UNIVERSITY OF CAPE COAST

SOCIAL MEDIA USAGE AND EMPLOYEES' PERFORMANCE AT GHANA

COCOA BOARD
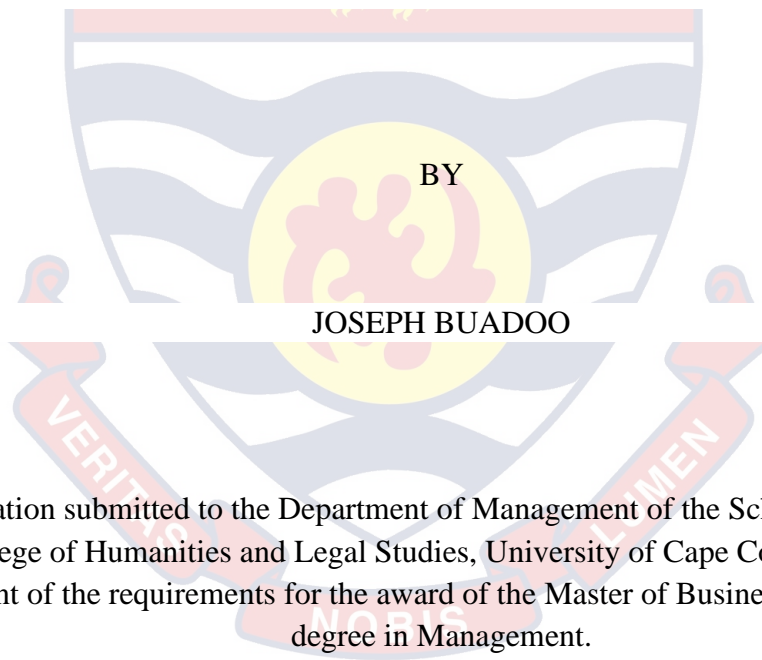
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2021

UNIVERSITY OF CAPE COAST

SOCIAL MEDIA AND EMPLOYEES' PERFORMANCE AT THE GHANA COCOA

BOARD

BY

JOSEPH BUADOO

Dissertation submitted to the Department of Management of the School of Business, College of Humanities and Legal Studies, University of Cape Coast, in partial fulfilment of the requirements for the award of the Master of Business Administration degree in Management.

JUNE 2021

DECLARATION

Candidate's Declaration

I hereby declare that this thesis is the result of my own original research and that no part

of it has been presented for another degree in this university or elsewhere.

Candidate's Signature: ……………………… Date………………………

Name: Joseph Buadoo

Supervisors' Declaration

I hereby declare that the preparation and presentation of the thesis were supervised in

accordance with the guidelines on supervision of thesis laid down by the University of

Cape Coast.

Supervisor's Signature: …………………… Date……………………

Name: Dr. Aborampa Amoah-Mensah

ABSTRACT

This study explores the effect of social medial usage on employees' performance at Ghana Cocoa Board, Kumasi branch. The quantitative study involving questionnaire survey of 300 employees of the board selected by census, found that all the staff are using more than one social media platform. Facebook and WhatsApp are used quite extensively by all the staff at the station while Instagram is used by about 68% of the workers. The other social media platforms such as Twitter, LinkedIn, Youtube, and Snap Chat are less popular among the staff. The performance level of the staff with regards to accurate counting of stocks, proper stacking, accurate data entering and report, filling accuracy, timely delivery on task, and accurate performance of other job related activities was generally above average, however, the most popular social media platform among the staff (Facebook, WhatsApp, and Instagram) were found to be having significant negative effect on staff performance. It is highly recommended that COCOBOD takes measures to maximize the positive potentials of social media while eliminating or reducing its negative effects on employees' performance.

ACKNOWLEDGEMENTS

DEDICATION

I dedicate this piece of work to my beloved wife Margaret Danso and to my my children

John Asamoah Buadoo, Emmanuel Asamoah Buadoo, and Charity Nana-Aba Nhyira
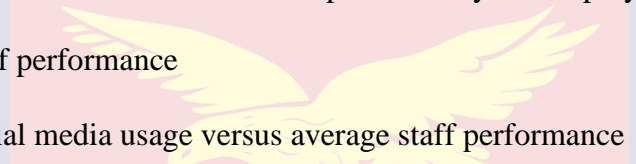
Buadoo.

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LIST OF ABBREVIATIONS/ACRONYMS

CHED   Cocoa Health and Extension Division

CMA   Cocoa Merchant's Association

CMC   Cocoa Marketing Company

COCOBOD   Cocoa Board

CRIG   Cocoa Research Institute of Ghana

CSDS   Cocoa Sector Development Strategy

FCC   Federation of Cocoa Commerce

GSS   Ghana Statistical Service

ICCO   International Cocoa Organization

IFAD   International Fund for Agriculture Development

ISO   International Organization for Standardization

LBAs   License Buying Agents

LBCs   License Buying Companies

QCC   Quality Control Company

SPD   Seed Production Division

CHAPTER ONE

INTRODUCTION

This chapter provide the background to the study. It hosts the statement of the problem, the study's objectives, justification and organization of the entire study. The limitation and delimitation of the study were also specified in this chapter.

Background to the Study

Social media is the generic name for all computer-based interactive outlets that facilitate the creation and sharing of information (Cetinkaya & Rashid, 2018). Carr & Hayes, (2015) define social media as an interconnected network system comprising of information producing and fetching devices that are used by people for personal and official transactions. By design, social media platforms are internet-based and are accessible via computers, tablets or smartphones (Charoensukmongkol 2014). Notable social media platforms include sites and apps like Facebook, WhatsApp, Twitter, Instagram, Snapchat and others (Koori, Muriithi & Mbebe 2018).

According to Song et al., (2019), there are over 4.5 Billion internet users globally, constituting about 58% penetration of the global population. Facebook is the largest social media platform hosting over 1.79 billion active users per month. The trend shows that 1-2 out of 3 persons found online are using Facebook. The trend is no different in Ghana, as about 70% of the internet population uses Facebook (Song et al., 2019).

Research by Demircioglua (2019) also established that the average Ghanaian spend cumulatively about 3hours on various social media platform. This is a sharp shift from the traditional way of life. Social media has, therefore, become a vital part of Ghanaians life. Businesses are utilizing both web-based and app-based social platform in

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many aspects of their operations. These platforms however present both positive and negative effects on businesses. On the positive side, social media helps to improve an individual's sense of connectedness with real or online communities (Charoensukmongkol 2014). Social Media also helps in promoting Business all over the World as it helps businesses to builds deals and client maintenance through standard connection and auspicious client benefit as well as help in sharing contents about the Business faster and easier. For corporations, entrepreneurs, non-profit organizations, advocacy groups, political parties, and governments; social media can be an effective communication or marketing tool (Demircioglu, 2018).

Besides the benefit to firms and individuals, Social media is also hazardious to firms. For instance, a bad comment about a product or service on popular social media platform can generate dissatisfaction for the product or service and thus lower the demand and market performance of the product. Also getting staff too exposed to social media has been found in some instances to be reducing performance as most staff tend to use most of their productive hours on the social media platforms. Staff misuse of social media at the workplace also increases the chances of making error or mistakes on the job. While some employers see social media as a tool for improving performance other employers typically see social media as a major threat to higher performance (Min, 2017). This study takes inspiration from the media ecology theory and explore the subject matter (social media usage and employees' performance) at Ghana Cocoa Board.

Statement of the Problem

Social media brought about a lot of shift in the socio-economic life of the world (Schivinski & Dabrowski, 2016). Though originally intended to improve communication across the globe, the innovation drives its way into the realm of business and other sphere of life posing managerial and research dilemmas. Managerially, the dilemma as to which management system or strategy to make social medial a synergistic and a profitable tool for businesses remains a challenge for captains of businesses. This dilemma is becoming more worrying as contradictory perspectives of effect of social media are being reported by businesses. While some business captains are reporting a positive synergistic effect of the innovation on performance, others have reported a negative effects and are limiting the use of the innovation by their staff during working hours. This brought about the question as to what level of usage will be most synergistic and not detrimental to businesses.

In research a number of studies have explored the effect of social media on various sectors; logistic sector (Orji et al., 2020) fashion industry (Aral et al., 2013), education sector (Amin et al., 2016). Many other studies explored the discourse in other industries. For the cocoa sector, Gyamfi (2018) explore social media usage in the cocoa sector of Ghana but he has limited the study to the effect of content richness of four popular social media platforms (Facebook, YouTube, Skype and Wikipedia on organizational learning. Gyamfi found a strong relationship between social media content richness and organizational learning. Munthali et al. (2021) also attempted to explore social media impact in the cocoa sector but was limited to the influence of the platforms on extension delivery. The work of Munthali et al. (2021) and Gyamfi (2018) focuses on extension and

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communication with regards to cocoa farmers. The effect of social media usage on the performance of the employee Ghana Cocoa Board remains a paucity. It is an important to fill this gap because according to Beg et al. (2017) millions of people across the globe depend on the cocoa sector.

Purpose of the Study

The purpose of the study   is to investigate the usage of social media and its effects on employee performance at COCOBOD in Kumasi. The specific objectives are to:

1) Determine social media usage at COCOBOD

2) Estimate the performance of staff

3) Determine the effect of social media on performance at COCOBOD

Research Questions

1) To what extent is social media used at COCOBOD?

2) What is the performance of COCOBOD staff?

3) What is the effect of social media usage on employees' performance?

Significance of the Study

The cocoa sector is of very significant value to the economic transformation of Ghana as such relevant studies of this kind are required to position the sector on the path of productivity. The study has elicited the effect of social media on performance within COCOBOD and thus provide guide to management of social media in order to limits its negative effects and maximizes it benefits. The findings as to the popularity of the specific social media platforms and the others will augment the existing knowledge in literature and excite further researches that will broaden the understanding of the discourse.

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Limitation of the study

Challenges are inevitable with field research. This research encounter challenges in accessing staff to interview due to the fear of COVID-19. Time was also a limiting factor; participants were busy with their work and the research has to find ways of getting them fill the questionnaires.

Delimitations

The study overcome all these challenges by getting accurate data that give accurate insight into social media usage and its effect on performance within the company. For the time limitation, the researcher frequently visits to interview staff as at when they were less busy. For COVID-19, the researcher provides nose-masks to participants and sanitizes their hands while observing social distancing during the questionnaire administration process.

Organisation of the study

The five-chapter study was organized as below. Chapter one opens the discussion on the subject matter and further states the problem with objectives for the study. Chapter two is a review of related literature and provides a detailed understanding of social media usage and job performance. The third chapter explicitly explains the methodology adopted for the study while chapter four will focus on the analyses of the data obtained from the field and relate it to existing literature. Chapter five draws conclusions on the study and provides adequate recommendations to address the issues identified.

CHAPTER TWO

LITERATURE REVIEW

Introduction

It is the aim of this study to elicit the relationship between social media usage and employees' performance at Ghana Cocoa Board. The specifics required to achieve this aim depends on how thoroughly the issues of social media usage and job performance are understood. In view of that, this chapter reviews related literatures and provide deep illumination for the study. This chapter is divided into three main parts. The chapter first considered the theories and concepts involved in the study. The chapter further review empirical evidence or studies that are related to the present study. The framework for the study comes at the last part of this section. The framework was developed based on the study variables and the information gathered from the literature and the theoretical review conducted.

Media Ecology Theory

The study takes it root in media ecology theory. Proposed by West & Turner (2008), the theory holds that the media covers every action in public life and that the media improve the perception and organizing our experiences hence unite the whole world (Scolari, 2012). This means that humans cannot escape from the media and its effects. The unitary world point of this theory makes social media more interesting as it offers human diversities from across the world. These diversities attract and make humans to be addicted to media platforms. Though subsequent theories found audiences to be more active than this theory suggests, the direct point of view of the media ecology theory in terms of the influence of the media on human life taking into consideration the utility

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and gratification it offers when media platforms operate with good ethic and professionalism makes this theory adaptable for the study.

The goal of every work setting is to achieve higher performance through efficient delivery of the staff and systems. While higher staff performance is highly needed, the need to explore factors that affect performance is very important as it guides management action. The theoretical lens will guide understanding into the social media usage and its effect on performance in Ghana Cocoa Board.

Conceptual Review

Social media

The term social media refers to internet-based computer-mediated virtual interactive technologies that facilitate the creation or sharing of information (Xin et al, 2019). The history of social media is usually linked to first telegraph of Samuel Morse sent in 1844 between Washington, D.C. and Baltimore (Zhang & Venkatesh, 2014). The emergence of social media dates to the discovery internet in the 1970s causing firms to get computers to communicate with one another (Xin et al, 2019). This effort led to the emergence of the first two social media platforms called Six Degrees and Friendster, both of which have collapsed, despite playing an influential role in the history of social media revolution (Wang et al, 2019).

The Six Degrees was a website that allowed people to sign up with their email address, make individual profiles, and add friends to their personal network (Varghese & Kuma, 2018). It was officially launched in 1997, and it lasted until about 2001 (Tabarsa et al, 2019). In 2002, the site Friendster emerged. Like Six Degrees, Friendster enable users to connect to friends, and create personal friends lists or groups (Xin et al, 2019).

The Friendster also allows sharing of videos, photos, and messages among contacts (Song et al, 2019). Rising to over one hundred million users, in January 1, 2019, it ceased all operations and officially closed its doors (Tabarsa et al, 2019). Other social media platforms such as Facebook, WhatsApp and the likes emerged strongly with and later after Friendster (Tabarsa et al, 2019).

Social media has since it emergence been highly patronized. According to Song et al, (2019); there are over 4.5 Billion internet users globally, with an internet penetration of about 58% of the global population. Research by Demircioglua , (2019) also shows that the average Ghanaian spend not less than 3hours and 30 minutes browsing the internet on his/her phone, out of which 3hours and 13 minutes of this is spent on social . This shows a changing behavioral patterns of communication away from the traditional style of communication and networking. Social media has therefore become a vital part of human life.

Forms of Social Media

Following the discovery of social media and the earlier platforms, other social media platforms emerged strongly. Some of these platforms include Facebook, WhatsApp, Twitter, YouTube, Instagram, Google+, Snapchat and many others (Tabarsa et al, 2019). Few of the most popular social media platforms are discussed below.

Facebook

Lunched on the 4th of February, 2004, Facebook is the largest (in terms of subscription and usage) social media network on the Internet (Hays et al., 2013). Hosting over 1.59 billion monthly active users, Facebook makes connecting with people, sharing of thoughts, and live conversations more easy and faster (Giglietto, 2012). The platform

also serves as a marketing platform for most businesses (Hays et al., 2013). Aparaschivei (2011) established that over 1 million small and medium-sized businesses use the platform to advertise their business. Hille & Bakker (2013) surveyed the view of business owners on the relevance of Facebook to their businesses, the duo found that most businesses are finding Facebook as the cheapest but rewarding marketing platform.

WhatsApp

WhatsApp is a cross-instant messaging application that is compatible with smartphones, PCs and tablets (Gon & Rawekar, 2017). This application uses the Internet connection to allow users send images, texts, documents, audio and video messages to other users that have the app installed on their devices (Aal et al., 2014). Launched in January 2010, Facebook purchased WhatsApp Inc. on the 19th February, 2004, at about $19.3 billion. Over a billion people use WhatsApp for diverse purposes (Gon & Rawekar, 2017). Melo et al. (2019) ranked WhatsApp as the most popular social media platform in the world. Narayanan et al. (2019) opined that WhatsApp is a facilitator of business processes such as clients-linkup, mobilization and marketing of products.

Twitter

Twitter is a microblogging application that allows its subscribers to communicate short texts (Tabarsa et al, 2019). Twitter has a global reach and is used on a daily basis by millions of people (Cheong & Lee, 2011). Individuals and businesses are using twitter to interact with friends and clients. The platform is also used to answer questions, release latest news and at the same time relay information to specific audiences. Several studies have highlighted the impact of Twitter on most sphere of life. Appel et al. (2020) argue that the influence of twitter can no longer limited to personal and interpersonal relations,

it transcends to business enterprises, politics and other dimensions of the human life. Cheong & Lee (2011) compare the influence of twitter to the power of free communication and alleged that the benefits of using twitter maybe endless. The duo conclude that twitter makes promotion of brands across the globe easy and thus make political communication more far reaching than any other social media platform.

Instagram

Instagram is a visual online networking stage (Lee et al., 2015). Owned by Facebook, about 95 percent of Instagram users additionally utilize Facebook (Phua et al., 2017). It is a photo-taking and photo-sharing application that was released on October 6, 2010 created by Kevin Systrom and Mike Krieger (Lee et al., 2015). The mobile social platform, Instagram, has become an important tool for marketing (Lee et al., 2015). Appel et al. (2020) established that about two-thirds of companies are using Instagram to increase their sales. Suciati (2018) conducted a study among students of California Polytechnic State University, San Luis Obispo. The study attempt to find out the best instagram marketing strategy. The researcher listed three strategies namely; Instagram posts showing celebrity endorsements, instagram post showing customers using a company's product, and hosting Instagram contests where a consumer will post an Instagram for a chance to win a giveaway. The study found that the later (Instagram contests) increases view and sales of products on Instagram.

Google+

Google+ is a social media sites from Google (Gong et al., 2012). The site allows people to create profiles and share information. Propelled on December 15, 2011, the sites host over 418 dynamics million clients. Magno et al. (2012) opined that the Google+ idea

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is pretty similar to other social networking services, but Google attempted to differentiate Google+ by allowing more transparency in who you share with and how you interact. The site comes with integration of all Google services (Magno et al., 2012). Google+ menu bar is attached to every Google services and thus allows Google services users to easily create Google+ account and use same. Gong et al., 2012) argue that the emergence of Google+ has made Google services more complete for Google clients in terms of communication and business promotions.

YouTube

YouTube is a popular online video-based site (Benevenuto, 2018). The site is used for video tutorials business advertisements. Three former workers of paypal created the site in 2005 and subsequently sold it to Google in 2006. The second to google interms of popularity, YouTube is patronage by over 1 billion site guests per month. (Koch et al., 2018). A customer survey conducted by Aggrawal et al. (2020) shows that shows that people prefer watching a YouTube video about how a product is used than reading product manuals.

Snapchat

Like telegram, snapchat is also an image informing and chatting that was made by Reggie Brown, Evan Spiegel and Bobby Murphy when they were under studies at Stanford University (Grieve, 2017). Individuals and brands have been using Snapchat for diverse purposes (Walnycky et al., 2015). Recently, a study examining the motivations for using four different types of social media applications among business owners was done. The results of this study concluded that Snapchat is used by business

owners to give client the picture of the items they have in store for the online buyer to make informed decision (Kim et al., 2020)

LinkedIn

LinkedIn is a professional network (Basak & Calisir, 2014). The platform link people with the same background. It facilitates communication and sharing of ideas among subscribers (Van Dijck, 2013). Unlike other social media platforms, LinkedIn's user base is largely for corporate people or professionals (Van Dijck, 2013). The site is used to advertise jobs and market skills. Subscribers upload their profile and leave room for friendship and following (Basak & Calisir, 2014). LinlkedIn has over 130 million members scatted across the globe (Tifferet & Vilnai-Yavetz, 2018).

Performance

Performance refers to the ability of an employee or firms execute task to expectation (Roy et al., 2017). Employers assess the job performance of their employees periodically to identify the training needs of their staff (Radhakrishnan et al., 2018). Owusu-Acheaw & Larson (2015) acknowledged the importance of employees and links organizational performance to staff. The duo argued that the extent to which organizations perform or achieve set objectives is a function of the effort of staff.

Nyamanya et al. (2017) associate job performance to awareness of assigned targets and the ability to fulfill expectations and achieve targets or accomplish a standard set of tasks for the organization. Higher job performance is directly related to the efficiency of the employee and the favourability of the work environment (Nisbat & Ziaur-Rehman, 2014). The organizations which are well aware of these facts promote good interplay of these factors that affect the employee**s'** job performance (Dinc, 2017).

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Murad & Nah (2017) posits that there are number of internal and external factors that affect job performance or the success of an employee in an organization. Moqbel & Aftab (2015) propose individual ability, knowledge, and skill as examples of the internal factors while the working environment, characteristics of assigned tasks, incentive, organizational structure, and Human Resource Management practices as the examples of external factors.

Catalsakal, (2016) classified performance into six (6) categories namely; task performance, contextual performance, adaptive performance, creative performance, agility performance, and effectiveness. He explained that task performance technical demand of firms; the success or the overall survival of the firm or production depends on it. In other words, such tasks are the wheel that runs production. Contextual performance, according to Catalsakal, (2016), is the behavioral patterns that have become the norm in organizational settings and drives motivation or create conduciveness. Catalsakal posits contextual performance to include the kind gestures and other helps workers extend to each other to deliver on organizational goal. Mahesar, & Pathan, (2017) opine that contextual performance promotes improvement in organizational processes. In other words, contextual performance is a behavior that enforces unity among staff and charge the working environment towards higher productivity.

Catalsakal, (2016) refers to adaptive performance as how versatile employees are in understanding and adapting to changes taking place in the organization. This find links with the view of Haque & Aston, (2016) that organizational support at the workplace promote team spirit among workers and promote performance Catalsakal, (2016) classified adaptive performance as a new way of task learning, handling stress at working,

adaptability of new technologies and procedure, problem-solving and interpersonal adaptability

Creative performance is the ability to generate products, sharpens ideas and devise easy ways of completion tasks in record (Catalsakal, 2016). Managers are generally attracted to employees with higher creative performance; to most of such managers, result is tangible, the process doesn't matter. Thus, employees individually crop new ideas related to different work descriptions and procedures (Min, 2017). Markwei & Appiah, (2016) describe creative employees to include those staff that are open minded, sociable, and ready for every task. Koori et al. (2018 describe such staff as identified by Markwei & Appiah, (2016) as chain movers in organizations. He stressed that firms become more productive when the chain movers take leadership position

Koori et al. (2018) simply define 'agility performance' as the ability of an employee to adapt changes for personal and organizational benefits. This usually the determinant of organizational innovativeness. Koori et al. (2018) explained that most employees resist change and so innovations and new course of doing things needs to be properly explained to them. Staff with high agility are usually proactivity, resilience, and adaptive. Such staff are usually well educated and multi-skilled. Usually, the less educated staff are conservative and resistant to change (Catalsakal, 2016). A performance appraisal is a periodic assessment of employee's job performance and overall contribution to a firm (Min, 2017). Also known as an "annual review," "performance review or evaluation," or "employee appraisal," a performance appraisal evaluates an employee's skills, achievements, and growth, or lack thereof (Leftheriotisa & Giannakos, 2014). Managers use performance appraisals to identify the training needs and motivation

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demands of employees. Appraisal also affect the promotion, resignation, and lay-off decision on staff (Mahboub, 2018). There is no favourable time for performance appraisal howeve, it is largely done annually, semi-annually, or quarterly (Markwei & Appiah, 2016).

Kishokumar (2016) established that most performance appraisals are top-down; supervisors evaluate their staff with no input from the subject. They, however, agree that there are other types such as:

Self-assessment: Individuals rate their job performance and behavior.

Peer assessment: An individual's workgroup rates his performance.

360-degree feedback assessment: Includes input from an individual, his or her supervisor, and his or her peers.

Negotiated appraisal: A newer trend, utilizes a mediator and attempts to moderate the adversarial nature of performance evaluations by allowing the subject to present first. It also focuses on what the individual is doing right before any criticism is given. This structure tends to be useful during conflicts between subordinates and supervisors.

Performance indicator

For most studies, performance is measured in terms of work load and timely completion of task. For work load, an employee is judged a high performance is she or he is able to accomplish more tasks for her of his company. Time dimension as to how fast a task is completed is also a measure of performance. For this, the two dimension as well as the accuracy dimension (how well specific tasks are accomplished) are considered. The details of these indicators are specified in the framework and explicitly explained below it.

Empirical Review

This part of the study consists analyses of existing relevant studies on social media and employees' performance. The analyses were cross-cutting through various sectors with the aim of proper understanding of the discourse in view. As stated earlier, several researches have been conducted on the effect of social media usage on employee performance in some industries. Orji et al. (2020) explored the discourse in the logistic sector and found that employees' social media usage goes a long way to promote customer satisfaction, and put firms at competitive advantage as staff are easily accessible to customers on every social media platform. Aral et al. (2013) also explored the discourse in the fashion industry and realized that social media brought marketing innovations that are significantly increasing the market share of fashion businesses that use social media marketing platforms.

Amin et al. (2016) also explored the prolific use of social media among students especially universities and college students. Amin and his team came to the conclusion that all the popular social media platforms (Facebook, twitter, Google+ and Skype) are used by students. The team established a positive significant effect of social media usage among the students; thus to say social media is promoting academic performance. Social media (comments and personal experiences posted on social media platforms by tourists) has also been found to be having both in positive (attracts people to the tourism site) and negative (discourage people from visiting the tourism site) influence the performance of the tourism sector (Sahin & Sengün, 2015).

Usage of social media platforms

Social media usage has been on the rise among the working class (Cetinkaya & Rashid, 2018). With the increasing internet penetration, new social media applications continue to emerge. The new applications come with more functions addressing existing or emerging needs. Existing applications are also regularly updated to offer best utility to users. Soriano & Sreekumar (2012) argue that the unique nature and the functions of the various social media platform causes social media fanatics to subscribed to more than one platforms. The duo established that social media fanatics do not use social media platforms that have the same characteristics. It is however clear that everyone can use more than one platform depending on the needs of the subscriber.

Social media usage and employees' performance

Various relationship between social media and job performance have been established. All these views could be categorized in to two namely the productive views (positivists view) and destructive view (negativists view). The negativists seem to see only a little or no good part of social media. The sharp divide of researchers in this regard ignite few more researchers to elicit limiting factors of social media good. Kandiero et al., (2014) elicit the main factors that limit the positive effect of social media on job performance at the workplace to include the quality of the work environment, organizational structure, and processes, the assignment of employees in posts which did not match their qualifications, the lack of incentive systems and abuse of social media. Kishokumar (2016) agrees with the assertion with regard to social media and established that the use of social media at the workplace negatively affects job performance. He explains further that social media usage at the workplace is actually employees' misuse

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of organizational resources, official time, and promotes mistakes and violation of standard operating procedures in organizations. Huang et al. (2017) concur that social media weakens employee job performance. However, Hawi & Samaha (2016) disagree with Huang et al. (2017) and Kandiero et al. (2014) with the belief that managers and human resource practitioners can increase the efficiency and productivity of the employees by adopting social media in business processes. Haddud et al. (2016) concluded that social media usage at work does not impede performance. They encourage employers to manage social media to the advantage of their company smartly. Demircioglua & Chen, (2019) in support of Haddud et al., (2016) argument posits that social media allows employees to take a mental break, make and support professional connections, ask questions and solve a work problem, and improves employee recognition and retention

Brooks & Califf (2017) conducted a study on an IT firm to ascertain the effect of using social media during work hours for non-work-related reasons. The duo though found some positive effect of social media such as stress-releasing, they also realized that abuse of social media by staff during working hours causes them to commit avoidable and unpardonable errors. Research conducted by Ashraf (2014) identified that saves organizational resources such as transportation and travel time for firms that have offices remote from one another. Ashraf further point to advertisement cost and customer relation and customer update cost as some of the vital cost that social media eliminates in firms. Harandi & Abdolvand, 2018) argued that stakeholders are no longer traced with postmen but are put in social media group and information are easily shared with them in just a

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click of a button with only a little bit of data (meetings are also held virtually saving cost of travels and other costs in relation to organizing physical meetings).

While some firms permit social media usage by their staff during working hours, others do not tolerate it. Cao et al. (2016) believe social media applications contribute to make the communication process more efficient and ultimately increase employee job performance. But in a slide twist towards managers who reject social media use at the workplace is the caveat of the positivist that social media usage that is not work-related negatively increases the chances of committing error on the job and thus affects the performance of employees (Cetinkaya & Rashid, 2018). The argument as to the number of hours' staff spend on social media is critical in fostering the two stands on social media usage at the workplace (Cao et al., 2016)

Cetinkaya & Rashid (2018) argue that workers need some form of refreshment once a while in the day to keep them more active on their tasks. He suggested that social media should be made to play such a role in the life of workers. Cao et al., (2012) believe communication on social media among workers prevents noise and indiscriminate movement at the work settings and consequently promotes performance. Brooks & Califf (2017) argue that because social media communications are noiseless, it is difficult to determine when workers are abusing time. However, Castilla (2005) also believe that social media lessens workers time and thus negatively affect performance.

As stated earlier, some researchers are positive and other are very concerned about the use of social media at work; accusing it to be decreasing employee job performance Those with positive view agree that employees do not just use social media for fun at the work place but mostly use it to fast-track work related communication and build team

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spirit at the work place. This is very applicable for workers who are very remote from each other but are meant to coordinate towards an organizational goal (Tajudeen et al., 2018). For such workers, the positivist view on social media (social media promote productivity is strongly held). Though social media has both negative and positive effect, the dominance side effect of it usually takes management attention. Cao et al. (2016) paint this view better by arguing that when managers notice substantial gain from social media use, they promote it use at the work place but largely with some level of control to avoid the negative effect of it that affect productivity.

Conceptual Framework

A conceptual framework is an analytical tool with several variations and contexts. It is usually applied in different categories of work to organize ideas. It largely demonstrates the link between variables of study. Drawing insight from the media ecology theory and the literatures reviewed, the study adopted a framework as shown in the diagram below.

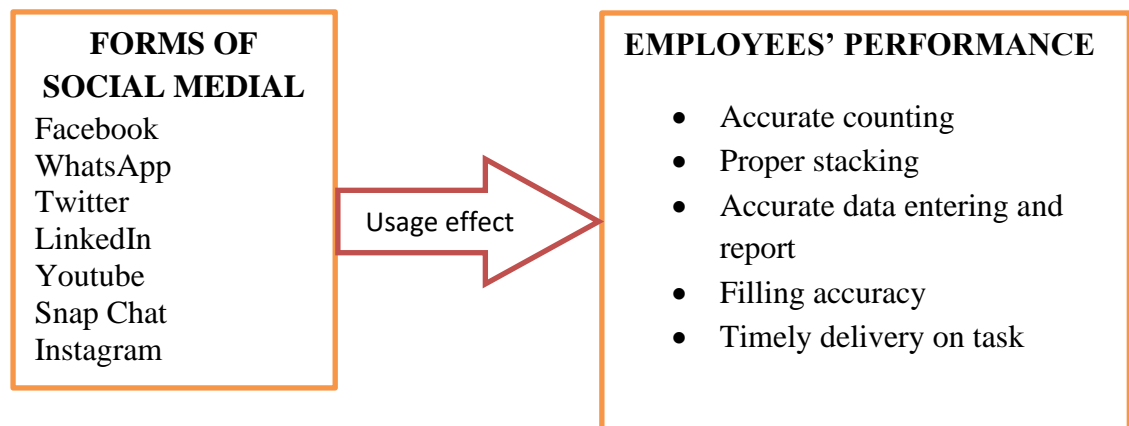| **FORMS OF SOCIAL MEDIAL**		**EMPLOYEES' PERFORMANCE**
Facebook WhatsApp Twitter LinkedIn Youtube Snap Chat Instagram	Usage effect →	• Accurate counting • Proper stacking • Accurate data entering and report • Filling accuracy • Timely delivery on task

Figure 1: Framework for the study. Source: Author's construction (2020)

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The conceptual framework shows the various forms of social media and link their usage to job performance indicators such as accurate counting, proper stacking, accurate data entering and report, filling accuracy, timely delivery on task, and accurate performance of other job related activities. These indicators are specific to the task of the respondents of the study. It is assumed that COCOBOD within the region will be doing well if their performance matches high in each of the indicators listed in the right column of the conceptual framework. The working definition of each of the performance indicators are as below:

- **Accurate counting:** During offloading and evacuation, accurate counting of the bags of cocoa in consignment is very important. In accurate counting bring dispute between CMC depot workers, drivers and LBC agents. The extent to which the respondents execute their counting without error is focus of this work.

- **Proper stacking:** Stacking refers to a holistic build-up cocoa bags on gratings usually in a lot of 300tonnes and above. The ability of the depot workers to ensure the stacks are built well without defect is another performance measure for this study.

- **Accurate data entering and report:** This refers to the extent to which the respondents enter their daily work-done in terms of figures into the work-reporting platform and generate reports without error.

- **Filling accuracy:** Refers to how well the respondents classified their documents into the appropriate files. It is believed that excessive use of social media can cause employees to misplace documents in a wrong file. The study will elicit from the respondent as to whether that thing happen to them at times.

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- **Timely delivery on task:** This refers to the ability of a worker to complete his or her task within the working hours of the day without postponing a day's work to the following day.

Chapter Summary

This chapter reviewed the media ecology theory, shed light on the concept of social media and job performance. Both positive and negative relationship was identified in empirical review of the association between social media usage and employees' job performance. The specific relationship between the duo (social media usage and employee's performance) at COCOBOD is however paucity in literature.

CHAPTER THREE

RESEARCH METHODS

Introduction

This chapter specifies the research techniques and instrumentations adopted for the study. The chapter begins with the study organization (COCOBOD) and considers the research approach, research design as well as the sampling techniques adapted for the study. The study population and sample size, as well as the data collection and analysis techniques adopted were also specified in this chapter.

Study Organization

The Ghana Cocoa Board is an institution established by law to promote the production and marketing of premium quality cocoa beans (Jonfia-Essien, 2008). To deliver on its mandate, COCOBOD has created five subsidiaries, namely: Cocoa Research Institute of Ghana (CRIG), Seed Production Division (SPD), Cocoa Health and Extension Division, Quality Control Company Limited, and the Cocoa Marketing Company Limited (Baah & Anchirinah, 2011). The divisions coordinate to ensure the production and marketing of premium quality cocoa (Essegbey & Ofori-Gyamfi, 2012).

COCOBOD has seven cocoa regions and three ports, namely Ashanti, Brong Ahafo, Eastern, Volta, Central Western North, and Western South. The regional offices act as administrative units that effectively coordinate and regulates the activities within the sector (Kwabena, 2013). The sector has chalked some successes, especially in the area of yield increase, quality, and disease control (swollen shoot viral disease) (Baah & Anchirinah, 2011).

The board has its designated warehouses in Tema, Takoradi and Kumasi ports or take-over centres (Quarmine et al., 2012). The Kumasi take-over centre is made-up of 120 QCC staff and 180 CMC staff constituting 300 staff operating in offices and warehouses at Kaase, Asokwa, and Abuakwa (COCOBOD, 2019). It is believed that every Cocoa Board staff uses social media. Some units' heads use social media to disseminate information and to mobilize staff. Individual staff also uses such platforms for their moves. The effect of social media on the performance of the board's staff however remains paucity in literature. The choice of the Kumasi branch for this study is premised on these characteristics of the branch.

Research Approach

Quantitative, qualitative and mixed approach are the three (3) main approaches to research. The first; quantitative research approach, according to McNichols (2000), is a scientific procedure involving observation and description of object without any step of influencing the object under study. McNichols further opined that quantitative research approach is more valid in acquiring viable facts and statistically exploring same to generate comprehensive understanding facts about the object under study (Purao, 2002). Though there are some limitation of the quantitative research approach, the appreciation of such limitation and creation of systems to mitigate such limitations by the research makes the products of the approach very robust and repeatable (McNichols, 2000). Such mitigation systems usually limit the attack on quantitative research outcomes and (Lee, 2001).

Qualitative research design is normally chosen to explore new research areas and thus is applicable for generating background information on subjects that have not been

explored or studied (Summers, 2019). It provides clarity of research problems and hypotheses (Blair et al., 2019). Qualitative research design is applicable in unstructured research settings and more importantly where there are no past data or only a few studies for reference (McNichols, 2000). Though it does not offer absolute solution to a problem, it gives some very details about the problem and thus guide further studies to ascertain solution (Purao, 2002). It is usually the initial point of creating meaning into a problem (Spector, 2019). This research approach dwells on secondary data, interviews, and focus group discussions to generate nominal data and ordinal data sometimes to generate meaning (Lee, 2001).

The mixed research approach, just like its name, combines both quantitative and qualitative techniques to generate data to answer research questions (Creswell & Clark, 2011). The combination helps the researcher to generate comprehensive understanding into issues (Leppink, 2016). Scholars suggest that the research approach used, should accommodate the research objectives (Leppink, 2016; Yin, 2017), skills of the researcher (Yin, 2017), and the type and quality of data to be collected (Jick, 1979).

Since the focus of this study is to large data and to descriptive draw detail analyses into the data on numerical scale for the variables that have to some extent been established in literature, the quantitative research approach was therefore adopted. The quantitative research approach offers greater room for multiple statistical tests and analyses to effectively ascertain the true nature of the findings and also allow varied exploration to establish relationship among variables under study (Amarantunga & Baldry, 2002). This room for multiple confirmation of research findings largely makes quantitative findings more generalizable (Creswell & Creswell, 2017).

Research Design

Research designs details the steps in generating data to answer research questions (Alavi & Leidner, 2001). The choice of design dependent on the research objectives and the approach to the research (Angrist & Pischke, 2010). Flowing from the quantitative research approach, the descriptive research design was considered for this study. Descriptive research is considered conclusive in nature, due to its quantitative nature. It is preplanned and structured in design, so that the information collected can be statistically inferred on a population. The main idea behind using this type of research is to better define an opinion, attitude or behaviour held by a group of people on a given subject (Breaugh, 2008). Since there are predefined categories a respondent must choose from, it is considered descriptive research.

Grouping the responses into predetermined choices will provide statistically inferable data. This allows the researcher to measure the significance of the results on the overall population under study and the changes in the respondent's opinions, attitudes and behaviours, over time (Spector & Brannick, 2011). When a particular phenomenon is under study, the descriptive research is needed to describe it, to clarify and explain its inner relationships and properties (Huczynski & Buchana, 2004).

Yin (2017) states that, in choosing a study design, three conditions must be satisfied: the type of research questions, the extent of control an analyst has over actual behavioural events and the degree of focus on contemporary as opposed to historical events. Therefore, given the type of research questions adopted, the researcher's limited control over actual behavioural events and the researcher's high degree of focus on contemporary as opposed to historical events, the descriptive design is used for the study.

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Population and sample size

Research population refers to the set of units, individuals, or objects that will be studied by the research (Long Cheu et al., 2002). Sample size, on the other hand, refers to the set of units or individuals statistically selected to represent a population (Kotrlik & Higgins, 2001). Though a straightforward concept, the choice of sample size affects research outcomes and so sample size determination is a critical factor in research. Several sample size determination procedures exist, however, this study dwelled on census sampling method to select all the 300 work staff of the Kumasi division of COCOBOD. The target population and for that matter the sample of this study comprises the management and staff of COCOBOD Kumasi branch. The branch under study has 300 work staff.

Census was adopted to select all staff of the Kumasi branch for the study. Census is a systematic method that collects and records the data about every member of a population (Krieger, 1992). Including every member of staff in the research is to avoid biases and reduce errors in the findings (Kotrlik & Higgins, 2001). Though census is an expensive and a time consuming data collection method, it is best for heterogeneous populations or small population (Fricker, 2008). The working population of the branch is very small and heterogeneous (involving various units and departments) hence the adoption of the census sampling. The process was such that the names and contact numbers of the staff within the branch were obtained from the central Kumasi administration of COCOBOD. The individuals were first contacted to fix convenient dates for the administration of the questionnaires. The individuals were met as agreed and questionnaires dully administered to them.

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Data collection

For this study, structured questionnaires were used for the data collection. Structured questionnaires were designed and administered to the selected workers. The adoption of questionnaires is premised on the fact that they are most affordable ways to gather quantitative data (Barchard & Williams, 2008). Apart from being inexpensive, questionnaires are also a practical way to gather data (Parfitt, 2005). Questionnaires surveys allow for gathering of information from a large audience and promote comparability (Barchard & Williams, 2008).

The questionnaire administration was such that, arrangements were made with each of the selected workers and the questionnaires were administered to them at their most convenient time. The questionnaires were designed based on the specific objectives of the study. The questions in the questionnaire were categorized into three major parts; A – C. Section "A" targeted elicit demographic characteristics such as age, gender, level of education and number of years in service with the board. Section B and C dealt with variables measuring social media usage and employees' performance. The questionnaires also contained a five-point Likert scale (1= Strongly Disagree, 2= Disagree, 3= Neither Agree nor Disagree, 4= Agree and 5= Strongly Agree). Likert scale was adopted because it quicker data collection, delivers quantitative data, and allow for future adjustments (Barua, 2013). Likert scale was also adopted because it provides direct and reliable assessments of respondents' behaviours can be easily determined through well-constructed scales (Nemoto & Beglar, 2014). The data collection was done during a staff durbar enabling the researcher to get most of the respondents. Special arrangement was to administer the question to the only candidate that was not available at the durbar at a

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different date. These arrangement enable the researcher to the targeted respondents for the study.

Data Processing and Analysis

Data Analysis involves the use of statistical tools and logical techniques to summarised data for easy (Barreiro & Albandoz, 2001). Shamoo & Resnik (2003) posited that the analytic tools processed data for easy inductive or deductive inferences. The three (3) research objectives in this study were analysed using quantitative statistics such as mean, percentages, and standard deviation. The Minitab version 16 was used to code the questions in the questionnaires. The responses to every question were entered into the software to generate appropriates results for the study. The choice of the Minitab version 16 is premised on the fact that it allows for large volume of data and offer accurate analytical results (Maat, 2015).

The mean was used to assess the sum of all responses from the Likert items on social media usage and employees' performance at COCOBOD, Kumasi. In this case, the mean score determines the Likert scale, whether Strongly Disagree as response 1, Disagree as response 2, Neither Disagree nor Agree as response 3, Agree as response four, and Strongly Agree as response 5.

Validity and Reliability

The reliability and validity of research instrument is necessary to established that the assessment techniques will generate satisfactory results (Buchan, 2004). A common measure of reliability is the Cronbach's alpha. Generally, an alpha of above 0.7 is preferred. The research instrument was tested at Tema Port (COCOBOD's operational unit). The results of the test were as summarized in the table below.

Table 1: Reliability test

Indicator	Cronbach's alpha	No. of items
Social media	0.967	7
Performance	0.871	5
General	0.876	12

Source: Author's computation, 2020

As shown in the table 1 above, all the indicator items have the Cronbach's alpha to be more than 0.7 hence the reliability of all the indicator items are relatively high. The instrument is thus fit and adopted for the study.

Ethical Considerations

The study upholds the ethics of informed consent, integrity, and confidentiality. To do these, the researcher contacted and dully seek the participation of every member of staff through the human resource of in-charge. The researcher established his identity by showing his school's identification card to the participants and further assured each participant that the study is purely for academic purpose. The participants were assured of uttermost confidentiality. They were assured that tracing information particularly names, contacts numbers and the like would not be taken from them. Participants were further assured of their freedom to exit participation and to avoid questions they deemed intruding to their privacy or undermined their right. These were done to protect the participant and to fulfil the ethical demands in research.

Chapter Summary

This chapter presented the research methods of the study. It covered the research approach, research design, and study organisation, population, sampling procedure, data collection instrument, ethical considerations, data collection, data processing and analysis. In line with these dimensions, the quantitative research approach was employed; the research design was descriptive; the study organisation was COCOBOD, Kumasi branch; the population of the study was all staff working within the corporation at Kumasi; and census sampling was used to select all the 300 members of the population to serve as the respondents for the study. Ethical considerations of voluntary participation, right to privacy, anonymity and confidentiality of information were observed. For the analyses, the data was drawn into percentages, frequencies, mean, and standard deviation were done with Minitab version 16.

CHAPTER FOUR

RESULTS AND DISCUSSIONS

Introduction

The results obtained from the field were presented and discussed in this section. The results were centered on the demography of the respondents, social media usage, and staff performance. The chapter ends with a chapter summary.

Demographic Characteristics of Respondents

Personal and demographic information such as age, education level, number of years the respondents has been working with COCOBOD were given in the table below:

Table 2: Demographic Characteristics of Respondents

Type of Respondent	Frequency	Percentage
Age		
Below 18	0	0.00
18-39	240	80.00
40-59	60	20.00
60 and above	0	0.00
Sex		
Male	281	93.67
Female	19	6.33
Basic	10	3.30

SHS	22	7.30
Tertiary	268	89.40
Year's worked in the		
rganization	194	64.70
Less than 10 years		
More than 10 years	106	35.30

Source: Field data 2020

All the respondents fall within the active working-age classification of Ghana. COCOBOD, Kumasi branch is therefore, not violating the child labor and the pension's laws of Ghana. It is also revealed that majority of the workers (80%) are below the age of 40 while only 20% of the workers fall above the age of 40. This indicates that the working force at COCOBOD, Kumasi branch is very youthful. Majority of the workers (93.67%) are male with only 6.33% being female. This shows the field work in the company is dominated by males. The masculine nature of the work may be the reason for the male dominance,

On the education, all the workers have some form of formal education; majority (89.30%) of whom have tertiary education while only 10.70% of the workers have basic education. This confirms the findings of Agyepong et al (2004) that the formal sector of Ghana consists of workers with diverse educational backgrounds.

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Social media usage at COCOBOD

Two measurements were done in this section. First, all the popular social media platforms were listed listed in the questionnaire, and respondents were asked to select as many as they use. The second part implored respondents to indicate their extent of use each of the selected platforms. The results of the former and the later are summarized in table 3 and 4 respectively.

Table 3: Social media platforms used by the employees

Social medial platforms	Frequency	Usage (%)
Facebook	300	100.00
WhatsApp	300	100.00
Twitter	24	8.00
LinkedIn	48	16.00
Youtube	24	8.00
Snap Chat	18	6.00
Instagram	200	66.70

Source: Field data 2020

Based on their responses, as shown in Table 2, it was clear that all workers use WhatsApp (100%) and Facebook (100%). Also 66.70% of the respondents use Instagram while below 17% of the respondents used other social media platforms in addition to WhatsApp, Facebook (100%) and Instagram. This shows that all the staff of the region use more than one social media platform. This is in consistent with Hawi & Samaha, (2017). argument that the proliferation social media apps is causing multiply subscription among smart phone users. Like the posit of Bhuvana & Aram, (2019) that Facebook and

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WhatsApp are the most popular social media platforms in the world, this study also find same among the COCOBOD staff.

Having identified the social media platforms used by COCOBOD staff, the study proceeded to measure the extent of use of these platforms during working periods of the day. To do this, the respondents were asked to rate the extent of use of the various social media platforms (relative to the spent on each platform per day). The time indications were re-categorized to generate index (0=never, 1=rarely, 2=averagely, 3=highly) for the analysis. The who indicated zero were indexed "0", those who spend less than an hour per day on social media were indexed "1", and those who spend more than an hour were indexed "3". The average scores were as summarized in the Table 4 below.

Table 4: Extent of use of social media platforms by the employees

Social medial platforms	Mean	Std Dev.
Facebook	2.60	0.0122
WhatsApp	2.80	0.0321
Twitter	0.45	0.4783
LinkedIn	0.10	0.0022
Youtube	0.15	0.0391
Snap Chat	0.10	0.1331
Instagram	0.55	0.5227

Source: Field data 2020

It was also clear that the respondents highly use both WhatsApp (with mean value of 2.80) and Facebook (with a mean value of 2.50) than every other platform (every other platform scored less than one on the scale of 1-to-3). This confirms the view of Ocansey

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et. al. (2016) that Facebook and WhatsApp are the most patronized social media platforms in Ghana. Various reason for the high patronage of these platforms exist in literature however, since the focus of the study is centered on the effect of such patronage on performance, attention has been given to that dimension. The effect of the patronage is explored in the table 5 below.

Staff performance

To measure the performance of staff, various key performance areas were listed on a five-point scale of 1-to-5. Where 1is the lowest and 5 is the highest. Staff were asked to indicate the extent to which they perform relative to the performance area listed. The results were as summarized in the table 5 below.

Table 5: Staff performance

Type of Respondent	Mean	Std Dev
Accurate counting (I don't record counting inaccuracies)	3.6	0.8673
Proper stacking (I don't have defective stacks)	4	0.7332
Accurate data entering and report (My supervisor does not problem with my data entering and reports)	3.5	0.7561
Filling accuracy (I file accurately)	4.6	0.7211
Timely delivery on task (I complete tasks within the daily work period)	3.6	0.7621

Source: Field data ,2020

The mean responses in table 4 above range between 1 and 5. The midpoint indicating indifference is 3.0. The mean responses to the all the performance indicators

lies about 3.0 (the point of indifference). This shows that performance at the company is largely above average. there is above average. The close to one standard deviation recorded for almost all the mean values shows that data points are spread over the five-point scale. This shows some (to larger extent, majority) of the staff are performing below average while some are performing extremely high. This agree with Klomp & Van Leeuwen (2001) who posited that performance follows normal distribution in most firms. The duo explained that about 25% of a firm's staff will always constitute high performing work force while about 50% forms the average performing group as the last 25% lags below average target. Al-Mashari et. al. (2003) argue that a firm become very productive if it adopts systems such as training, motivation, and factors specific to the circumstances of the firm to push majority of staff to the high performing class.

Effect of social media on employees' performance

The results as summarize in the table 4 suggested that majority of COCOBOD's staff in the region are average performers. Though, several factors may be accounting for this performance level, this study consider the role of social media usage in present performance level. To do that, the score for each performance indicator as well as the average performance score of the various indicator scores were regressed against the extent of use of each social media platform. The r-square value of 0.497744 for the case of average performance shows that the model fit the data 49.77%.

Table 6: Social media usage versus average staff performance

	Accurate Counting	Proper stacking	Accurate data entering and report	Filling accuracy	Timely delivery on task	Average performance
C	29.17726	33.22987	37.52250	48.46295	27.18914	91.32581
	(0.173024)	(0.145140)	(0.142572)	(0.098485)	(0.160374)	(0.052569)
Facebook	-1.413823	-7.857397*	-4.472222*	-0.852598	-0.208738	-7.211210*
	(0.077923)	(0.065365)	(0.064209)	(0.044353)	(0.072226)	(0.023976)
Whatsapp	-6.358028*	-0.051270	-5.111200*	0.570658	-0.602733	-6.224877*
	(0.115806)	(0.097143)	(0.095424)	(0.065916)	(0.107339)	(0.035295)
Instagram	-2.476399	-3.916724*	-1.395070	-1.768591***	-0.521670	-5.956099*
	(0.138254)	(0.115973)	(0.113922)	(0.078694)	(0.128146)	0.041427
Linkedin	1.587371	1.314961	-1.589278	1.271482	2.017855**	2.068799**
	(0.204295)	(0.171371)	(0.168340)	(0.116284)	(0.189359)	(0.052629)
Twitter	-0.251340	-1.090787	-0.122333	-3.720876*	-0.898979	-1.937599***
	(0.281844)	(0.236422)	(0.232240)	(0.160425)	(0.261238)	(0.068894)
Youtube	0.622565	-2.431067**	0.341935	-3.215263*	-1.407319	-2.657406*
	(0.177888)	0.149219	(0.146580)	(0.101253)	(0.164882)	(0.052065)
Snap_Chat	0.399012	-1.421147	1.531422	0.190922	-1.822792***	-1.196576
	(0.175578)	(0.147282)	(0.144677)	(0.099939)	(0.162741)	(0.054701)
R-squared	0.230398	0.273449	0.267919	0.164157	0.051167	0.497744
Adjusted R-squared	0.211949	0.256032	0.250369	0.144120	0.028421	0.485704
Observation	300	300	300	300	300	300

*, **, *** indicate significant at 1%, 5%, and 10% level respectively. Standard errors are given in the parenthesis.

From the table above, in terms of accurate counting of stock during both offloading and evacuation, though Facebook, Instagram, Twitter, and WhatsApp are negatively affecting it, only WhatsApp is found to be significantly effecting it negatively at 1% significance level. For proper stacking, Facebook and Instagram are significantly affecting it negatively at 1% significance level while YouTube is doing same at 5% significance level. For accurate data entering and report preparation, WhatsApp and Facebook have negative significant effect on it at 1% significance level. For filling accuracy and timely delivery on task, Instagram, YouTube, LinkedIn and Snapchat are affection them negatively. The low R-squared value recorded for each of the platform shows that many more platforms and other factors are affecting the various performance

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indicators.

For the case of average performance score, except LinkedIn (which is having positive effect), every other social media platform is negatively (reference to the signs of the coefficients) affecting performance at COCOBOD-Kumasi. Of all the social media platforms that are negatively affecting performance, only the effects of Facebook, Whatsapp, and Instagram on performance are significant at 1%. The effects of the rest of the factors on the social media platforms used the staff are not having any significant impact on performers at the firm. This is confirmed by the high subscription and use of these platforms among respondents. This finding find synch with Syrek et al. (2018) who relate the contribution of social media to low performance at work to the distraction caused by social media platforms; the Facebook, Whatsapp, and Instagram have quick alert systems and couple with their vast dominance in terms of usage across the globe may be frequent alert that may be distractive to staff and hence negatively affecting their performance. The other platforms; Linked, Twitter, Youtube, and SnapChat are comparatively less patronised globally and even among the respondents and thus is less distractive hence not significantly affecting performance. Also, relative to the extent of usage in table 4, the posit of Culnan et al. (2010) and that of Cetinkaya & Rashid (2018) that much social medial usage during working hours is detrimental to businesses is thus upheld.

The finding here that social media usage decrease job performance at COCOBOD contradicts the study by Ali-Hassan et al. (2015) who indicated that social media promote job performance and productivity. The authors indicated that social media usage promote collaboration and timely information sharing among staff and thus promote efficient

delivery on job. With the positive effect of LinkedIn among all other negative effects of other platforms, though not significant proves right the posit of Leftheriotis & Giannakos, (2014) that social media has both positive and negative potential for promoting productivity, however, the negative potential when not manage properly ravages the positives and detrimentally reduce productivity.

Chapter Summary

This chapter covered the results and discussion. The chapter begins with the demographic characteristics of respondents, by employing frequencies and percentages. The chapter continued with data and findings on the three objectives of the study. Overall, the positivist view on social media and employees' performance is rejected; social media has a negative significant effect on employees' job performance at COCOBOD, Kumasi branch.
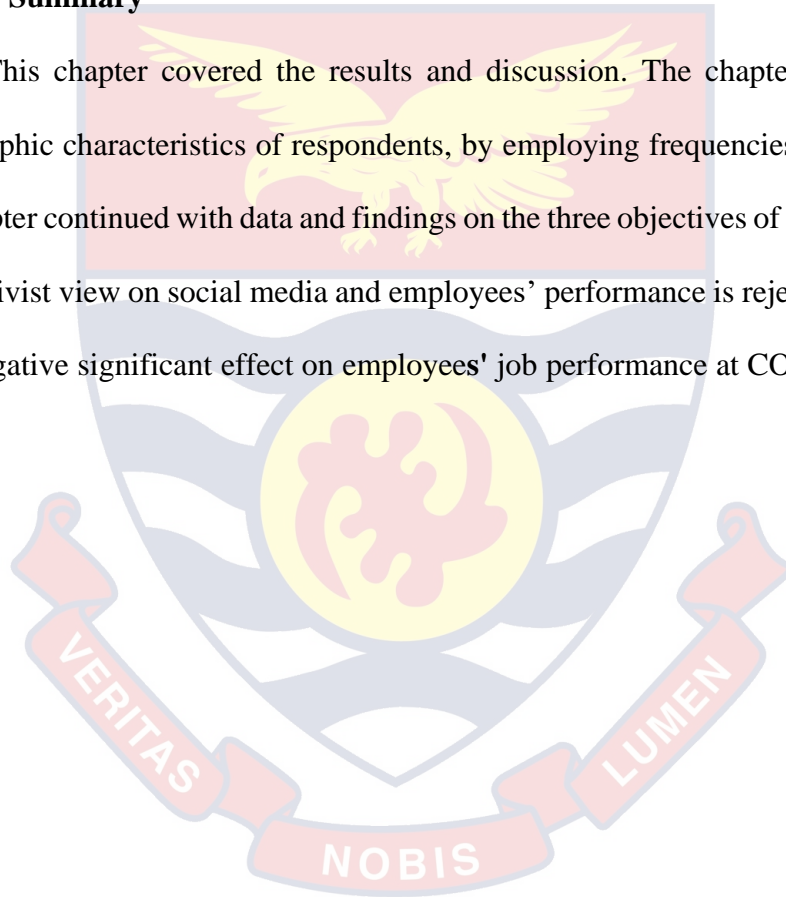
CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

Introduction

The study aimed at to explore the usage of social media and its effects on employees' performance at COCOBOD, Kumasi branch. This aim has been achieved and comprehensive findings were made in previous chapter (chapter 4). This chapter of the study presents the summary of those findings and as well brings the study to a conclusion with thought provoking recommendations based on the findings obtained. The recommendations cover policy, management, and research dimension of the issue assessed.

Summary

The uttermost aim of every government institution is to deliver on its mandate in the most efficient manner. In view of that most agencies adopt emerging technologies and best processes in their operation. Social media has become an integral part of human life. Its usage traverses personal and profession sphere of society. The need to measure its effect on various aspect of life continues to linger in research. Various explorations have already been done to the discourse. This study focused on the COCOBOD, Kumasi branch and evaluate the effect of social media on employees' performance with three main objectives.

The first objective of the study was to determine social media usage by staff of COCOBOD. The study found that all the staff are using more than one social media platform. Facebook and WhatsApp are used by all the staff at the station. Instagram is

used by about 68% of the workers. This means that social media is popular among the staff. The study further determines the extent of social media usage among staff. It was discovered that staff at the station highly use Facebook and WhatsApp than all other social media platforms.

The second study objective was to estimate the performance of the staff of COCOBOD-Kumasi branch. The performance indicators including accurate counting, proper stacking, accurate data entering and report, filling accuracy, timely delivery on task, and forget about tasks were listed on a five point Likert's scale with midpoint (3.0) indicating average performance. The mean responses to the all the performance indicators lies about 3.0 (the point of average performance), indicating above average performance at the company.

For the effect of social media on employee's performance, a cross-tabulation of the average performance and the extent of social media usage among the staff gives r-square value of 0.497744 shows that social media is affecting the performance by 49.77%. Also, except LinkedIn (which is having positive effect), every other social media platform is negatively (reference to the signs of the coefficients) affecting performance at COCOBOD-Kumasi. Notably, Facebook, Whatsapp, and Instagram are significantly affecting performance at 1% significant level.

Conclusions

Having explored social media usage among COCOBOD, Kumasi branch staff, it is clear though social media has both positive and negative potentials that affect performance and productivity, the negative potential is highly expressing itself in

COCOBOD Kumasi branch. Effective management of social media usage at the firm is highly needed.

Recommendations

Research findings present opportunities for change. From the findings of the study, the following policy, management, and future research recommendations are necessary: Having identified the social media platforms being used by the staff, it is the recommendation of this study that management target these platforms (WhatsApp and Facebook) that popular among the staff in the dissemination of information among workers. However, control measures should be put in place by management to reduce the negative impact of the social media usage on the performance of the staff.

The world is changing; the lessons from COVID-19 are an encouragement for remote working. Management of COCOBOD, Kumasi branch should take advantage of the basic knowledge of staff in social media activities and institute platforms that can allow staff to work from remote location especially their homes. This will promote efficiency and help the country to achieve it social distancing measures in bid to contain the COVID-19 and any other similar diseases in the future.

Suggestion for Future Research

Future research should consider modelling the moderating role of personal factors, such as age, sex educational status, and marital status that effect ones use of social media and the overall influence on job performance.

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APPENDIX: QUESTIONNAIRE

Survey questionnaire

My name is **Joseph Buadoo,** a student of the University of Cape Coast. This survey instrument has been designed to enable me to assess **social media usage and its effects on job performance**. I will be grateful if you could provide answers as candid as possible to the questions below. Kindly be assured that the information provided herein is strictly for academic purposes and shall be handled with the utmost confidentiality.

Kindly check (√) the most appropriate answer

SECTION A: DEMOGRAPHIC CHARACTERISTICS	
QUESTIONS	RESPONSE
1. Age	[ ]Below 18yrs [ ]18-60 [ ]Above 60yrs
2. Sex	[ ]Male [ ]Female
3. Education	[ ]Illitrate [ ]BECE [ ]WASSCE [ ]Diploma [ ]Bachelor degree [ ]Master degree [ ]Ph.D
4. How long have you been with COCOBOD	[ ]Below 10 years [ ]Above 10 years

SECTION B: *Below is the list of social media platforms. Kindly indicate (in the appropriate column) the the ones you use and the extent of use (considering the average number of hours you spend each day on those platforms)*

Social Media platform	Use	Never use	Rarely use	Averagely use	Highly use
Facebook					
Whatsapp					
Twitter					
Instagram					
Reddit					
Youtube					

Pinterest					
LinkedIn					
Snapchat					
Imo					
WeChat					
Others specify					

Below is the list of social media platforms. Kindly indicate (in the appropriate column)

the average number of hours you spend each day on those platforms and the extent to

which your activities on those platforms relate to your work at COCOBOD.

SECTION B: SOCIAL MEDIA USAGE	
Social Media platform	**Average time spend per day**
Facebook	
Whatsapp	
Twitter	
Instagram	
Reddit	
Youtube	
Pinterest	
LinkedIn	
Snapchat	
Imo	
WeChat	
Others specify	

SECTION C: The sections below are on the scale of 1-5. Where 1 is the lowest and 5 is

the highest. Please indicate (by placing a checkmark (√) in the right column) how you

will score yourself with regards to the performance indicators in the table below.

STAFF PERFORMANCE	1	2	3	4	5
Accurate counting (I don't record counting inaccuracies)					
Proper stacking (I don't have defective stacks)					
Accurate data entering and report (My supervisor does not problem with my data entering and reports)					

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Filling accuracy (I file accurately)					
Timely delivery on task (I complete tasks within the daily work period)					
Forget about tasks (I have never forgotten my tasks)					

SECTION D: The sections below are on the Likert scale of 1-3. *Where 1= Strongly Disagree   2= Disagree   3= Neither Agree nor Disagree   4= Agree   5= Strongly Agree.* Please indicate your opinion for each statement below by placing a checkmark (√) in the right column under the 5 points Likert scale.

SOCIAL MEDIA USAGE AND WORK ERROR	1	2	3	4	5
I commit more transposition errors when I used social alongside my work					
I do wrong filing anytime I work and use social media at the same time					
I don't commit data entry error when I work without social media					
Errors occur even without social media but they are more when I combine work with social media					
I work faster when I am using social media at work					
Social media usage at work increases my chances of committing errors					
Social media use at work refreshes me to avoid errors					
Social media usage negatively affect my performance					
Social media usage positively affect my performance					
Banning social media at the work place will negatively affect my performance					
Banning social media at the work place will positively affect my performance					
Social media promotes efficiency by reducing movement at the work place.					
Social media facilitates work place communication					