showed that they were reluctant to compensate the singer, Dave composed a video song titled "United Break Guitars" and uploaded the video on YouTube and within four days of the release United Airlines stocks had fallen by 10% costing shareholders $180 million as the video had over 14 million views Neusu 2014. This shows the power the customer now has through social media and the level of customer impatience has increased. This can be used to the advantage of other organisations as they can use social media to predict the customer ahead as the late Steve Jobs say's that,

"Get closer than ever to your customers, so close that you tell them what

they need well before they realise it themselves"   Neusu 2014

This can be archieved through the use of social media and providing the customers with the service that they need and want. The organisations must create intimate relationships with customers by turning the customers into fans through emotional bonding, customers must also be able to engage with the company on any device they want. In this case the HRM department is forced to train their employees so that there are miles ahead of their competitors in terms of customer service provision and to get closer to the customer the employees have to be on their best performance.

One of the major challenge imposed by the use of social media on employee performance is the issue of disruption in the production process. The argument here is that social media disrupts the production process as working time is taken when employees are on social media. A study done by Nucleas research has shown that access to Facebook alone in the workplace results in 1.5 percent drop in productivity Wilson (2015). As other social networks are combined like Twitter obviously the percentage increase from 1.5 and now this becomes a challenge to the employers as performance will drastically decrease. This must be a major concern to the employees as it has major effects on profits and the overall performance of the organization.

In addition, employee's fascination with SNSs may be counterproductive. Although it is clear that active users of social media maintain their relationships with others, being involved in the social media world would be counterproductive and harmful due to abusive texting and addiction. Performance might be hurt in two ways, the first which is interference with the job tasks and the second one with the workplace in general as there would be a slowdown of office network and invasion of malware. In line with this work process can become very slow if the office network is slow and this would affect the production process and also the performance if employees is affected with the slow network. Peckock (2008) notes that employees worry that stuff are wasting time on websites during working hours, weakening productivity and increasing security risks to the company by sharing data externally.

To add on the main internal challenge purported by Papworth (2009) is of how employees use their working time in relation to social media. Based on his analysis employers are concerned by

the use of social media for personal use rather than organizational purposes. By engaging in networking during working hours this will decrease the rate at which the production process would be moving. The point is not to restrict employees in using social media but rather they should use it at their own free time and not mixing business with pleasure. David Smallwood in a report by O'Brian (2015) an addiction expert from the British Media Journal say's that a social networking sites are fuelling insecurity and unhealthy obsession with building large friend lists among vulnerable groups and also foster an unhealthy competitive spirit about popularity. This argument goes on to argue that the more Facebook friends you have the more stressed you are likely to become. This is due to the fact that the average person only has emotional energy for two or three close friends. This stress will go on to affect the employee in the work place as the will not perform well on their jobs when their psychological state is not stable.

This obsession with the use of social media can lead to low self-esteem in employees. The aim of the use of social media is to gain some self-esteem and if there are negative effects this would have negative impacts on the psychological state of the person and in turn influencing the performance of the employee. According to the American Psychiatric Association (2014) there a disorder called selfitis and they defined it as the obsessive compulsive desire to take photos to one's self and post them on social media as a way to make up for the lack of self-esteem and fill a gap in intimacy. People post their profiles on social media in a bid to get one's appraisal or worth of the self. One must note that more time viewing others profiles, including their statuses and pictures increase the risk for body image avoidance and developing low self-esteem especially among females. Lower body image satisfaction leads to a greater drive for thinness. When a person has low self-esteem it has negative impacts on the psychological state of a person and in turn it affects the person's performance at the workplace.

Furthermore, the addictive feeds of fitness models, exotic travels and photo perfect moments fueled by the use of social media does not match with the people's comparatively humdrum and badly lit lives. The individuals involved in social media are mainly concerned with unrealistic moments. The study done by Royal society for Public Health (RSPH) (2016) have shown that social media is contributing to mental health problems such as anxiety, depression, sleep deprivation and body image issues and all these psychological issue would affect the performance of employees. The study was aimed at showing the impact of Instagram a social

network application which has 700 million users globally and it appears to be the social networking application that is having the most effect on an individual's health. One must note that unrealistic expectations and the fear of missing out on the social media platform can lower the self-esteem and fuel issues such as anxiety and depression. The study also reveals that sleep deprivation is due to waking up during the night and replying social media messages and the person would be partially drowsy and tired during the day and this would affect the performance.

Social Media Addiction

To add on to the above social media, tend to be very addictive and those who are addicted to it tend to neglect their personal life, they have mental preoccupation, escapism, mood modifying experiences. It is clear that an employee cannot focus on their specific tasks at work if social media is causing them mental preoccupation in their lives. Accordingg to Makanda (2015) the average social media user spent eight hours a day on social media. One must note that this is more than the time spent sleeping or studying. He further gives evidence of the addictive nature of social media by alluding to the study done at the University of Bergen which discovered that social media activates the same areas as drugs. The reward center of the brain that activates when one uses drugs is the same area that is activated when one uses social media and eventually becomes addicted. This addition will have a direct influence on the performance of the employees as they have to feed their edge to communicate on social media and at the same time perform a task.

Reduce Employee Relations

Although it has been previously stated that social media improves interactions, this is not always the case. The medium which is often used for communication has the potential to cripple the employee relations in the organization. In the modern world there is the existence of the problem of cyber bullying. Cyber bullying is the use of electronic communication to bully a person, typically by sending messages of an intimidating or threatening nature. Co-workers may harass or send negative messages to one another and this will directly affect team work and collaboration thus hindering performance in the organisation. This cyber bullying will create feuds among fellow employees that will result in sour relations. It is logical that a team cannot be productive if its members do not have good relations. Some employees can also post about how their co-workers are annoying and the other co-workers when they see the post will be offended

thus dislodging the trust and faith in each other thus team building is hindered and performance affected by the actions of the employees.

In addition, the "friending" of subordinates by managerial employees can be a slippery slope. A company may obtain information about illegal or other of potential concern such as drug use or excessive drinking on social media. It might be the managerial employees or the subordinate who would be found wanting, the fact is that there will be loss of faith between the two parties. There is no leader who is willing to lead drug addicts and there is no employee who is comfortable by being led by a leader who is constantly involved in conduct of potential concern thus affecting the employment relationship. An oranisation might be able to have access to information on a workers religious beliefs, medical issues, or sexual orientation. Knowledge of protected information may be as a basis for adverse employment action and this might hurt the employment relationship. Companies should consider guidelines or restrictions on friending subordinates or others that have reporting relationships, but steer clear of restriction against friending co-workers. The employees would now feel uncomfortable on cybsocial media as they feel that they are constantly monitored by the organization.

Cost Benefit Analysis yield unclear results
According to Fuchs-Kittowiski et al (2009) pinning down costs related to technologies is easy but further financial benefits are often uncertain. In actual fact top management rarely give Web 2.0 projects high priority as there are seen as distractions to employee's performance and the whole production process of the organisation. Measuring the results or benefits from social media can be very hard. One must note that it is very easy to count the members in the companies Facebook group but measuring social media's impact on goals such as customer loyalty, brand recognition and employee performance is hard.

Strategies to counter the negative influence of social media

Human Resources Gamification
Gamification is the idea of using game thinking and game mechanics in non-game scenarios such as business environments and processes especially in recruitment, training and development, motivation in a big to engage users and solve problems. Gatnerner in Paliwal (2014). According to Creative HR (2016) gamification makes painful and annoying processes to be entertaining. Albert Einstein said that;

"you have to learn the rules of the game and you have to play it better than

anyone"

with gamification the Human resources are the ones that create the game and set the rules of the game and the game has to bring out their desired outcome. According to Creative HR (2016) humans are social animals and like to play games naturally and the gamification concept utilizes the competitive nature in in humans and as a human play a game they feel engaged and a great sense of achievement. In addition, Paliwal (2014) argues that organisations like Deloitte and more are utilizing this human nature as they are using gamification to improve workforce alignment, enhance employee skills, solve complicated issues, tap into new talent pools, when introducing a new procedure and modify workplace behavior. The Human resources have to apply gaming elements like badges, levels, points and leaderboards in a bid to entice the employee to engage. The game design techniques consist of goal setting, competition, real time feedback, and rewards and the employees see the results online Paliwal (2014). He further provides examples of social media applications that can be used and facilitate gamification which are Mind Tick and eMee. Creative HR (2016) provided the key principles of gamification which are competition which he termed the key principle behind performance management systems as everyone like to be praise and appraised as the top performer, the second is achievement whereby rewards are attached to top performers in any process, the other principle is status whereby the status of an employees is upgraded through good performance in processes that have been gamified , the fourth is altruism which is the self-less concern for other as gamification makes people to search for others to win as a team thus support team spirit and the last is collaboration were a group is formed and transformed into an efficient team. It is quite evident that the negative influence can be dealt with gamification.

Use social media to Evolve the Human Resources Strategy

According to Montgomery (2017) a Human resources social media strategy is a strategic framework describing how to work with social, who is responsible, what has to be communicated to people, who are the targets, what channels will be used, key topics and messages to be passed. He further notes that social media can help to improve the processes in organisations and projects that are undertaken by Human resources leaders. A great strategy must

cover business involvement by outlining the benefits of social media to business leaders and gain their support as social media structures are expensive to set up, target audience definition whereby the external and internal audiences must be distinct. The strategy must also involve social media tools that must be used to implement the strategy, policy and procedure designs and lastly social media performance measurement. In the hiring process Waldman in Montgomery (2017) argues that there is a lot of data out showing that the highest quality and retention rate come through referrals. This in practical is facilitated by social media sites like LinkedIn whereby a company have 1000 employees with each having more than 500 connections on LinkedIn thus they will have a larger network to draw from. This is supported by Montgomery (2017) who has seen a company go from 175 000 a year on staffing its sales team to just 10 000 and the credits go to direct sourcing via social media. In terms of performance management one must note that technology that ideologically social is changing the Human resources game. The validity and effectiveness of traditional performance management can be questionable as there are no concrete and feasible results that can be provided. It is important to note that companies are now using software that are socially influenced to introduce more engaging and effective ways of giving feedback and recognition and also use software's like Bambo HR to have better conversations with employees. The Human Resources must adopt social media as the basis of its strategy as this will also help counter the negative effect of social media.

Promulgate Human Resources Visibility

Creative Hr (2016) came up with a way to curb the negative effects of social media that involves the Human Resources which they termed Human resources social media visibility. The problems that employees face or provide through the use of social media can be easily mitigated by Human Resources social media visibility. The Human resources must not just relax and leave the social media issues to the Information technology to deal with such issues but rather collaborate with them to make Human resources visible as shown in the fig bellow. The steps to make Human resources visible is to formulate a strategy based on social media as explained above, engage in content strategy which is the process of creating content that is relevant and that is compatible with the modern digital age as face to face conversations and long emails are traditional the Human Resources can use popups, real-time updates like Twitts that are more intriguing and exciting for the modern day employees who uses social media. The other steps include having proper social media channels that help managers to reach out to their employees and as discussed

earlier there are software like eMee and Bambo HR that helps in social media visibility and act as social media tools for Human resources managers'. The steps also include defining the target groups as the Human resources deal with an internal and external audience and have to make sure that messages for internal audience is not misinterpreted by the external audience. These steps can only completed if the Human Resources are able to reach the mobile phones of employees as the mobile phone is the medium used by many people to access social media. These step can also be complimented by Human resources gamification and the Human resources must also exhibit extensive social skills that will help them to reach the target audience.

Fig 4: Human Resources Media Visiblity

Source creative hr.com

Employee an online digital manager and Monitor social media
This a new and modern post that entails the duties of monitoring the activities of social media in the organisation. The online digital manager can collaborate with the Information technology department and the Human resources to check whether employees are using social media and posting to their personal accounts during working hours and also to check whether the posts are related to work or relate to work but in a negative way and in this case if there is a social media policy the Digital manager will have to refer to it. The Digital manager can be able to block the

employee from using social media further and can also refer those employees who use social media excessively to the Human resources. It is now the duty of the Human resources to talk to the particular employee and try to solve the issue without offending or depriving the employee's social rights.

In addition, monitoring social media includes tracking the discussions about the organisation, reacting quickly to negative and fake news to avoid a social media outrage, monitor the organisations own social media accounts, they can check on the activities of their employees. According to Total HR Management (2016)   Human resources professionals argue that constantly monitoring social media can help an organisation to identify problems that employees are facing at work and in their lives, also spot the leak of trade secrets and intellectual property or even threat of workplace violence thus these can all be mitigated before any damage is done.

Formulate a social media policy
In general, a policy is a guidance of what is acceptable and what is not within an organisation. In this case the Human resources must collaborate with the top management but mostly with the shop floor workers in a bid to come up with a social media policy in the organisation. The purpose of the policy is to help in avoid controversial topics, reduce cyber bullying, outline the employee's responsibilities when it comes to social media and also educate employees on the pitfalls of using. social media. The policy must be communicated through different channels of communication and expectations highlighted explicitly. In Zimbabwe the Cyber Security Ministry was formed in 2017 (Tech Zim 2017) as there are concerns over the use of social media at national level thus it is also imperative for organisations to craft a social media policy and counter the negative impacts of social media. Mbendera (2017) is of the view that social media networks have evolved from being a novel idea to a plan where place where people met, connect ad reconnect to a place where they get to share all the juicy details of their lives and this shows how social media is engraved in the lives of individuals and at work its necessary for a social media policy to be crafted in a bid to regulate the use of social media. According to Bennington (2017) status firings have become common, From Cnn editors, waitresses, to hospital employees it seems no one is immune to bring fired over social media conduct that does not sit well with their bosses in many European countries. Although these are European cases one must note that

with increasing number of people using social media such cases are prone to also rise in the nation of Zimbabwe thus there is need to craft a policy.

ORGANISATIONAL PROFILE

Mutare City Council is a statutory body which was set up as far as the Constitution of Zimbabwe (Amendment 20 of 2013, Chapter 14 segment 274 and the Urban Councils Act Chapter 29:15) and is tasked with the obligation of giving administrations to the occupants in its territory of locale. Mutare City Council involves 19 wards which are headed by 19 chosen councilors. It covers 16 700 hectors of land and has a populace of +189 000 as indicated by the 2012 registration. The establishment of the Civic Center was laid on the 22nd of May 1959 by then Governor, Vice Admiral Sir Reveille William Powler and was authoritatively opened on the seventh of June 1960 by then Prime Minister, Sir Edgar Whitehead.

Today the building Consists of a three story segment with Council suite, Committee rooms and Mayor's Parlor as well as offices for employees. The City of Mutare is situated in the Eastern Highlands near the border between Mozambique and Zimbabwe. It is Zimbabwe's nearest to the ocean making it the most vital area for transport cost delicate import and fare arranged endeavors. Mutare city Council has made its presence on the online networking domain as the organisation has a site with the name www.mutarecity.co.zw or mutare.intersol.co.zw and furthermore has a Facebook page with the name Mutare City Council. The organisation did not put much in online networking as they worked without giving much regard for the impact of web-based social networking. The entire of 2017 the organisation has stepped its efforts to check on the utilization of web-based social networking and making its essence via web-based networking media as there has been confirmation of online networking influencing worker performance.

The organisations now post disciplinary hearings, social events, training programmes and general news of the organisation on its Facebook page and its website and this is the first step in adopting social media and trying to reach out to its employees and get the best out of them. The organisation has many departments that are geographically located apart thus communication has been made easy and boundaries between departments has been broken. The organisation is now eager to use social media as its tool for communication and also enhance performance and reach out to its employees and its customers respectively.

PROBLEM STATEMENT

The major problem at MCC is that the service delivery is very poor and one of the major causes is low performance of employees. According to Nkomo (2017) there are eight challenges that need to be addressed to ensure that the country has a vibrant local governance architecture. One of the eight problems was that there is congenital incapacity to deliver services by local authorities and this also include MCC. In the local authority there is the issue of failure to perform on the part of employees thus providing poor services. Newsday (2018) reports that the local Authority is failing to provide essential services and this was due to the financial crisis and lack of skills. In recent years' social media has developed to become a very dominant force in terms of social networking and communication. Organisations like MCC have gone on to take the initiative of joining in the Social media realm. Social media use by employees is a deadly force that tends to bring a plethora of problems to the organization like social media addiction and loss of production thus further crippling the organisation with depreciating service delivery. At the same time if handled well can become an opportunity that can ease the problem of service delivery through cheap online recruitment, enhance employee performance, and also increase knowledge of employees and attain organisational goals.

OBJECTIVES OF THE STUDY

This study sought to achieve the following objectives;

Main Objective

1. To examine the influence of social media on the performance of employees in the workplace.

Specific Objectives

    1.1.To establish the reasons for the use of social media

    1.2 To identify the benefits of social media use for HRM.

    1.3 To assess the challenges presented by the use of social media.

    1.4 To identify strategies that counter the negative consequences brought by the use of social media in the organisation.

    1.5 To proffer recommendation.

JUSTIFICATION

In the 21st Century social media has risen as the prominent social medium and in Zimbabwe few studies have paid attention to its influence on employee performance and this study will add new knowledge to this contemporary issue as much study has been done in other nations

In Zimbabwe there have been few studies study on the phenomenon which is social media. In other developed nations studies have begun to emerge as there are attempts to demystify the concept of social media and show its influence on the human beings. AT&T (2008) a European company that sells internet connection services made a survey of about 2500 employees in five different European countries. The purpose of the study was to show the influence of the use of social media on the workplace. The results of the study showed that of the employees using social networking sites, 65% SNSs made them more efficient workers, 46% SNSs gave the employees more creative   ideas, 38% SNSs helped the employees to gain knowledge and came up with solutions to problems, 36% SNSs allowed them to collect knowledge about employees and customers and 32% SNSs created team building opportunities. This study proved that social media influence the conduct of employees at the workplace and although the study brought out positives of social media one has to be aware that there are also negatives that are brought up by the use of social media.

Amongst the few studies in Zimbawe scholars like Kandiero et al (2014) have put the topic under study using the case of Econet Zimbabwe. During their survey they discovered that most employees at the organisation used social media and the company provided access to social

media. He discovered that employees use social media at work and a total ban on these SNSs may hinder the growth of the business but a more "measured strategic approach that facilitates reasonable use can provide the company with profound benefits" Kandiero et al (2014). They pointed out that social media affects performance on the time spent on social media. Kandiero (2014) acknowledged that social media has it benefits and its challenges that are performance related and recommended that social media polices should be crafted in consultation with the staff members. In addition, this study now gives a psychological and theoretical perspective on how social media influence employee performance as an independent variable and in the process provide the practical strategies that can be implemented to curb the challenges presented by social media and strategies to utilize social media to good use and improve employee and overall organsational performance.

There has been a significant growth in the number of users of social media and organisations have actually joined the users in using social media. Since social media is now a phenomenon that affect the lives of people on a public and personal level it is important especially to Human resources managers to know the challenges imposed by social and opportunities that will be presented by social media especially in relation to performance. The study tries to explore whether the use of social media slow down performance or it actually enhance the performance of employees. The study also show how organizations should adapt, use and manage the use of social media by the employees. Performance with its four variables which are motivation, skills, production and knowledge is a key aspect that leads towards the success of the organization thus achieving its intended goals. Human Resources managers must be aware of the threats that affect performance and factors that enhance performance and in this context it is social media as evidenced by the study.

This study benefits the employees as they would now have intimate knowledge of the pitfalls of using social media especially at the workplace. The rise of social media has affected the lives of people psychologically, socially, economically and this has a huge bearing on the organisation thus there is need to pay attention to the use of social media. This study will provide information pertaining to the effects of social media on employee performance

Such research benefits the Midlands state University as this material will be used for future research purposes by other students. The research is also conducted by the researcher in partial fulfillment of the BSc Honors in Human Resource Management with Midlands State University.

CONCEPTUAL FRAMEWORK

This is an analytical tool with several variations and contexts. It is used to make conceptual distinctions and organise ideas Kothari (2004). This research is guided by the formal hypothesis type of framework which is associated with explanation and descriptions. An explanation is a set of statements constructed to describe a set of facts which clarifies the causes and consequences of those facts. In this researcher the researcher will explain the effect of social media on employee performance.

This study is guided by the social media content model by JC social media (2013) and the Social Impact theory by Bibb Latané a psychologist at the Ohio state University in 1981 Penn (2017) to come up with the social media influence model. Bibb made many experiments in the year of 1981 to validate how influence works in the social realm. According to Penn (2018) Bibb's theory was made up of three factors that are tabulated below

Table 1: Bibb's 3 factors

1) Strength	2) Immediacy	3) Number
This is how important is the influencing group to the target of influence	This is how close in proximity in time is the influencing group to the target	which was the number of people in the influencing group

This model was developed way before social media became prominent but it applies to social media in the modern day and how it influences employee performance. As noted earlier by Makanda (2015) social media is very addictive in nature and a person is influenced by the group that they interact with.

- In line with the social impact theory a person is made to stay logged on to SNSs because of the strength of the influencing group. This group may include friends, friends of friends, spouses, colleagues, family, other people the person might have relationships and

those people whose opinion matter to that person. This makes a person to stay on social media as they want to stay in touch with this influencing group thus if this person is at work their performance will be compromised. They would want to connect to these people during working hours and in turn disturb the workflow of work.

- On the immidiecy factor one must note that the people that one wants to connect with are just a mobile device away which is usually with the owner at most times. The mobile device being in near proximity means that there is ease of access to the influencing group thus a working person is prone to be constantly checking their mobile devices for new updates, posts, events, news, reviews, messages and status updates. This will obviously take working time thus compromising the performance of employees.

- Lastly social media has a huge base of billions of users thus this gives a huge number of the influencing group. The many different activities that are done on social media also gives an influencing power on the group and leaves the target of influence in a vulnerable and compromising position to the extent of failing to resist to use social media. Since it has been proven that social media is very addictive and with the influence from different groups it is now difficult for employees with access to social media to concentrate solely on their specific job tasks.

The social influence theory focused mainly on the challenges presented by the use of social media and now the JC social media focuses on the opportunities that Human resources can have through the use of social media. The model by JC social media emphasize that through social media content is produced and this content is for three purposes which are self-promotional, interaction and value adding as shown in Fig 5. With the influence that Social media has assumed in the modern day organisations can seize the opportunity of using this social media to enhance the perfomance of the employees. The content produced on social media can be monitored and used by the Human resources managers to enhance the performance of the employees. One must note that performance has four variables which are skills, motivation, knowledge and productivity.

Fig 5: Social Media Content Matrix

Social media content matrix

Value-adding

Desired

Current

Self-promotional   Interaction

Copyright JC Social Media 2013

{Source: http://www.JCSocialmedia.com}
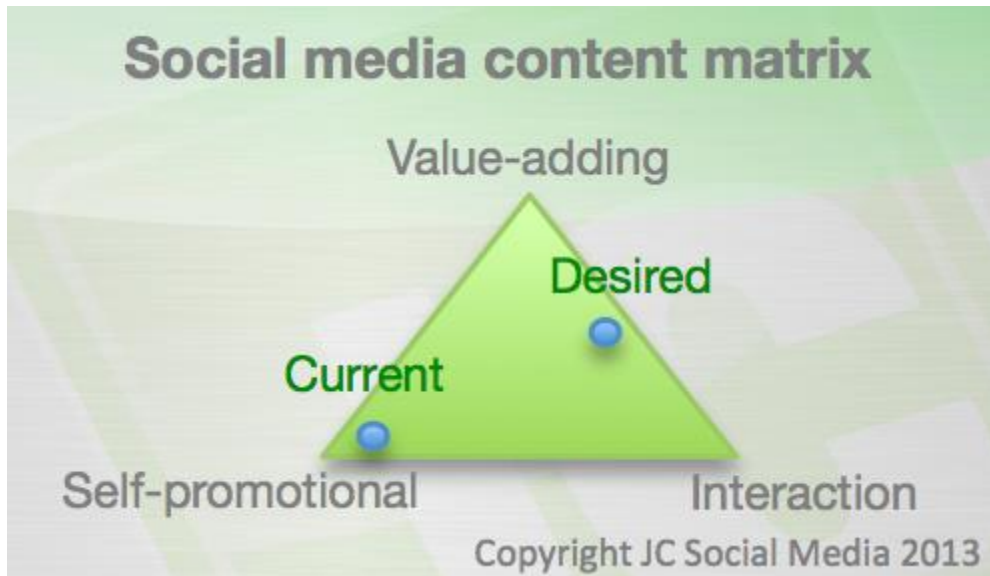
<u>Interaction</u>

Through the use of social media, the organization can enhance these skills through interaction with the employees on social media. Current level of performance depends holistically on 6 components: context, level of knowledge, levels of skills, level of identity, personal factors, and fixed factors Penn (2017). These factors can be tackled by the employer through the use of social media by creating virtual workgroups to promote teamwork, create chat rooms to make boundary work easy, encouraging employees to use social media as this will increase work life balance, there is effective communication in the organization, there is increased knowledge Capital. Through these activities the cost decreases and amount of effort or financial resources to produce a result goes down.

<u>Value Addition</u>

The organisations can also adopt online training and development schemes like the mentorship ideology used by Strive Masiwa (Gambanga 2014). This is value adding in nature as the capability of employees increases which means the ability to solve more challenging problems increases. Furthermore, according to Bosch (2009) when employers embark on adding values to employees the capacity increases in the sense that the ability to generate more throughput increases. Knowledge increases which means depth and breadth of knowledge increases. The

skills increase, the abilities to set goals, persist, maintain a positive outlook. There is also increase in breadth of application and in effectiveness. Identity and motivation increases as individuals develop more sense of who they are as professionals.

<u>Self-Promotional</u>

Social media being a phenomenon that has impact on the lives of peoples, its rise has given organizations problems that are very much hard to deal with. The organisations can shutdown the company internet but the employees can still access the social media through their own personal devices in the organization. The organizations should not try to fight the use of social media because this would be fighting a battle that is already lost. The modern organisations should try and show its flexibility by adapting to the change in the organisational culture and adapt to the use of social media and try to promote itself on social media. The organisation can utilize social media by branding itself on social media and also increasing customer care by reaching out to its employees on social media. As social media has a huge following by joining social media the organisations are able to reach out to customers and potential employees. The organisation will be exposed to a large base of talent that can be recruited and become very good performers and will help the organisation to achieve its goals.

RESEARCH METHODOLOGY

According to Rajaseka (2013) research methodology is the different procedures, schemes and algorithms used in research. The argument is that all the methods employed by a researcher when coming up with a research study is under research methodology. These methods should be essentially planned, scientific and value-neutral. The methods that can be used include theoretical procedures, experimental studies, numerical schemes and statistical approaches. Research methodology seeks to give a detailed map on how the researcher would conduct the research process, highlighting the various sub-topic. In simpler terms the research methodology acts as the foundation to the whole research process and provides the guidelines to be followed in research.

Research Approach

Research Approach is the intention to provide the reader with the sense of the real world, these are also plans and procedures that span the steps from broad assumptions to detailed methods of

data collection. In collecting the relevant data, the researcher used qualitative and quantitative research approaches. Qualitative research according to Srivastava and Thompson (2009:73) it is an inquiry process of understanding based on distinct and methodological traditions of inquiry that explore a social or a human problem. The researcher builds a complex, holistic picture, analyses words, reports detailed views of informants and conduct the study in a normal setting. Qualitative methods examine the why and how of decision making, not just what, where, when or who. In this case the qualitative research would help in answering the question of how social media influence employee performance with reference to MCC. Quantitative gathering tools rely on numbers and are partly supported by words in collecting data; examples include questionnaires, observations and official statistics like census while on other hand qualitative data gathering tools mainly use words in collecting data, examples include diaries, interviews and focus groups (Thomas 2009) and for the purposes of this study the researcher was going to use words to support the qualitative data.

The data that was collected using qualitative approach is non-statistical in nature and can be obtained through interviews, and quantitative data can be obtained using questionnaires.. The research took place in a natural setting, its aim was to describe people, events in a natural setting and one can only study the influence of social media on employee performance in a natural setting. The researched information can be received verbally in a detailed and complete form and not in numbers and formulas. Qualitative research tries to approach reality without a preconceived reality thus it allows the researcher to conduct the research even without any past knowledge of the subject to be studied, it also gives the researcher the opportunity to observe, record and interpret non-verbal communication as part of a respondent's feedback, thus additional information that is relevant to the topic being studied can be obtained. For the purpose of this research the researcher heavily relied more on qualitative research and quantitative approach was not completely sidelined as it helped in interpreting the data that was gathered. Overall the researcher used more of qualitative approach thus the whole research can be said to be under mixed methods.

Research Design
Social Media is a recent phenomenon and mere textbook information is not enough to bring out the theoretical and practical aspects of its influence on employee performance. A research design

is a plan, structure and strategy of investigation so conceived as to obtain answers to research questions or problems. The plan is the complete scheme or programme of the research. It includes an outline of what the investigator did from writing the hypotheses and their operational implications to the final analysis of data Kerlinger (1986:279) in Kumar (2011). As the researcher had established the research problem the research design was going to be the procedural plan that will help the researcher to answer questions validly, objectively, accurately and economically. A research design typically include how data is to be collected, what instrument will be employed, how the instrument will be used and the intended means for analyzing collected data. The research design falls into two categories which can either be qualitative or quantitative approaches. The researcher will use qualitative research approaches because the main focus in qualitative research is to understand, explain, explore, discover and clarify situations, feelings, perceptions, attitudes, values, beliefs and experiences of a group of people Kumar (2011). The type of design that was used by the researcher for the purposes of this research was a case study. To be called a case study it is important to treat the total study population as one entity Kumar (2011). According to Burns (1997: 364), 'to qualify as a case study, it must be a bounded system, an entity in itself. A case study should focus on a bounded subject/unit that is either very representative or extremely atypical. A case is a socially constructed setting or location and the researcher used Mutare City Council as the case. The case study gives way for the researcher to study its subject in its very natural state.

Sampling

Sampling is the method used in statistical analysis in which predetermined number of observations will be taken from the population Peters (2014). The researcher had limited time to conduct the research so there was need to extract a certain number of employees from the total population because if the total population was included the researcher would not be able to finish the study in time. The instruments for research were administered to the chosen sample. As depicted in the illustration below a few sampling units were going to be selected from the study population units and from the findings the researcher would be obliged to make conclusions that represent the whole population from the sample population.

Fig 6: The sampling process
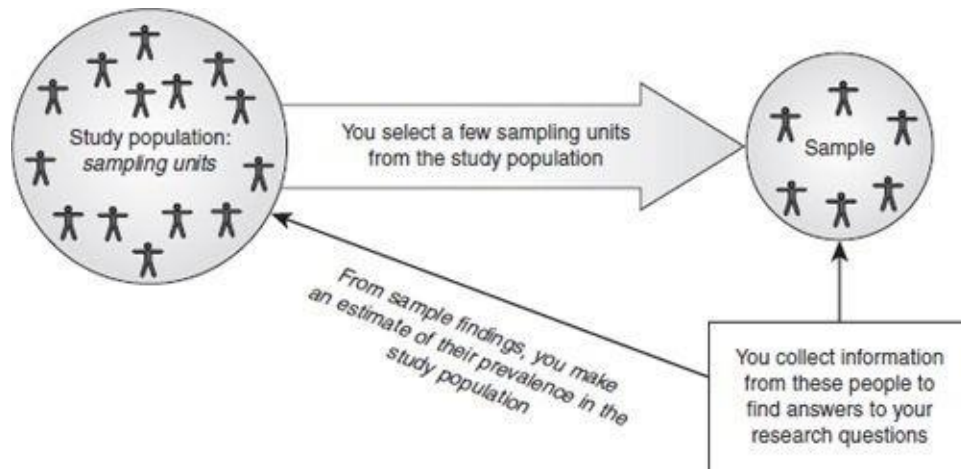
Source: Kumar (2011)

Sampling Method

The researcher used the non-probability or non-random sampling method which was purposive sampling. According to Leard (2010) purposive sampling represents a group of different non probability sampling techniques. The method can be termed selective or judgmental sampling; this is because the sample is selected basing on the judgment of the researcher. The researcher did not have to deal with a large number of respondents but conducted research only on the population that was likely to produce the relevant information and not just random respondents of which some of them might not have knowledge of the subject in question. The major goal of purposive sampling was to select the population with certain characteristics that will enable the researcher to answer the research question. The researcher will target shop floor workers, top management and middle management employees especially Human Resources Managers. Purposive sampling is relevant because not everyone at Mutare City Council knows about the issue of social media thus the most productive sample would be used.

Sample Frame

Rosnick et al (2003) postulates that sampling frame refers to the source material or device from which a sample is drawn. It is a list of all those within a population who can be sampled and may include individuals, households or institutions. Kumar (2011) argues that all units have a logical, numerical identifier, all units can be found that is their contact information, map location or other relevant information is present, the frame is organized in a logical, systematic fashion, every element of the population of interest is present in the frame and every element of the population

is present only once in the frame and these according to them are some of the characteristics of a sample frame. The sampling frame must be representative of the population from which the sample would have been selected. The researcher used a sampling frame about 1200 people from the City of Mutare.

Sample size

A sample size is the number of observations in a sample Evans (2000). In short these are the actual people that would have responded to the research question and whom the researcher administered research instruments on are the sample simple size. The researcher in this case used a sample size of just sixty people out of the one thousand two hundred participants in the sample frame. The researcher targeted the whole Human resources department which had four people in a bid to acquire information on how they are dealing with the problem of social media in the organisations and how they are using social media for their benefits. The researcher also targeted a small sample size of employees in the organisation in a bid to avoid getting irrelevant information and through purposive sampling the researcher selected the respondents that were likely to respond with information that is relevant to the subject in question. The researcher had limited time to come up with a full research so a small sample size was suitable for the research. In coming up with the sample size the researcher used the rule of Thumb. Kothari (2004) postulate that it is a method of procedure that is based on experience and common sense and it is regarded as roughly correct but not intended to be scientifically accurate. It made sense to the researcher to choose such a small sample size considering the time and the size of the sample frame.

Table 2: Sample size used

Participants	Sample Frame	Sample Size

HR Personnel	4	4
Managerial Employees	6	6
Non Managerial employees (Shop floor workers)	1190	50
Total	**1200**	**60**

SOURCES OF DATA

The main sources of data in this research was secondary sources and primary sources. For the study purpose both primary and secondary sources of data are going to be used. The primary and secondary data have been collected to cover every aspect of the study. These sources of data were used in combination as per need of the study. These sources of data having different merits and demerits served the purpose of the research study and with a combine effect the study was successful.

These are explained in detail below:

Secondary Data

This is the primary data collected by someone else for a purpose other than the current one Burns (1997). Secondary data is the data collected by a party related to the research study but the data would have been collected for some other purpose and at a different time in the past. If the researcher uses this data then it will become secondary data to future users. Such kind of data is available in written, typed or in electric form. A variety of secondary information sources are available to the researcher gathering data on an industry, potential product applications and the market place. Secondary data is also used to gain initial insight into the research problem. Secondary data is classified in terms of its source, either internal or external, or in house data. In simple terms secondary information is acquired within the organisation where research is being carried out. External secondary data is obtained from outside sources.

Primary Data

This is the data that is observed or collected directly from firsthand experience Rajaseka (2013). Primary data is information collected by a researcher specifically for a research assignment. In other words, primary data is information that a company must gather because no one has compiled and published the information in a forum accessible to the public. Companies generally take the time and allocate resources required to gather primary data only when a question, issue or problem presents itself that is sufficiently important or unique that it warrants the expenditure necessary to gather the primary data. Primary data is original in nature and directly related to the issue or problem and current data. Primary data is the data which the researcher collects through various methods like interviews, surveys, questionnaires. These instruments are further explained below:

Research Instruments

This refers to the tools that the researcher used when conducting research on respondents and fro this search the researcher used questionnaires and informal and formal one on one interviews

Questionnaires

According to Annum (2015) this is a systematically prepared form or document with a set of questions deliberately designed to elicit responses from respondents or research informants for the purpose of collecting data or information. The researcher compiled systematic questions that were be presented to the respondents and the questions gave a very clear picture of the research question to the respondents. The researcher used structured questionnaires. The respondents' answers became the raw data that the researcher collected and compiled. By using questionnaires, the respondent had time to think and give the relevant information and there were no leading questions that prompted the respondent to give information that is one sided. The questions in the questionnaire were short and most of them required the respondent to tick the answer with a pen and respond with a yes or no. The merits of a questionnaire include that it offers more anonymity as there is no face to face interaction and also its less expensive and like interviews you save time, human and financial resources. It is also important to note that the data collected was to be presented in a qualitative manner.

Interviews

According to Burns (1997:329), 'an interview is a verbal interchange, often face to face, though the telephone may be used, in which an interviewer tries to elicit information, beliefs or opinions from another person. An interview is basically a conversation where questions are asked and answers are given. This was a one on one conversation where the researcher was the interviewer and the respondent was the interviewee. Structured or unstructured interview questions can be used during the research. Use of interviews encourages sample persons to respond, leading to higher response rate. The use of interviews has its merits and demerits. The merits of using social media are that corrections can be made as misunderstandings and mistakes can be quickly identified and rectified, a relationship can be developed as the meeting can create emotional bonding and mutual understanding which leads to good co-operation, the researcher is able to obtain new and fresh primary information for the research, interviews are less costly, they are very simple and prompt and the fact that there is increase in the knowledge of both the interviewer and the interviwee as there is possibility of exchanging ideas and views.

Method of Data Presentation and Analysis

Data analysis is an ongoing activity which not only answers the research question but also gives the research directions of future research. Data analysis methods help in converting raw data into information and knowledge and helps in explaining the relationship between variables. The researcher used thematic data analysis method which is one of the most common methods in qualitative research. It emphasizes pinpointing, examining and record patterns (themes) The researcher had the chance to review data, make notes from data. The discovered themes were treated differently in accordance to the intentions of the researcher. The researcher was mainly focus on categorization which is classifying data on the basis of common characteristics which can either be descriptive Kothari (2004), familiarisation which is the process of identifying patterns by becoming familiar with the data through reading and rereading Kothari (2004) and coding of data which refers to the process of assigning numerical or other symbols to answers by respondents so that responses can be put into a limited number of categories Kothari (2004)

Ethical Considerations

Laerd (2016) stated that ethics in research refers to the dos and don'ts in research and these distinguish what is right and what is wrong. The ethical considerations that the researcher adhered to included

1 Informed Consent – The respondents were not be deceived into responding but they were supposed to be aware of the research question and when they were aware of this they must be willing to respond to the researcher. The researcher had consent from the respondents and there was no form of persuasion from the researcher. The research was conducted solely on the basis that the respondent has willingly given the researcher consent.

2 Confidentiality-The names of the participants, some important information about the organisation must not be revealed to anyone. The information if seen by others might harm the organisation thus the researcher agreed to a confidentiality agreement to assure that the information gathered was solely for research purposes and was not to be disclosed to the public.

3 Honesty and Integrity-The researcher showed honesty as the researcher honestly reported the data, methods, procedures and publication results.

4 Respect for Intellectual Property-The researcher honored all forms of intellectual property, did not use unpublished data, methods or results without permission. The researcher was obliged to give proper acknowledgement or credit for all contributions to the research and ensure that plagiarism is minimized.

5 Covert Observations-The people involved which are the respondents were aware of the researcher's actions because it is not ethical to spy on people behind their backs as this might be problematic as the matter might be taken to the courts of law.

6 Privacy-It is the duty of the respondent to know when to disclose private information and the respondent must not be persuaded to disclose such information.

Limitations

These are the factors the researcher has no control over at all and the researcher have to overcome such shortcomings when conducting the study which include

1. The researcher might be faced with the shortcoming of non-disclosure of information thus the researcher assured the respondents beyond doubt that they would be confidential and information provided was not be put in the wrong hands.

2. The researcher had time constraints, this was due to the fact that the researcher had limited time to come up with a full research and the research must not also take up much production time of the employees.

3. Another shortcoming of the researcher was that the researcher was conducting an independent research with no funding thus the presentation of the research instruments was poor.

4. If there are constraints in accessing organisational information the researcher was to take proper channel to access the information and with the limited time the researcher had, the researcher was to take the initiative of making follow ups so that information is realesed legally and legally protected.

Delimitations

This particular research was limited to Mutare City Council. The research was focused on the influence of social media on employee performance. The research was limited to a small sample size of sixty people including management and shop floor workers.

DATA PRESENTATION

The data, that has been collected has to be processed. In this case after the data was collected through the use of interviews for Human Resources Managers and Managerial employees and questionnaires for the shop floor workers the researcher now presents the findings of the research in the first part and in the second part analyse the data presented. Through the use of the Thematic Approach which is used in qualitative analysis the researcher identified, examined and recorded patterns within the data that was collected. In explaining the data, the researcher is going to use tables, graphs and text

Response Rate

Table 3: Response Rate

Group	Targeted Responses	Actual Reponses	Variance	Response Rate
Human Resources Personnel	4	2	2	50%
Managerial Employees	6	4	2	66%
Non-Managerial Employees	50	35	15	70%
Total	*60*	*41*	*19*	*68%*

Source: Field Research 2018

In a bid to answer the research questions the researcher had initially targeted sixty (60) employees at Mutare City Council but due to factors beyond the control of the researcher there were only forty-one (41) employees who responded and this gives a response rate of sixty-eight percent (68%). The targeted population included four (4) employees from the Human Resources section, Mutare City Council has six (6) departments which included Chamber secretary, Health, Engineering, Housing and Community Services, Finance and Town Clerks so the target was one (1) senior manager from each department. The response from the Human Resources section was two (2) out of a possible four (4) targets and from the Managerial employees the researcher had four (4) responses out six (6) possible targets which makes the response rate fifty percent (50%) and sixty-six percent (66%) respectively. For shop floor employees the target was fifty (50) and there was thirty-five (35) respondents which gives a response rate of seventy percent (70%). The variance shows the number of employees who were not able to answer the interview questions and the questionnaire. One (1) employee from the Human resources section conducting training and could not have time to answer the questions and the other one was off duty due to personal reasons. The two (2) managerial Employees that could not answer the interview questions were held up in meetings. There were certain challenges with shop floor workers as five (7) of them returned the questionnaire with no responses, eight (8) of them could not be reached to return the questionnaires.

Table 4: Demographic Characteristics

Employees	Gender		Age Profile					Educational Qualification						Length of Service (Years)			
	Female	Male	18-25 years	26-35 years	36-45 years	46-55 years	Over 55	Ordinary Level	Advanced Level	Certificate	Diploma	Degree	Master's Degree	1-3 years	4-6 years	7-9 years	Over 10 years
Human Resources Personnel	-	2	-	-	2	-	-	-	-	-	1	-	1	1	-	-	1
Managerial Employees	1	3	-	-	1	3	-	-	-	-	1	1	2	-	-	1	3
Non-Managerial Employees	19	16	4	9	11	7	4	4	8	9	11	3	-	3	9	13	10
Total	20	21	4	9	14	10	4	4	8	9	13	4	3	4	9	14	14
Grand Total	41					41							41				41

Source: Field Research 2018

Gender

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Human Resources Personnel	-	2	-	-	2	-	-	-	-	-	1	-	1	1	-	-	1
Managerial Employees	1	3	-	-	1	3	-	-	-	-	1	1	2	-	-	1	3
Non-Managerial Employees	19	16	4	9	11	7	4	4	8	9	11	3	-	3	9	13	10
Total	20	21	4	9	14	10	4	4	8	9	13	4	3	4	9	14	14
Grand Total	41					41							41				41

Source: Field Research 2018

Gender

The demographics table shows that there was one (1) female and five (5) males among the respondents from the Human resources section and the managerial employees. The non-managerial employees had a slightly higher figure of women respondents with nineteen (19) female participants responding and sixteen (16) males responding. This shows that overally forty-nine percent (49%) of the respondents constituted females and 51% were males.

Age

MCC had employees of different ages and this is proven by the variance in the ages of the respondents. From the Human Resources the two (2) male respondents are between the age of 36-45 years and one (1) of the four managerial employees was between the age of 36-45 years and the other three (3) were between the age of 46-55 years. The shop floor employees had four (4) respondents in the 18-25 years range, nine (9) in the 26-35, eleven (11) in the 36-45, seven (7) in the 46-55 and lastly four (4) who were over 55 years. The dominant age group was between 36-45 years with 14 employees and two age groups which were in the range of 18-25 and over 55 years had the least employees with four (4) each.

Educational Qualifications

The Human Resources personal had one (1) person with a master's degree and one (1) with a diploma. The managerial employees constituted two (2) people with master's degree, one (1) with a honours degree and the last one had a diploma. Amongst the non-managerial employees who responded three (3) had honours degrees, eleven (11) had diplomas, nine (9) had certificates, eight (8) had reached advanced level and four (4) had reached ordinary level. In this category the majority that dominated were nine people that had certificates and the group with least people was of those employees with diplomas who were only three.

Length of Service

 The respondents from which data has been collected from have served the organisation for many years. The demographic data reviewed that from the Human resources section one (1) employee had served for 1-3 years and the other for over 10 years. It must be noted that three (3) of the managerial employees had served over 10 years and one (1) had served for 7-9 years. Demographics from the shopfloor workers showed that three (3) employees had served for 1-3 years, nine (9) employees had worked for 4-6 years, fourteen (14) worked for the organisation

for 7-9 years and ten (10) employees had served for more than 10 years. A total of fourteen people had served the organisation for 7-9 years and more than ten years and these were the dominant majority in this category and there were four employees whole had worked for the organisation for 1-3 years represented the less dominant group.

Department

The responses from the respective department at MCC is shown in the graph below. The pie chart shows that the majority of the respondents came from the Chamber Secretary department which had sixteen (16) employees. The Finance department had ten (10) respondents, the engineering had six (6) employees who responded, the Housing had five (5), the Health department had three (3) and the least which was the Town Clerks department had one (1) responded. It is worth noting that at MCC the Human Resources is not a department but rather a section under the Chamber Secretary Department.

Fig 7: Response rate as per department
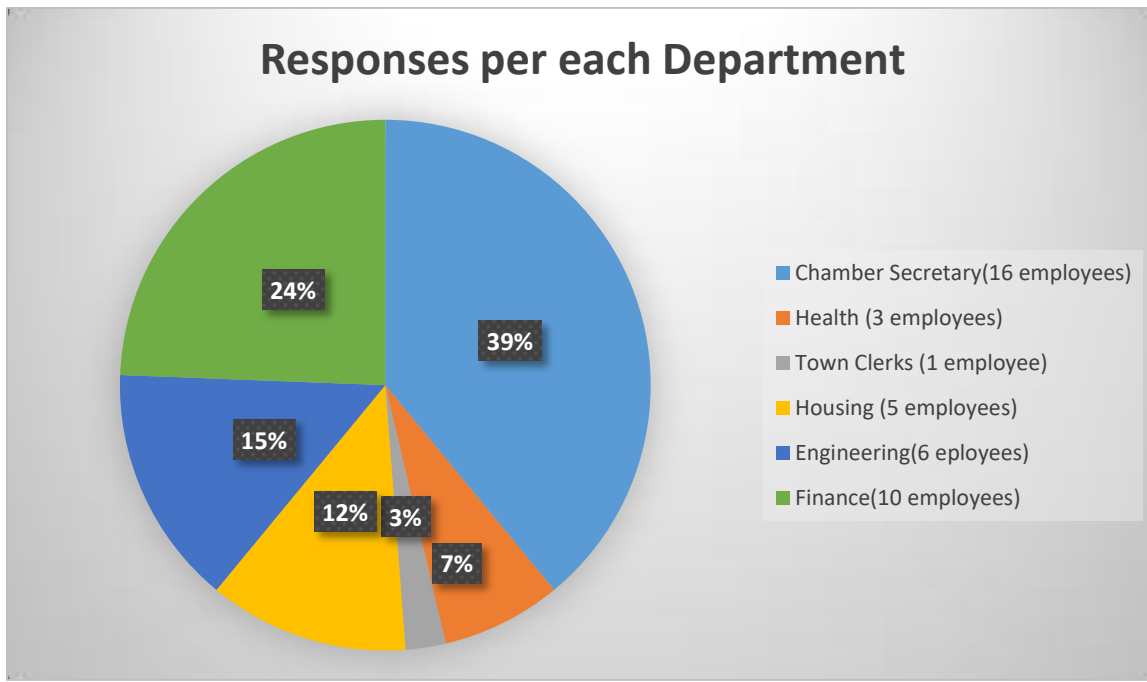
Source: Field Research 2018

Reasons for Using Social Media

The motive of the researcher was to get information on why employees use social media during working hours. The researcher gave shop floor workers questionnaires to respond to and the Human resources personnel and the managerial employees responded to interview questions.

The shop floor employees showed that they tend to use social media frequently and they provided different reasons for using social media. From the data eighteen (18) shop floor employees who consisted of nine (9) female employees and nine (9) males revealed that they tend to use social media for personal, organizational and social purposes. The other thirteen (13) of which ten (10) where female employees used it for social purposes only and the other four (4) male shop floor workers said they used it for personal purposes and there was no employee who tend to use social media for organizational purposes only.

 In addition, twenty-seven (27) employees felt that if they are not on social media they will miss out on a lot, the other eight (8) said they did not miss a thing. To add om nine (9) revealed that they will miss out on the events happening to their families, one (1) employee from the I.T section replied that he uses social media to get;

> " *ICT updates and this will help in strategic formulation of IT related decisions"*

More over two (2) female shop floor employees from the Chamber Secretary department actually revealed that they were now accustomed to spending time on the internet discovering new trends and interesting stories on the internet. Another male employee who had served the organisation for over 10 years from the Health department said that there is always new information that circulates on SNSs and they would not want to miss out on the information and similarly another employee feels that if he doesn't use social media he feels disconnected with the outside world.

Shop floor employees form the Chamber secretary (5), Finance (3), Engineering (2) agreed that social media was a very cheap mode of communicating within the organisation and with other people outside the organisation. two (2) male employees who were within the age range of 36-45 and four (4) female employees from the 26-35(1),26-45 (2) and 46-55(1) saw the use of social media as a way to refresh from the pressure of work. A shop floor employee from the I.T section and another from the Town Clerks Department revealed that most sites are unblocked so this was an opportunity for them to log on to SNSs since they do not have accesses to internet frequently

and at home. The last three (3) shop floor employees who had served the organisation for 1-3 years (2 females) and 7-9years (1 male) and said that social media was just an unresistable entity at work. In addition, fifteen (15) shop floor employees who consisted of ten (10) females and five (5) males of which three (3) were from the Finance department, eight (8) from the Chamber Secretary, two (2) were from the Housing and one (1) each from the Housing and Health department shop floor employees agreed that social media was unavoidable at work, seven (7) males and two (2) females strongly agreed, two (2) females and two (2) males were neutral and two (2) males and five (5) females disagreed with that notion as shown in the table below

Table 5: Responses of Shop floor employees

	Agree	Strongly Agree	Neutral	Disagree	Strongly Disagree
Social media is unavoidable at work	15	9	4	7	_____

Source: Field Research 2018

On the side of Human resources personnel and Managerial employees, all of the six (6) of them agreed that employees need to be in touch with their families but the two (2) males from the Human resources personnel sited problems relating to this as there will be loss of production time and paying less attention to customers. The Human resources male manager who had served over ten years explicitly said;

"*The employees are wasting time on their mobile phones and executing tasks now is*

becoming more difficult",

In addition, one (1) female managerial employee from the Finance department even admitted herself to being a victim of WhatsApp at work citing that it's something that has become part of people's lives. In addition one (1) male managerial employee from the Engineering department also admitted that social media is unavoidable at work but emphasized that social media use at work was against work ethics. The manager said,

"*Chero uri pabasa haukwanise kugara usinga Whatsura*"

and when translated into English means that even when you at work you cannot resist using WhatsApp. Furthermore five (5) managerial and Human resources employees revealed that the organisation and management was strictly against the use of social media in the organisation and one (1) Human resources personnel who had served the organisation for 1-3 years said that the organisation gave the employees reasons to use social media as the access to social media is not blocked at all. As he said, "*Most employees have the password to the Wifi in the organisation so access to the internet is very easy*"

Benefits for HRM as a result of social media use at work

The researcher wanted to get the benefits of social media to the employees and how management benefit from these in terms of employee performance.

Fig 8: Benefits of social media of the workers at MCC

	Worklife balance	Enhanced Perfomance	Increased Knowledge	Motivation
Number of Respondents	25	3	2	2
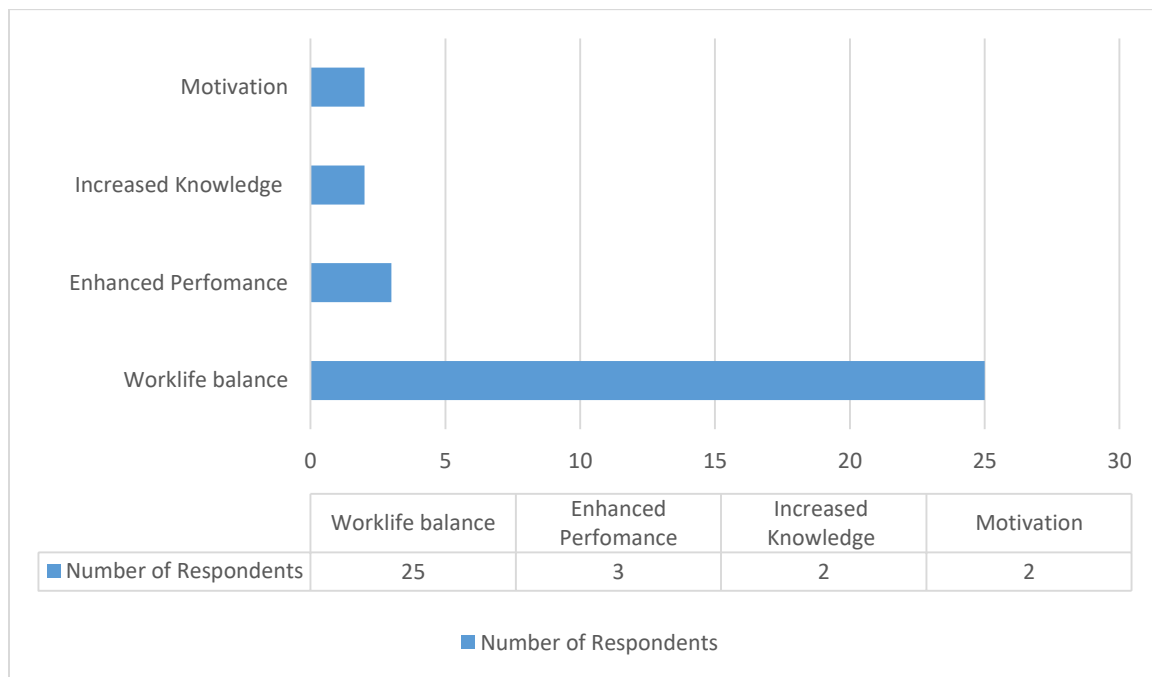
Source: Field Research 2018

Amongst the respondents thirty-two highlighted that social media has benefits that tend to aid in their work and the three (3) did not give any response in this section. To my surprise twenty-five (25) with 15 females and 10 males of the respondents revealed that social media increase work life balance. Amongst these employees four (4) males and two (2) female employees were not able to provide the reasons for their answer. The nineteen (19) gave a plethora of reasons for

their choice of work life balance. Four (4) employees that included 3 males from the Housing (2) and Engineering (1) and 1 female from the Health Department from the nineteen said that the use of social media through contact with the outside world helps to escape the pressures of work. To add on 4 female shop floor employees who had served the organisation for 7-9 years (2) and over 10 years (2) and 1 male from the Chamber secretary who had served the organisation for 1-3 years highlighted that social media increases work life balance as they are able to communicate with family and friends whilst we at work. According 1 female employee from the Finance department,

"one would work whole heartedly knowing that everything is in place at home".

Furthermore three (3) female employees from the Health Department (1) and Chmaber Secretary (2) also similarly highlighted that as mothers through social media they can know that their kids are okay at school and at home. To add on four (4) male and three (3) females from the health department reveled that they mostly travel with work thus social media tends to help in keeping in touch with the family. The seven (7) from the thirty-two had different benefits. Another male employee from the Chamber Secreaty department and one from the Health Department said it increased knowledge and one gave no reason and the other one said information is passed on to each other easily and the information might be informative in nature thus helping sharpening the mind of a person. The other three (3) employees who had served 7-9 years from the Chamber Secretary (1) and Housing Department (2) highlighted that it enhanced performance as 1 female said it helps to make quick decisions and the other two (2) male employee said they get information related to the tasks thus quickly executing tasks through knowledge acquired on social media. Moreover, two (2) male employees between the ages of 18-25 and 36-45 years said that social media motivate him but did not provide any reasons for his answer.

Only one female of the four (4) managerial respondents provided benefits for human resources managers. She highlighted that training can be facilitated on social media as the employer can try to reach out to the employees. The Human resources personal who had served the organisation for more than 10 years indicated that they are able to easily engage their employees through social media use as he said;

"In the morden day it is easy to delegate duties, make announcements, post feed

back and build relations with employees on WhatsApp and Facebook"

The same manager also pointed out that the performance management system results can be communicated through WhatsApp groups as there are different departments in different geographical locations. The other Human resources manager who had served for 1-3 years revealed that he tends to look up on the internet to check out the profile of potential recruits during the recruitment process. He further indicates that for Human Resources it is also an easy mode of communicating decisions and developments as he said that

"hatichaite zvekusheedzera or kuita maphone calls kana tichida kutaura nawo vashandi vedu"

and when translated in english means the managers does not have to shout or make calls when they want to communicate with their employees.

Challenges for Human Resources as a result of social media use at work

The researcher was trying to get the challenges that employees face that are performance related that will in turn become serious problems for the management.

The majority of the shop floor employees. The majority of shopfloor workers which constituted thirty (30) employees as 14 were males and 16 were females who worked in the Chamber secretary department (12), Town Clerks (1), Engineering (5), Housing (3), Finance (7) and Health (2) agreed and strongly agreed that social media can cause lack of concentration at work whilst five (5) were neutral who consisted of 2 males and 3 females and they worked in the Chamber Secretary (2), Housing (1) and Finance department (2) but no one disagreed.

Fig 9: Shop floor employee's responses
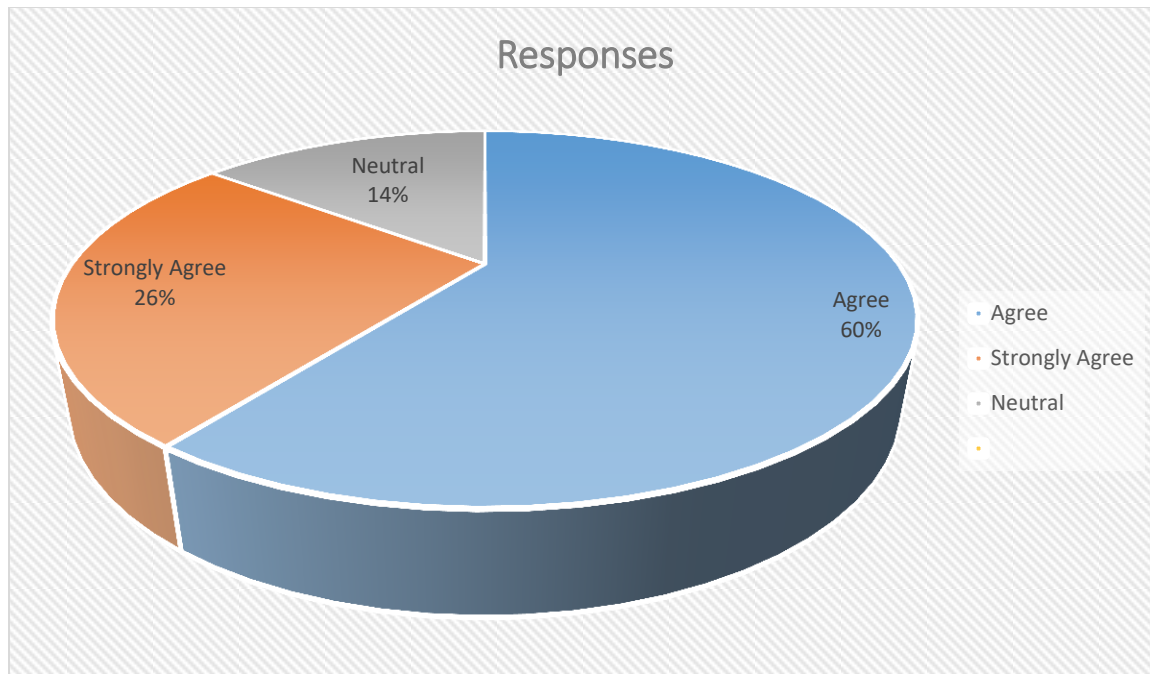
Source: Research Findings 2018

From the findings 9 female employees and 5 male employees revealed that the challenge they face was lessened attention at work when using social media. The three (3) who had served the organisation for 1-3 years (2) and 4-6 years (1) of the fourteen failed to provide reasons on why the attention will be lessened. From the 14 employees 2 employees from the Chamber secretary said that they would lose concentration as they would be constantly focusing on their phones and 1 female shop floor from the Health department who had served the organisation for 7-6 years said lessened attention would lead to failure to help customers and provide good services. To add on six 3 male and 3 female shop floor employees between the ages of 18-25 years (2), 46-55 years (1) and over 55 years (3) reveled that using social media is very time consuming and one female employee over 55 years specifically noted that you can get carried away and fail to concentrate on the specific job requirements. Another male employee who had served the organisation for 4-6 years stated that they will be always checking social media at regular intervals.

In addition, seventeen (17) employees who consisted of 8 males and 9 females pointed out that the challenge they faced was social media addiction. The eight (8), 5 males and 3 females, failed to give reasons as to why they were addicted to social media at work. Amongst the nine (9),6 females and 3 males who responded by giving reasons three (3) females employees who were

between the ages of 36- 45 (2) and 36-45 (1) highlighted that they will be lured to use social media by the interesting and *juicy* stories that circulate on social media. One (1) male employee from the Health Department who had served the orgaisation for 7-9 years said that social media is something they can't resist. To add on to this 2female employees and one male employees highlighted that they would actually feel something is missing if they do not connect to social media each and every day. The last two (2) male and female employees revealed that social media provided them with news and events that will be occurring in the nation. Furthermore, one male employee between the age of 46-55 years who worked in the Housing department solely pointed out that social media caused loss of production. The last 3 female employees did not provide any responses.

One of the Human resources personnel who has served the organisation for more than ten (10) years pointed out wage issues as a problem caused by social media. His point was that people were taking too much time on social media during working hours and in turn will delay completing job task thereby resorting to overtime of which the organisation is not in a stable financial condition. He stated that "*vanhu vanoswera vachiWhatsura vari pabasa*" and when translated into English means people spending the whole day on WhatsApp whilst at work. He also pointed out that the addictive nature of social media posed a threat to the productivity of the organisation One male respondent from the HR who had served the organisation between 1-3 years pointed out three major challenges that they were facing. The first challenge was that there is loss of production, as he said "*nguva yekushanda iri kupera vanhu vari pa Whatsaapp*" and when translated into english this means production time was being wasted by employees as they engaged in the use of WhatsApp at work. The other challenge was that there was poor customer service provision by employees through the use of social media as he said;

> "*Customers are no longer being served with full attention as employees focus on*
>
> *their phones*"

The last challenge was that employees have negative exposure of the organizational image on social media. The two male (2) managerial employees from the Health and the Engineering departments who both had served for over 10 years at MCC stated that there is harassment of employees on social media within the organisation. It is worth noting that one (1) of the managerial employees could not respond to this question. The female managerial employee from

the Finance department gave two challenges that Human Resources could face. She pointed out that the Information Technology section did not block social media sites and this in itself posed as a threat to the Human resources as employees had free access to social media at work. The second challenge she pointed out was that Human Resources Section at MCC could not regulate or put up rules that bared the use of cellphones. As he said, "*The Human Resources are failing to deal with the problem as they are failing to put up rules that regulate the use of social media networks at work*".

Influence of Social Media on Employee performance

Table 6: Responses from Shop floor employees

		Agree	Strongly Agree	Neutral	Disagree	Strongly Disagree
	Social media affects the well-being of a person	15	5	11	4	
	Social media is addictive	23	7	3	1	1

Source: Field Research 2018

From the tabulated data above 57% of the shop floor employees totally agreed that social media has a negative effect on the well-being of a person, with 31 % indicating that they were neutral and 12 percent saying that they disagreed with the view. To add on to this 86 % of the respondents were of the view that social media is addictive in nature whilst 8 % were neutral, whilst 6 % totally disagreed with the assertion.

When asked whether social media had a positive or negative impact on their work. Six (6) consisting of 5 males and 1 female respondents said that it had no effect on them, twenty-one (21) employees including 13 females and 8 male employees indicated that they experienced negative effect and eight (8) of the employees consisting of 5 females who had served the organisation for 1-3 years (3), 4-6 years (1) and over 10 years (1) and three male employees who had served for 4-6 years (2) and 1-3 years (1) cited a positive effect. About five (5) of the employees from the Chamber Secretary Department (2), Finance department (2) and one from the Health department that experienced a positive effect stated that they could get vast knowledge about their line of work. Only one male employee who had served the organisation

for 7-9 years also said that since he worked in the Information technology section he is provided with the latest technological trends which will assist in informed decision making. Another male employee from the Finance department between the age of 26-35 years pointed out that social media increased   social relations within the workplace and the last female employee from the Health department between the age of 26-35 stated that it helped in creating teamwork. The last of the eight (8) who were of the ages between 18-25(3), 26-35 (4) and 36-45(1) indicated through the use of social media they could accesses information easily and make work easy.

 Of the six (6) who responded to having not being affected by social media only one female between the age of 26-35 from the Chamber Secretary Department gave a reason by stating that,

"l do not let social media consume her whilst she is at work"

The twenty-one (21) employees who faced negative effects of social media provided various reasons for this. Two (2) female employees, one from the Chamber secretary between the age of 46-55 years and the other from the Finance department between the age of 18-25 years said that they will be preoccupied with popup adverts and entertainment that social media brings. Five (5) employees,2 females and 3 males labeled social media as a total distraction to work. The other 7 shop floor employees from whore served the organisation for 1-3 years (2), 7-9 years (4) and over 10 years said that social media slows down productivity and other four (4) employees between the ages of 36-45(1), 46-55 (1) and over 55 years (2) said that social media is time consuming. The last three (3) shop floor employees consisting of 2 males and one female pointed out that social media is something that you cannot ignore.

The two male Human Resources Managers and 3 male managerial employees were of the view that social media is detrimental to employee performance. They all portrayed social media as a medium that tend to affect the performance and must not be allowed in the workplace. A managerial employee pointed out that;

"Social media must not have a place in the organisation as it slows

down performance of employees"

A Human resources personnel who served the organisation for more than ten years pointed out that he had faced many challenges with social media ranging from subordinates ignoring his calls

whilst they are on social media as he said that "*ukuvadaidza they ignore vari pamaphone*" which means when you call upon them(subordinates) they ignore whilst they are distracted by their cellphones.

Strategies to Counter negative influence of social media

The researcher investigated the strategies that can be put into place to counter the negative consequences of social media.

This section got the fewest responses than other questions. The shop floor workers were asked to give suggestions on the best way forward in terms of social media and employee performance. There were twenty-five (25) employees that included 16 females and 9 males failed to give any suggestions and only ten (10) who consisted of 3 females and 7 males gave strategies that they thought were proper for the organisation. In addition 2 males, one from the Chamber secretary who had served for 4-6 years and the other from the Engineeering department who had served for over 10 years who suggested that there should be given free period for employees to check social media. A female employee between the age of 35-45 said that the management should "*teach employees and inform them about balancing social media and work*". Another female employee who had served the organisation for 7-9 years and worked in the Finance department said that;

> "*social media should on be used on designated breaks like lunchtime and*
>
> *this should be part of the organizational policy*".

The other male employee from the Engineering department between the age of 36-45 also said that employees should be taught not to abuse social media. The last five (5) employees consisting of 1 female and 4 males suggested that SNSs should be blocked.

The one of the male employees from the Human Resources Section who had served the organisation for over 10 years gave 3 suggestions that could help in mitigating the negative impact of social media. He stated that the "*I.T Department should intervene and collaborate with the Human Resources*", "*communicate the negative impacts of social media to employees*" and "*reward good behavior which does not tolerate social media*". The other male human resources manager who had served the organisation for 1-3 years gave two strategies that he thought would work as he said there must be *"social media awareness campaigns"* done by the Human

Reesources and "*also monitor social media*". From the 4 managerial employees, one female from the Finance department suggested that the organisation should "*regulate the use of social media*" and also "*craft a social media policy*". The other male managerial employee from the Health department suggested that the organisation should "*totally Ban Social Media at the workplace*". The third managerial employee from the Engineering department said the organisations should let "*Supervisors to closely monitor employees during execution of tasks*" and the last male managerial employees did not respond to this question.

DATA ANALYSIS

For the research to be complete the researcher is tasked and obliged to provide an analysis of the data has been presented, it has to be analysed in accordance with the outline of the themes laid down for the purpose at the time of developing the research plan Kothari (2004).

Response Rate

The researcher distributed questionnaires to shop floor workers and conducted interviews with managerial employees and Human Resources personnel. The researcher got a response rate of 68 % which is fairly enough to get data and make conclusions. According to the Weekend Post (2014) social media is an "*indispensable*" part of the larger society and with Zimbabwe having 6.759.032 internet users as of June 2016 which is about 46.5% of the population. Miniwatts Marketing Group (2016) fourty-one responses are enough to gather data that can represent the whole population of the organization under study.

Demographics

The term Demographics means the particular characteristics that distinguishes a certain population and the word is derived from Greek words for people (demos) and picture (graphy) Salkind (2010). The information from demographics gives data regarding the research participants and help to determine whether the individuals in a particular study represent a sample of the target population for generalization purposes. It is worth noting that the demographics are independent variables and cannot be manipulated.

Gender

The researcher provided information on the demographics of the employees. From the findings the respondents constituted 51% of males and 49% of women. Scheibinger in Rabesandratan

(2014) clearly states that such balance "*is a really powerful way to see new things*" thus the researcher gets wide range of responses and there woul be gender balance in the analysis as there will be a mixture of feminine and masculine views on the issue of social media at work.

Age

From the findings there was clear variance in terms of age thus opinions would come from people of different ages who have different life experiences with social media. The findings reported that 10% of the respondents were between the age of 18-25, 22% between 26-35, 34% between 36-45, 24% between 45-55 and employees over 50 years constituted only 10%. It was unfortunate for the researcher that the Millennials with more experience and that were born during the evolution and rise of digital media only constitute 10% of the respondents. The majority of the respondents belonged to the generation X which has some less experience with digital media but are well versed with the social phenomenon. Age of the respondents plays a very pivotal in understating their views about a problem. When examining the responses age becomes important as the levels of maturity are determined by the age of employees.

Educational Qualifications

Social media use does not really depend on educational qualifications but it's worth noting that 32% of respondents were Diploma holders, 22 % had certificates, 19 % had reached Advanced level, degree holders and those who reached ordinary level constituted 10% respectively and Master's degree holders constituted 7%. Qualifications are of paramount importance in the responses of the employees as the attitudes and the way in which they view and understand a certain phenomenon are determined by the qualifications of employees. Since the responses are likely to be influenced by the levels of education it is important for the researcher to have the educational background of the employees.

Length of Service

In accordance to the findings most of the respondents had been in the organisation for more than 3 years thus they have experience with the organisation and they are able to give vivid experiences with social media in the organisation. One must note 10% of the respondents had served the organisation for a period of 1-3 years, 22 % had served 4-6 years, 36% had served 7-9 years and 32 % had served over 10 years. The length of service will determine the depth of

information that the respondents will provide as more experience means more experiences in the organisation.

Reasons for using Social Media at work

The findings of the research showed that there is rampant use of social media at MCC and the employees gave a plethora of reasons on why they were engaging in social media at work.

Unavoidable at work

The findings of this study revealed that social media is being used in the workplace by employees regardless of its negative effects on employee performance. 68 % of the respondents agreed that social media is unavoidable at work. The social media model that guides this study can help to explain why social media is unavoidable at work. The model reveals that the strength of the influencing group tend to influence the use of social media at MCC. The employees cannot avoid using social media at work because the influencing group which includes the family, friends and other people whose opinions matters to the employees are constantly in touch with them thus the employees are obliged to use social media. The model also explains on the issue of immediacy. On this factor it is worth noting that in Zimbabwe mobile data usage constitutes 95.6 % of internet usage Mangudla (2016) and a person's personal phone is either in the person's hand, pocket or bag and is easily accessible. This shows that a mobile device provides employees ease of access to the influencing group as depicted by the immediacy factor.

Social Media is irresistible

Social media is irresistible and this is a reason why employees uses social media at MCC. This reason seems to be a common reason as to why employees use social media at work. This is evidenced by the survey made by The Pew Research Center released the results of the survey conducted in 2013 by interviewing 2.003 American adults The Olson Group (2017). The study showed that employees used social media mostly to take a break from work, connect with family, make professional connections, ask questions about work, strengthen social ties with employees, know about a fellow employee and ask work related ideas externally. All these activities are done during the time where the employee is supposed to be completing tasks that have been assigned by superiors. This shows that people in the workplace are constantly checking their social media and social media is in fact irresistible. The use of social media at

work has now become a habit. Duhigg (2012) in Mundinda (2017) explains that habits emerge without our permission and once habits have been formed in the brain they become encoded in the structures and can never be truly eradicated but only replaced with a stronger habit. In line with this social media use at MCC has become a habit that employees cannot resist and can only be replaced by a stronger force which can overlap social media.

Miss out if not connected to social Media

The majority of workers which includes 27 shop floor employees said that the tend to miss out a lot if they are not connected to social media. Walton (2017) argues that people who are over dependent on digital devices report feeling anxiety and psychological symptoms of withdrawal when they are stopped from social media. With the responses from the employees showing that they miss out a lot this shows that social media now has a psychological bearing on employees and they use it because they would feel as if they have a gap in their lives if they are not connected.

Ease off pressures of work

The employees reasons for using social media were purely social and was linked to their family and friends. Connecting with Friends tend to help them to ease off the pressures off work but now the problem that is faced is that five minutes of easing off can increase to around thirty to fifty minutes thus taking the time of the employer. Friedman in Anandarajan (2004) reveals that cyber activity tends to provide a necessary break from drudgery or intense endeavor which is work in this case. Although the break has no timeline, there is risk of employees over relieving themselves and in turn use the employees time for personal use. In addition, Terr in Anandarajan (2004) argues that social media can be viewed as an office toy such as clay, putty or foam balls which are intended to decrease work stress and increase creativity. Social media in this case can be viewed as a tool that help employees to relive themselves and reduce stress caused by work.

Searching for Information

The other reason that they gave were that they were accustomed to the internet, they discovered new trends as they get ICT updates, getting new information. Reuters 2002 in Anandarajan (2004) points out that formerly employees were likely to spend unauthorized time on the internet looking at pornography and gambling sites but now they are spending time on news and online

shoping. This is evidence that the need to discover new information and current events that is informative is a driving factor to employees using social media at work.

A Cheap Mode of Communication

The managerial employees and the Human Resources personnel at MCC seem to be in agreement as they pointed out that employees needed to be in touch with their families and social media is a very cheap alternative to achieve that. Social media is a cheap mode of communication is another reason given by thee employees. Mbendera (2017) argues that with phones getting more technologically advanced and data getting more cheap, accessing the internet will get easier. This tend to how that social media is a very cheap medium that can be used to connect with family members and friends that are away from the workplace. Social media is all about socializing and social media reasons given by the employees show that they will be mainly focused on socializing on the internet. The other Managerial employees did not give clear reasons but actually gave the consequences of using social at work. Social Media becomes cheap at MCC because it costs nothing for an employee to access the internet as social networks are not blocked.

Benefits for HRM as a result of social media use at work

At MCC the use of social media in accordance to the findings of the research tend to bring benefits for the employees and these benefits in turn can be viewed by the Human Resources as opportunities that they can explore in their venture to get the best output out of the employees. Mabika (2015) of the view that transparency and innovative management is an alternative for MCC that can help in improving liquidity and service delivery in local authorities. On the side of innovativeness social media tends to play a major role in the way the management will manage their employees. The managerial employees and the Human resources personnel at MCC cited that social media can be beneficial to the organisation through training, easy engagement, performance management and they can check the profiles potential employees.

Performance Management

In terms of performance management at MMC the management acknowledged that social media is beneficial as they can retain their employees by promoting recognition and performance through social media announcements and employees can congratulate each other which will in

turn encourage teamwork Fall (2018). One must note that MCC has a staff compliment of over 1000 employees and they are spread in various geographical locations in the City Chiketa (2017) and only four Human Resources personnel. Social media now brings all these employees in one community and the manager now acts as the mobile facilitator, coach, counsellor and mentor and also provide the feedback on social media. According to Mabika (2015) there are high levels of cash shortages in the local authority thus there is a liquidity problem in the local authority and social media now provides a very cheap way of enhancing service delivery as performance management aspects like problem solving, delegation, appraisals, training, communication, team briefings, monitoring progress, reviewing performance and developing skills can be digitalized. If the Information Technology section has adequate skills gamification of the newly introduced Integrated Result based management performance management system can also help the organisation to enhance skills of employees and tackle the issue of service delivery.

Recruitment and Selection

Recruitment of employees can also be made easily as acknowledged by the management at MCC as they are able to check profiles of potential employees. Total HR Management (2016) supports this by providing a study made by Society for Human Resources Management (SHRM) which shows that's nearly half of the Human Resources professionals cite the ability to determine work related performance from this information. The study further researches on organisations and the results are below

32 % - use social media screening

43 % -review public social media profiles

24 % - always use screening for executive level employees

56 %- these organisations found something in their screening that caused them to disqualify candidates

The above statistics show that social media screening when recruiting is beneficial to the organisation as it helps in choosing the best candidate. According to Mavuma (2017) in local authorities including MCC there is lack of human and financial resources as there are no technical skills. Newsday (2018) reports that MCC received 1.8 million to rehabilitate roads

from Zimbabwe National Roads Administration (Zinara) but they failed to execute the task and this was also due to lack of technical skills. Human resources at MCC must take social media as a very cheap way of finding skilled workers as they can use social applications such as LinkedIn. The use of social media is two pronged as the organisation save recruitment and selection costs and help with the liquidity crisis and at the same time acquire very skilled workers.

Increase Work life balance of Employees

On the side of employees, the majority consisting of 25 of the employees showed that social media increases work life balance as they are able to communicate with the outside world which consist family and friends. Employees are able to balance their work and their life at the same time but this has a disadvantage of wasting time on the social networks. Anandarajan (2004) talks about social influence which he defined as the social pressure to perform or not to perform a behavior. Lee in Anandarajan (2004) argued that social influence was found out to be an important factor in explaining human intention in the social psychology field, information technology adoption and computer mediated communication. In short the outside world through the use of social media has penetrated the workplace and the need to communicate with the outside world tend to give employees at MCC satisfaction whilst at work. With reference to the social media influence model guiding this study the strength aspect of Bibb's theory comes into play. Constant contact with the influencing group seems to give job satisfaction to employees at MCC.

Increase Knowledge

The two (2) employees also noted that social media can also increase the knowledge of employees. This is true as a person who is connected to the internet is able to gain vast knowledge on the internet and although some of the information is irrelevant to the work processes an employee can gain social capital. Falls (2018) is of the view that employees that engage in social media are more comfortable communicating and tend to research on customer solutions and also likely to collaborate. One must note that modern day organizational roles tend to demand high levels of creativity and mental flexibility thus this will help the organisation in achieving its intended goals and at the same time have a huge base of knowledge capital. Such creativity can be a bonus to MCC as through social media creativity and mental flexibility is

increased without the managers even making an effort to enhance these variables and the possibility of service delivery improving can be high.

Enhance Performance of Employees

Moreover, two (2) employees at MCC highlighted that social media enhanced their performance. This can be true if this information is paralleled by a research by Mackinsey Global Institute in Falls (2018). The study revealed that 72 % of companies are using social media and if they could fully implement the use of social media they could improve productivity by 25-50%. MCC can fully utilize the use of social media as it helps with performance related problems. In addition to this information from MCC Yaragarla (2017) came up with what he termed "prime visible benefits" of social media which included knowledge creation and dissemination, successive iteration of ideas for innovation, creation of collaborative social capital and providing the most valuable context. These benefits will benefit the employer thus it is imperative for MCC management to ignore the benefit of social media as they help the organization to reach its intended goals. Arandanajan (2004) further shows that many organisations have introduced the internet as a tool to aid in completing their jobs more efficiently as was the case with the introduction of I.T tools like spreadsheets and accounting packages.

Challenges for Human Resources as a result of social media use at work

The researcher also found out that through the use of social media at MCC employees were facing challenges like loss of concentration, lessened attention, encouraging inappropriate behavior, and social media addiction. According to Newsday (2014) the Mayor of MCC said the situation in the local authority that was also affecting the citizens would only be "saved by God only" as the local authority is failing to provide essential services. Management at MCC must be aware of the challenges presented by the use of social media as they have the potential deepen the crisis of service delivery and decrease the performance of employees.

Loss of Concentration

At MCC the shop floor employees had 85% response rate whereby they agreed that social media can cause lack of concentration and no employee disagreed. It is actually clear that the use of social media that is uncontrolled can cause loss of production time through lack of concentration. The employees would now take time on social media and tend to ignore the employers work time

and their specific job tasks which in turn influence the performance of employees. This is evidenced by Mundinda (2017) who postulates that Casino owners and game makers have figured out what works even better than rewards at creating addictions which is random rewards and social media tend to offer these too and they come in the form of popups and this offers a distraction and thus this is why employees at MCC are losing concentration whilst at work. The Human Resources managers must be aware of such challenges and come up with mitigating factors.

Lessened attention

In addition, 45% of the employees tend to agree that social media causes loss of attention as they would be focusing on their phones, getting carried away by social media during working hours, check social media at regular intervals whilst they are at work and it is also time consuming. The provision of services and the execution of the tasks will be greatly compromised as employees have lessened attention due to social media. This can be evidenced by a study that was motivated by personal experience. The researcher in this study was treated with a "cold shoulder" by the secretary of a General manager of company whose name is not provided. The secretary was "deeply engrossed with her phone" and answered him without looking at him but her phone The Weeknd Post (2014). This actually shows that social media has taken over in the social realm and its use is present in the workplace and companies will have their goodwill, productivity, image and customers affected though lessened attention of employees. MCC has employees that include Nurses, cashiers who serve rate payers, meter readers and secretaries and they are most likely to be prone to this challenges as they directly work with residents frequently. They might give the residents lessened attention thus further depreciating the service delivery of MCC.

Social media a medium which Encourages Inappropriate Behavior

According to Kabalkin (2018) the challenges that are faced by employees include inappropriate behavior which was classified by a managerial employee at MCC as harassment of employees, decrease in productivity. Lack of focus was also cited as a problem at MCC by a managerial employee and the last is security and privacy concerns which was labeled as negative exposure of employees to certain information. It is worth noting that scholars like Green in Anandarajan et al (2004) are of the view that managers tend to view use if internet as an ethical lapse. This is proof that social media use has its challenges that the managers already know of. They went on

to argue that social media is a variation of dysfunctional work behaviors such as stealing, wasting time and making long distance calls. Chiketo (2017) solidifies this point as he gives evidence of MCC immoral police officers and meter readers who were demanding sexual favors from female tenants and co-workers through social media platforms such as WhatsApp and Facebook. This brings out the negative influence of social media in the workplace as the brand is tarnished and workplace relations ruined. Although social media can be viewed as an antagonist in the production process it is also worth noting that it is a necessary evil in the workplace and Human Resources Managers have to come up with strategies that help in mitigating these challenges that are detrimental to service delivery in many departments of the organisation.

Social Media Addiction

The shop floor workers said that social media is addictive in nature as they are lured by juicy stories, some cannot resist using social media, some feel something is missing if they don't use social media and some just want to get constant updates from social media. Walton (2017) supports this by giving an example of a study made by the Nottingham Trent University which concluded that it may be plausible to speak of specifically of Facebook addiction disorder because addiction criteria such as neglation of personal life, mental preoccupation, mood modifying experiences, tolerance and concealing of the addictive behavior appear to be present in some users of social media. This pose as a challenge for management at MCC as employees are giving in to the addictive nature of social media. Management has to deal with this issue as this a major threat to the performance of employees and even one managerial employees acknowledged the existence of this problem. One Human resources personnel pointed out an interesting topic of wage issues. It is clear that if employees are taking more time to complete tasks this will guarantee them overtime thus the organisation have to pay increase the wage bill to pay off these overtime.

Influence of Social Media on employee performance
Social media and Human well being

57 % of the respondents totally agreed with the view that social media affects the wellbeing of a person and 86 % also agreed that social media is very addictive. In line with this Walton (2017) a health expert found out that social media is addictive, it triggers more sadness and less wellbeing, comparing our lives with others is mentally unhealthy as it leads to low self-esteem, it

can lead to jealousy and a vicious cycle and people get caught up in the delusion that it will help. It is clear that social media has a negative influence on employee performance. There is no way an employee can be fully productive when their wellbeing is not well and at MCC there is a social media addiction and this will automatically influence the performance of the employees in a very negative way. The Psychological state of a person if it is negatively affected on social media there will be a spillover effect as the person's performance is also greatly affected and there is failure to execute tasks properly. According to The Oslon group (2017) employers should actually limit the time they spend trying to stop employees from using social media and actually focus on how they can capitalize social media use to benefit their employees. This shows that through social media use the employee actually has the power to influence the performance of the employee and thereby benefiting the employees and the organisation.

Negative influence of social media

One must note that twenty-one (21) employees out of thirty-five (35) reported that social media has a negative effect on their performance at work. This tend to prove that social media tend to have an influence on the employees at MCC. One must note that eight (8) of the employees said that it had a positive effect on the performance of the employees. The las six (6) of the employees said it had no effect on them. The no effect was due to the fact that they do not let social media consume them thus those who let social media consume them tend to feel the influence of social media. In line with this workplace have become more porus and permable, integrating more influences from the outside world as employees engage in online diversions Oravec in Anandarajan (2004). The social media influence model that is governing this study can also help in explaining the strength that the contacts of employees have on their need to communicate which will in turn produce a negative effect through addiction. It also helps in explaimg the issue of proximity of the group that influence the individuals who use social media as they are just a mobile device away from them. The managers most probably had negative experiences with social media as they reported that social media has a negative impact on the performance of employees. These managers did not take into consideration the positive effects of social media thus the managers at MCC must be able to embrace social media and try to use it in a positive way and influence the performance of employees. One must also note that social

media tend to affect the attention and concentration of a human being and whilst you are at work you tend to be destructed thus employee performance would be compromised.

Strategies to Counter negatives effects of Social Media

The findings provided proof that social media has now penetrated the work place and what employers can do now is to embrace it and try to come up with strategies that will help to counter the negative effects of Social media.

Social Media Breaks

The two (2) shop floor employees suggested that there should be given breaks were they can check their social media. This tend to further prove that the use of social media is inevitable in the workplace. According to the research by Pew Research Center employees tend to use social media at work in a big to take a mental break from the pressures of work The Olson Group (2017). Thus the use of breaks might work but at the same time at MCC there are certain designated breaks which include Tea time and Lunch time but it seems as if the employees want to check social media constantly. This strategy is a bit unrealistic as there is the case of social media Addiction at MCC thus providing these breaks to employees might lead to overuse of social media for a period that is more than designated. Although social media can help ease off work pressures providing the employer must now regulate the use of social media rather than offering breaks as a person can be caught up in the social world during this period.

Educating employees through use of a social media Policy

To add on two (2) employees raised another important issue whereby the employer at MCC should take its time to teach employees to balance work and social media and also not to abuse social media. The management at MCC was in agreement with this as they argued that a social media policy should be crafted and also communicate the negative effects of social media to employee performance. Kabalkin (2018) postulated that a social media policy should communicate what is and is not acceptable social media use, educate employees on safe social networking and protect the company from misuse of social media by employees in ways that could jeopardise the company's reputation. The policy can actually help the organisation to reach out to their employees and reduce the effect of social media as suggested by Anandarajan (2004) argues that a policy has the potential to unleash functional behavior which he defines as the use

of the internet for personal use to conduct personal business during working hours that conforms to and follows organizational policy. The challenges at MCC are detrimental to the

Banning use of social media

The view made by five (5) employees and one (1) managerial employee that social media should be banned at all is a good idea but it is impossible. To begin with there is no law in Zimbabwe that bans the use of mobile phones especially at the workplace as the labour law is silent on the issue of social media, secondly as noted before social media is now an indispensable part of society The Weekend Post (2014) and this will have a very negative effect on the state of the employees as they will not have contact with their families ,have updates on events and trends, will not be able to post and update their statuses and also failure to communicate with other friends. In addition to this one must note that managers who expect employees not to use social media for some amount of off the task activity severely misjudge the nature of the workplace which is solidly infused with online interactions Anandarajan et all (2004) and this shows banning of social media can bot be an option as MCC is failing to pay salaries of employees Mabika (2015) and depriving the employees off social media a source of happiness would be a huge blow to the employees as the motivational levels of employees might descend dismally.

Regulate and monitor social media

One (1) managerial employee suggested that social media should be regulated and monitored with the help of the Information technology section. This can also be done by employing an online digital manager who will be able to monitor the social media that affects the organisation and the employees and will help in crafting online training strategies, monitor the content shared, monitor the social media use at work and put up limitations and also help with performance related problems and solutions The monitoring aspect is supported by Pearson in Anandarajan (2004) who comes up with the deterance theory from the field of criminology which suggest that sanctions and distinctive measures can reduce systems abuse by making potential abusers aware of their abuse and that their abuse will be detrimental to their own good. At MCC another strategy that could work is the use supervisors to monitor the activity of the employees during the execution of tasks. If the Information Technology (I.T) section and a supervisor identify a person overusing social media they can refer them to the Human Resources section and the

Human resources personnel must be able to advise the employee and help them to reduce social media use at work.

Rewarding good Behavior

Rewarding good behavior as suggested by the minority of managerial employees is a very good strategy that the Human resources can adopt in trying to eradicate the negative effects of social media. This suggestion can work along with the suggestion made by another managerial employee that supervisors should closely monitor employees during execution of tasks. Those pointed out by supervisors as less users of social media can be rewarded financially of being given more off days as social media tend to be a time waster if not monitored well in the organisation.

RECCOMENDATIONS

- ➢ *Craft a social media policy* – To avoid the issues of social media addiction, lessened attention, loss of production time and loss of concentration at MCC the management in consultation with the employees and their representatives must craft a policy that allows for the regulated use of social media so that the challenges must note overshadow the benefits of using social.
- ➢ *Educate Employees*- At MCC there is rampant use of social media by employees in accordance to the findings of the research and management must be able to communicate the pitfalls of using social media at work and be able to teach employees not to abuse social media whilst they are work through various training and development programs and they can actually use the social media to target the employees at MCC.
- ➢ **Monitor Social Media**- The organisation must be able to monitor social media use through the Information technology section or employee an online digital manager whose tasks is to help in crafting social media policy, create content that will help in engaging, enhancing performance, motivate employees, craft online training programs, ensure potential employees are screened amongst others.
- ➢ **Embrace Social Media use**- The organisation should stop fighting the use of social media but rather take the initiative of joining their employees in the social media realm

and try to bring out positive results out of the use of social media. MCC management should embrace social media as an indispensable part of society thus at work employees are using it and MCC Should try and manipulate social media to their advantage and improve service delivery.

CONTRIBUTION TO NEW KNOWLEDGE

There has not been much study on the influence of social media on employee performance in the Country of Zimbabwe as the technological base of the country is still shaping up and social media is still on the rise. Kandiero et al (2014) are some of the few people that has done a similar study and their case study was Econet Wireless. Their research revealed that social media may affect performance on the time spent on social media and banning of social media may also hinder the growth of the organisation. This research was mainly focused on the study of community oriented innovation, for example, online networking to worker execution in the work environment. The research has unearthed knowledge about how social media has the potential for dysfunctional behaviors and constructive behaviors in the workplace. For Human resources managers this research came up with specific methods to enhance the human resource function through social media use by enhancing training and development methods, performance management systems, motivate employees, engage employees amongst others through modern methods such as Human resources gamification. The research also has shown that social media has penetrated the workplace and the employees are in constant contact with the outside world during working hours. Social media has proved as a powerful force that has potential that can influence performance in a negative or a positive way and this is information that the Human resources practitioners must be full aware of and must consider when managing the masses as they are able to incorporate social media in the Human resources strategy.

CONCLUSION

The findings of the study reviewed that social media is now part of people's lives to the extent of employees using it during working hours. Employers now have to embrace it and capitalize this medium in enhancing the performance of employees otherwise social media can lead to the loss of production time. Social media is addictive in nature, it lessens the attention of employees and it has the potential to harm the organisation as wrong information can be put into wrong hands. However, Human Resources managers must not be discouraged by these challenges and must

actually encourage the organisation to adopt the if you can't beat them join them attitude and and try to influence the performance of employees in a positive manner. This is the reality in the 21st century as the numbers of social media users is increasing at the speed of light. Human resources managers can try to mitigate the challenges of social media but they cannot ignore the existence of social media. Social media can influence the performance of employees both in a negative way and in a positive way. At MCC the social media problem is evidently there and it is now up to the Human Resources to embrace it and try to positively influence the performance of employees and improve the service delivery of the local authority.

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APPENDICES

Appendix A: Non-Managerial (Shop floor employees) Questionnaire

Dear Respondent

This questionnaire seeks to gather data on the *influence of social media on employee performance: challenges and opportunities for human resources managers a case of Mutare City Council*. This project is being undertaken by Simbarashe Musara, a student undertaking an Honours of Social science in Human Resources Management Degree at the Midlands state university. You are therefore kindly being requested to assist in the research by completing the questionnaire. The information to be provided will be treated as confidential so feel free to express yourself. This research is strictly for academic purposes.

Instructions

 (a)   Please tick or fill were it is necessary.

(b)   The questionnaire shall collected from you after completion by the student.

(c)   Please give your views on the following questions

Your cooperation will be greatly appreciated.

Section A : Demographics

1.   Department _____

2.   Position Held_____

3.   *Sex*

Female [ ]   Male [ ]

4.   *Age/ Years*

18-25 [ ]   26-35 [ ]   36-45 [ ]   46-55 [ ]   Over 55 [ ]

5.   *Educational Qualifications*

Ordinary Level		Advanced Diploma	
Advanced Level		Degree	
Certificate		Masters Degree	
Diploma		PHD	

6.   *Length of Service (Years)*

1-3 yrs [ ]   4-6 yrs [ ]   7-9 yrs [ ]   +10 yrs [ ]

SECTION B: SOCIAL MEDIA (WhatsApp, Facebook etc.) AND EMPLOYEE PERFOMANCE

7. How does social media affect your performance?

Positive effect   Negative effect   No effect

☐　　　　　　☐　　　　　　☐

Give reason(s)

……
……
……
…………………………………………………………

8. How often do you use social media at work?

Often　　　　　　Sometimes　　　　Not at all

☐　　　　　　　☐　　　　　　☐

Give Reason(s)

………......…
………………………………………………………………………..…………………………………………
……………………………………………………...

9. What are the main activities that you conduct through social media?

Social　　　　　　☐

Organizational　　☐

Personal　　　　　☐

All of the Above　☐

Give reason(s)

……
……
……
…………………………………………………………

10. How does social media benefit your work?

a. Enhance Performance ☐

b. Motivate employees ☐

c. Increase Knowledge ☐

d. Increase work life balance ☐
e. Other
   (Specify)……………………………………………………………………………………
   ………

Give reason(s)

………………………………………………………………………………………………………
………………………………………………………………………………………………………
………………………………………………………………………………………………………
……………………………………………………

11. What are the challenges that you face at work when using social media?

Loss of production ☐

Lessened attention ☐

Low self Esteem ☐

Social Media Addiction ☐

Other(specify)…………………………………………………………………………………
……………..
Give reason(s)

………………………………………………………………………………………………………
………………………………………………………………………………………………………
…………………………....

12. If you not connected to social media do you miss out a lot?

Yes ☐   No ☐

Give reasons

……
……
……...

13. How many hours do you spend on social media per day ?

1-3   1-6   1-9   1-20

☐   ☐   ☐   ☐

14. Which social networking site do you frequently use?

A) WhatsApp

B) Facebook

C) Twitter

Other(Specify)………………………………………………………………………………

15a. How frequent do you use the most frequent networking application you prefer?

Hourly   Ever 30 min   once a day   once a week

☐   ☐   ☐   ☐

15. What can you suggest as the best way forward in terms of social media and employee performance?
………
………
………
…………………………………………………

Please indicate the response that best suits your view in the table below

		Agree	Strongly Agree	Neutral	Disagree	Strongly Disagree
17	Social media affects the well-being of a person					
18	Social media is addictive					

19	Lack of concentration can be caused by use of social media					
20	Social media is unavoidable at work					

Thank You.

Appendix B: Human Resources Management and Managerial Employees Interview Guide

Dear Respondent

01This questionnaire seeks to gather data on the *influence of social media on employee performance: challenges and opportunities for human resources managers a case of Mutare City Council*. This project is being undertaken by Simbarashe Musara, a student undertaking an Honours of Social science in Human Resources Management Degree at the Midlands state university. You are therefore kindly being requested to assist in the research by completing the questionnaire. The information to be provided will be treated as confidential so feel free to express yourself. This research is strictly for academic purposes.

Interview Questions

1. Why do employees use social media at the workplace?
2. How does social media influence the performance of the workers at this organisation?
3. As a manager what are the benefits of social media in enhancing performance of employees?

4. What are the challenges faced by Human Resources managers in relation to social media and employee performance?
5. Are there any instances whereby social media has affected the organisation negatively?
6. What are the strategies that can be put into place to counter the negative impacts of social media?
7. Which Human Resources Functions can collaborate well with social?
8. What is the organisational position towards the use of social media?
9. Does the organisation provide services for social media access?

Thank You.