FACULTY OF COMMERCE

Title: The impact of enterprise social media on employee performance of hardware business environment in Masvingo urban.

RESEARCH PROJECT

BY

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Title of Project: The impact of enterprise social media on employee performance of hardware business environment in Masvingo urban.

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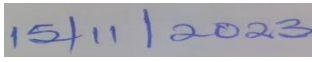   Masvingo, Zimbabwe
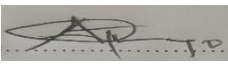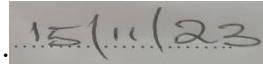

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APPROVAL FORM

The undersigned certify that they have supervised the student dissertation entitled: "The impact of enterprise social media on employee performance of hardware business environment in Masvingo urban." The research project /dissertation submitted by Visual Muchena in partial fulfilment of the requirements of the Master of Commerce (MCOM) Degree in Strategic Management at Great Zimbabwe University.
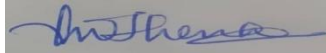
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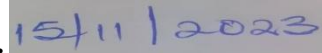**Chairperson's signature**………………………………… **Date**…………………….

DECLARATION

I, Visual Muchena declare that, this project is my original work and affirm or confirm that it has not been submitted to any other university or this university in support of any application for a degree or any other qualification.

Student's signature........ [signature]   Date… 15/11/2023

DEDICATION

I dedicate this research project to my parents who have been my pillar of strength and gave me all the support that I required during the course of the project. May God bless you! Also, not forgetting brothers, sisters and all friends for all your love and support in every way, may the blessings of the Lord continually overtake you.

ACKNOWLEDGEMENTS

I would like to pass my heartfelt gratitude to my supervisor Mr T. Moyo for his guidance and special assistance whilst supervising me during the course of this study. May the Lord increase your capacity, bless and guide you in all your future endeavours. More so, I extend my profound gratitude to Great Zimbabwe University management studies department for they have imparted me with their vast knowledge and have assisted me during my research with their exceptional guidance. Special thanks go to hardware stores in Masvingo and their staffs for their support and understanding as they granted me permission to carry out this research I certainly appreciate their cooperation and guidance.

Apart from the above, deepest appreciation goes to my parents for their support both financially and socially and all those who assisted me during the course of this study. Furthermore, I am deeply indebted to express my sincere appreciation to my fellow students and colleagues for their support, ideas and constructive criticism.

Above all I thank God for strengthening, comforting, guiding and protecting me throughout the course of the dissertation.

ABSTRACT

The prime focus of this research study was to examine the impact of enterprise social media on employee performance in the hardware business environment in Masvingo urban. It was aimed to investigate the relationship between enterprise social media and employee performance. Previous studies on enterprise social media and employee performance in the past decade were done by numerous scholars in developed countries and unfortunately most of these studies overlooked developing countries such as Zimbabwe and many developing countries in the African continent. The insights and concepts by these scholars were of significant help in the compilation of this research study, as the researcher managed to identify knowledge gaps and close the gaps using the ideas and suggestions by other authors, which gave the researcher a more profound understanding of the enterprise social media platforms and how these improve on the performance of hardware employees. To achieve this purpose, data was collected from a sample of 144 employees from fourteen different hardware stores in Masvingo. Five major variables of enterprise social media were used which are user profiles, news feeds, groups/communities, messaging and chatting and document sharing and collaboration and their impact on employee performance. The results indicate that variables of enterprise social media mentioned above have a positive and significant influence on the performance of employees in the hardware business industry in Masvingo urban.

Moreover, to ascertain the relationship between the variables of enterprise social media and employee performance, a quantitative research was conducted. The collected data was analysed using SPSS version 16.0. Standard deviation, Cronbach's Alpha, normality test and the Spearman's Correlation analysis were applied and indicated that enterprise social media has a strong positive relationship with employee job performance. Possible interpretations, limitations, and implications for management professionals were also discussed so that hardware stores can benefit from this study by improving on (ESM) usage to improve on employee job performance.

The research then concludes that user profiles, news feeds, groups/communities, messaging and chat and document sharing and collaboration positively impact on employee job performance. From the conclusions made, the research recommends that hardware stores should focus on how to improve on the use of enterprise social media to enhance employee performance.

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LIST OF ACRONYMS/ABBREVIATIONS

COVID19:	Corona virus Disease 2019
ESM:	Enterprise Social Media
EP:	Employee Performance
GZU:	Great Zimbabwe University
AMA:	American Marketers Association
UK:	United Kingdom
USA:	United States of America
SPSS:	Statistical Packages for Social Sciences
UP:	User Profiles
NF:	News Feeds
MC:	Message and Chat

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CHAPTER I (1)

INTRODUCTION

The purpose and focus of this study is to examine the impact of enterprise social media on employee performance of hardware business environment in Masvingo urban. Today's prevalent use of social media in employees' personal lives has led to the introduction of enterprise social media platforms in organizations (Rode, 2016). More so, the ubiquity of social media has even penetrated the workplace, facilitating organizational communication and knowledge work which was impossible in the past (McAfee, 2016). This research study begins with a detailed historical background of enterprise social media and its influence on employee performance. The research also, concentrates on the justification of the study, statement of the problem, objectives of the study, research questions, hypothesis, significance of the study, the assumptions, delimitations or scope of the, limitations, literature review, research methodology, data presentation, analysis and discussion finally summary, conclusion and recommendations. The researcher will explain how limitations were handled. More so, this chapter will define key terms of the study.

1.1 Background of the study

Enterprise social media is a multifunctional social collaboration platform which supports private information sharing and communication within organizations (Liu and Bakici, 2019). In addition, Leonardi, Huysman, and Steinfield, (2013) define enterprise social media as an integrated social media platform used for internal communication and social interaction among workers within the organization. Employee engagement using enterprise social media for internal communication, collaboration, and connection is essential for transparency between the workforce and management (Moorman, 2018). Applebaum, (2013), supports that, the introduction of internet in the early 1990s was also, a lubrication of excellence on employee performance and the late emergence of enterprise social media helped facilitate good excellent employee performance.

Table 1.1: Case studies

Below are the previous studies that were conducted by other researchers on the relationship between enterprise social media and employee performance.

Author	Year	Sub-Variables to measure construct	Findings	Study area	Weaknesses
Paul. M. Leonardi, Marleen Huysman and Charles Steinfield	2018	User profiles, news feeds, groups/communities and messaging and chat.	User profiles, news feeds, groups or communities, messaging chat positively impact on employee performance.	Vrije University Amsterdam Netherlands	The research focused only on four sub-variables ignoring some other key variables such as document sharing and collaboration, hence the need for research.
Abir S. Al. Harrasi	2019	Messaging and chat, polls and surveys, user profiles and document sharing and collaboration employee performance.	There is a positive relationship between Messaging and chat, polls and surveys, user profiles and document sharing and collaboration employee performance.	Sultan Qaboos University Oman.	The research was carried out in Oman and might not be applicable here in Zimbabwe due to difference in working environment.
Heewon Kim and Andrew	2019	News feeds, messaging and chat, group or communities and user profiles.	Enterprise social media through news feeds, group or communities, messaging and chat and user profile positively influence employee productivity.	Arizona State University United States of America.	The research was done was done USA and may not be applicable here in Zimbabwe. There is need to taste those variables in developing countries like Zimbabwe to see if it positively or negatively impact on employee performance.
DongXu Liu, Beigang Hou, Yuanyuan Liu and Pingging Liu.	2021	Document sharing and collaboration, user profiles, news feeds, messaging and chat and groups or communities.	Document sharing and collaboration, user profiles, news feeds, messaging and chat and communities or impact on employee performance.	Xian Jiaotong University Xian People's Republic of China.	The research mainly focused on productivity and not on performance therefore, the need to look on performance.
Howard J Poppel	2020	User profiles, news feeds, messaging and chat, document sharing and collaboration and groups or communities.	Cyber loafing has a negative impact on employee performance.	Concordia University-Portland	The research is limited to Portland and it cannot be elsewhere except in Portland.

The table above shows that most of the researches were conducted in developed countries and therefore, findings from these researches may not be applicable in developing countries like

Zimbabwe. The ubiquity of social media use in developed countries has led to the introduction of enterprise social media platforms (Leonardi et al., 2013). Therefore, the researcher decided to carry out research in this area because little research has been done in developing countries especially in the African continent. In developing and underdeveloped countries little focus has been put forward to assess the impact of enterprise social media on employee performance.

More so, the fact that there is inconsistency on the number of variables used by the different scholars is also, a major contributing factor to the carrying out of research on ESM and its impact on employee performance. The table above shows that different researchers used different constructs or sub-variables to measure the impact of ESM on employee performance.

In addition, the business environment is forever changing and companies need to come up with relevant strategies that improve employee performance. Casper, Ferm, and Thaichon, (2021), point out that, for the past decades' businesses have moved from traditional mediums of communication as they embrace enterprise social media. This has mainly been influenced by the Corona Virus 2019 pandemic (COVID19) as many workers were working remotely from home, hence the need for enterprise social media to improve employee performance. Thus, a study to investigate the impact of enterprise social media usage and employee performance is important to increase our understanding of how social media may affect employee job performance.

There are many inconsistencies in the previous researches carried out in other countries. Literature indicates that enterprise social media has mixed positive and negative impacts on employee performance outcomes. For instance, Ali et al. (2021) found a positive relationship between enterprise social media usage and innovation performance. Meanwhile, contrasting to above, Yu et al. (2018) noted that when employees excessively utilize social media, this brings negative consequences to their performance. Researches contacted in developed and semi-developed countries show that enterprise social media is of paramount importance as far as employee performance is concerned. Thus, ambivalence on the findings has given the researcher interest to carry out research on ESM and its effects on employee performance. Mishra et al., (2014), postulates that, enterprise social media enables the ability to communicate, collaborate, and connect with one another regardless of geographical location giving several outcomes to the organization including productivity, profitability, streamlining of organizational roles, and employee engagement.

It is because of this background that the researcher has decided to carry out a research on the impact of enterprise social media on employee performance of hardware retail environment in Masvingo urban. Particularly, the researcher did carry out the study on the retail industry of hardware stores because there has not been a study conducted here in Masvingo urban on this topic. The measurement scale for the study was based on the impact of user profiles, news feeds, group/communities, messaging and chat and document sharing and collaboration on employee performance.

1.2 Research justification

There are mixed feelings and views on whether enterprise social media impact positively or negatively on employee performance or productivity. Also, there is an ongoing debate on the number of sub-variables or constructs of enterprise social media since different scholars come up with distinct number of sub-variables. Moreover, the fact that most of the researches were carried out in developed countries and there is little number of researches carried in developing countries. Those researchers focused more on other industries such as banking, telecommunication and transport industry among others whilst overlooking the hardware retail industry and the researcher got interested on this area. More so, Kotler and Keller, (2009), posit that the environment is ever-changing, hence changes in technology triggers the need for constant checking especially nowadays after COVID19 pandemic era which enhanced most the adoption of enterprise social media by many businesses. The study will be used as a pointer which will indicate areas where some companies in the hardware retail business are getting it wrong as far as the use of enterprise social media is concerned. Thus, the research will be used as a guiding tool on how best companies should effectively manage enterprise social media for them to increase employee performance.

1.3 Statement of the problem

Enterprise social media platforms have gained significant popularity in recent years providing organisations with digital space for communication, collaboration and knowledge sharing among employees. However, the impact of (ESM) on employee performance remains subject to debate and requires further investigation. This problem statement aims to highlight the key issues surrounding the relationship between ESM usage and employee performance in order to guide future research and provide insights for organisation. The problem of employee disconnectedness

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and disengagement in companies has become a serious problem and employers have attempted to correct this issue through the use of enterprise social media. In addition, the economic influence of social media to company performance remains basically unchanged since 2016, yet companies continue to use social media as a key focus in their marketing strategies (Moorman, 2018).

The problem at hand revolves around understanding the effects of enterprise social media on employee performance. Despite ESM offering numerous benefits such as collaboration and information sharing its influence on individual productivity and overall job performance remains ambiguous. Challenges are on measurement and assessment, distraction and time management, organisation culture and adoption and knowledge sharing. By addressing these challenges organisations will gain better understanding on how harness the potential of ESM platforms to drive improved employee performance.

1.3.1 Research gap

A research gap is defined as a topic or area for which missing or insufficient information limits the ability to reach a conclusion for a question (Uyangoda, 2017). A research need is defined as a gap that limits the ability of decision-makers from making decisions. Inline, Gaylen, McKelvie and Davidson, (2019), concur that research gap is a problem which has not been addressed so far in a particular field.

The previous researches or studies are challenged by the researcher on the basis of the liabilities of inconsistencies on the number of sub-variables and findings, the ever-changing environment and the fact that there is no any research done yet in Masvingo in this area. A notable **research gap** exists concerning the effect of enterprise social media on employee performance specifically in non-western contexts. Most of the existing studies on (ESM) and employee performance have predominantly focused on western organizations, such as those in North America and Europe. This gap in the literature presents an opportunity for researchers to explore the unique dynamics and cultural influences that may shape the relationship between (ESM) and employee performance in non-western settings.

1.4 Purpose of the study

The purpose of study on the impact of enterprise social media on employee performance was to understand how the use of social media platforms within an organizational context affects employees' productivity, engagement, and overall performance. Enterprise social media refers to the use of social networking tools and technologies, such as internal communication platforms, collaboration software, and knowledge-sharing platforms, within a business or organizational setting.

1.5 Objectives of the study

- ➢ To investigate the impact of user profiles on employee performance.

- ➢ To establish the effect of news feeds on employee performance.

- ➢ To examine the influence of group/communities on employee performance.

- ➢ To ascertain the significance of messaging and chat on employee performance.

- ➢ To find out if document sharing and collaboration results in high employee performance.

- ➢ To establish the influence of hardware size, sales, type and experience on employee performance.

1.6 Research questions

The research questions that shall be answered in this research are as follows:

- ➢ What is the impact of user profiles on employee performance?

- ➢ What is the effect of news feeds on employee performance?

- ➢ What is influence of group/communities on employee performance?

- ➢ What is the significance of messaging and chat on employee performance?

- ➢ What effect does document sharing and collaboration has on employee performance?

- ➢ What effect do hardware size, sales, experience and type have on employee performance?

1.7 Research Hypothesis

H_1: User profile is an enterprise social media platform that has a significant influence on employee performance.

H_2: The use of news feeds in enterprise social media results in high employee performance.

H_3: Groups/communities are an enterprise social media that has a positive impact on employee performance.

H_4: Messaging and chat platform of enterprise social media has a positive effect on employee performance.

H_5 Document sharing and collaboration is an enterprise social media platform which enhances high employee performance.

H_6 hardware size, type, sales and experience has a positive influence on employee performance?

1.8 Significance of the study

This study is significant to the following:

Other researchers and literature on enterprise social media

Identification of research gaps - the study helps to identify research gaps and areas for further investigation. It may uncover unanswered questions, unexplored dimensions, or emerging trends related to ESM and employee performance. This allows other researchers to build upon the existing study and delve deeper into specific aspects, expanding the knowledge base of the field. This study covers some of the areas which were left out or overlooked by the previous studies or other researchers.

Advancement of knowledge - the study contributes to the existing body of knowledge by exploring the relationship between ESM and employee performance. It adds to the understanding of the impact of digital communication platforms on organizational dynamics and provides insights into the potential benefits and challenges associated with ESM adoption. This advancement in knowledge creates a foundation for future research and exploration in the field. The study on ESM and employee performance provides an opportunity for other researchers to replicate the research design, methodology, and analysis to determine the generalizability and reliability of the findings. This replication process strengthens the body of knowledge and enhances the credibility of the research.

Theory development and integration - the study can contribute to the development or refinement of theoretical frameworks related to ESM and employee performance. It may propose new theoretical perspectives, conceptual models, or hypotheses that can be further explored and integrated into existing theories. This theoretical development helps researchers in the field deepen their understanding of the underlying mechanisms and dynamics of ESM and its impact on employee performance. The issue of sub-variables can be solved by this research.

The study on ESM and employee performance is significant to other researchers and individuals in the field of research as it advances knowledge, identifies research gaps, improves methodological considerations and contributes to theory development and integration, promotes collaboration and networking, and provides practical implications for organizations. These contributions collectively enhance the understanding of ESM's impact on employee performance and drive further research in the field.

Significance of the study to the management and hardware business environment in Masvingo urban

The significance of the study is to provide leaders or management with the information needed to determine if implementing enterprise social media within their organization will have a positive impact on employee performance. There has been very little research performed that defines how social media affects employee performance therefore, it is important to understand how enterprise social media impacts the employee performance. This information is relevant to organizations looking for a method of positively increase performance, as motivated employees perform better, work harder, and are more likely to help organizations reach their goals. It will also, help the hardware stores to eradicate problem of employee disengagement and disconnectedness which reduce employee performance.

To the researcher

After carrying out this research, the researcher will be acquainted with the necessary skills required in carrying out similar tasks and also serves as reference for future work in the related field. More so, it will help in the creation of an in depth understanding of the significance of enterprise social on improving employee performance.

To the University (Great Zimbabwe University)

It will serve as a guideline for students who may wish to carry out research in similar areas. The research is a reference point for future researches on the impact of ESM on employee performance.

To the community

The community will receive more convenient and improved services from these hardware stores because employee performance will be better. These will be aimed at satisfying customer needs and wants through recommendations of the study.

1.9 Assumptions

- The researcher assumes that there will be no changes in the environment which include inflation and political instability in the country. (ceteris paribus that is holding all other factors constant)

- The information that would be gathered in this research would be free from bias thus enabling the researcher to present accurate data.

- The sample size that would be used would be a representative of the population understudy.

- Respondents will have time to accommodate the researcher.

1.10 Delimitations

Preece, (2015), defines the term delimitation as boundaries and boarders beyond which the researcher in not answerable. Anything outside the researcher's boundary is not important in the study.

- ❖ The research will be focusing on the following enterprise social media variables which are user profiles, news feeds, group/communities, messaging and chat and documentary sharing and collaboration.

- ❖ The research would be limited to hardware stores in Masvingo urban.

- ❖ The respondents will be managers, supervisors and subordinates because they are relevant since they are involved in day to day operations and other strategic decisions of the organisations.

❖ The research will focus on two variables of organization performance which are enterprise social media (independent) and employee performance (dependent variable) only.

❖ This research will be done in a period of four months that is from July 2023 to November 2023.

❖ The respondents will be limited and will be managers, supervisors and subordinates of hardware stores in Masvingo urban only.

1.11 Limitations

Limitations can be defined as a limiting condition, restrictive weakness or lack of capacity (Aguinis, Herman and Edwards, 2014). Limitations are not challenges instead; they are the issues that affect negatively the quality and generalisability of the study findings. The research is limited to the hardware business environment in Masvingo urban only and it may not be applicable in other industries such as transport, insurance, banking, telecommunication, manufacturing industry among others. In this case, the study is being conducted in Masvingo urban area and may not be applicable in other countries or even cities such as Gweru, Bulawayo, Mutare and Harare.

Furthermore, sample size can be a limiting factor as well. The study may have limitations regarding the sample size and its representativeness. The sample size is small; therefore, the findings may not be applicable to the broader population of hardware store employees. Thus the results from this research may lack generalizability.

In addition, this research is cross sectional design which involves collection of information from any given sample of population elements only once. It captures at a specific point in time limiting the ability to establish causal relationship between ESM usage and employee performance. It is less reliable since it is not longitudinal design.

1.12 Definition of terms

Enterprise social media - refers to the use of social media platforms within an organizational context to facilitate communication, collaboration, and knowledge sharing among employees (Leonard, Huysman and Steinfield, 2018). It encompasses tools and platforms such as internal

social networks, instant messaging, discussion forums, wikis, and blogs that enable employees to connect and interact with each other.

Employee performance- according to Lathan and Pinder (2015:68), "employee performance refers to the effectiveness and productivity of an individual in fulfilling their job responsibilities and achieving organizational goals." It encompasses various factors, such as job knowledge, skills, task completion, quality of work, creativity, teamwork, and overall contribution to the organization's success.

User profiles- typically refer to individual accounts or profiles created by users on online platforms, social media networks, or websites (Edwards, 2015). These profiles usually contain personal information and preferences provided by the users themselves.

News feeds- are defined by Singh and Srivastava (2020) as a common feature found on various online platforms, particularly social media networks and news aggregators. A news feed is a constantly updating stream of content that is tailored to an individual user's preferences and interests.

Groups or communities defined by Cao and Li (2016), as the online platforms or spaces where individuals with shared interests, goals, or affiliations come together to interact, collaborate, and engage in discussions. These groups can be found on various online platforms, including social media networks, forums, messaging apps, and specialized community platforms.

Messaging and chat-refers to the communication features available on various online platforms and applications that allow users to exchange messages in real time (Nah, Siau and Sheng, 2020). These features enable individuals to have interactive conversations, share information, and engage in one-on-one or group discussions.

Document sharing and collaboration- White, (2014), refer it as the ability to share documents, files, or content with others and work together on them in real time. This functionality is commonly found in online productivity tools, project management platforms, and document management systems. Here are some key aspects of document sharing and collaboration

1.13 Project outline

The title of the research is on "The impact of enterprise social media on employee performance of hardware stores in Masvingo urban. The object of this research project is to examine and understand the impact of enterprise social media on employee performance. Components of the study are background of the study, statement of the problem, objectives of the study, research questions, assumptions, delimitations, limitations, literature review, research methodology, data presentation, analysis and discussion of the findings of findings and summary of the findings, conclusions and recommendations.

1.14 Summary

This chapter has made an attempt to introduce the topic under investigation to the reader. Also, this section of the research was to give an understanding on what drove the researcher to carry out this study. The objectives for the study were set and clearly stated, whilst the research questions to be answered by the research were established. The researcher also brought out the significance of the study to the organisation being studied on, to the management, other researchers, university, to the student and to the community. Apart from that, presented in this section were the delimitations, limitations and assumptions to the study as well as the definition of some terms, acronyms and abbreviations used in the text. The next chapter will look at literature around the subject under discussion. Literature on specific issues regarding customer enterprise social media and its impact, influence, role and effect on employee performance is reviewed in the next chapter.

CHAPTER II (2)

LITERATURE REVIEW

2.1 Introduction

This chapter reviews theoretical literature on enterprise social media and its impact, influence, role, significance and effect on employee performance in the hardware business environment in Masvingo. In this case a number of theoretical frameworks and different theories regarding specific topics associated with the study on enterprise social media and employee performance are used and analysed. Various authorities and scholars were consulted on enterprise social media, user profiles, news feeds, groups/communities, messaging and chatting, document sharing and collaboration and employee performance will be referred to and reviewed in this chapter. This section shall provide general literature on enterprise social media and its link with employee performance.

2.2 Conceptual Framework

A number of definitions has been proffered to define the term conceptual framework so, below are some of the definitions from accredited sources. Rodman, (2008), postulates that conceptual framework serves as a map or rudder that will guide the researcher towards realizing the objectives or intent of your study. The explanation concerns the relationship between two or more variables or phenomena and it is more formal and used for studies based on existing theories derived from specific concepts and propositions that are induced or inferred (Brown and Swart 2014). The purpose of conceptual frameworks include clarifying concepts and propose relationships among the concepts in a study, providing a context for interpreting the study findings, explaining observations as well as encouraging theory development that is useful to practice.

Below is the conceptual framework explaining the five major variables of enterprise social media and their effects on employee performance.

Figure 2.1: Conceptual Framework -variables of ESM
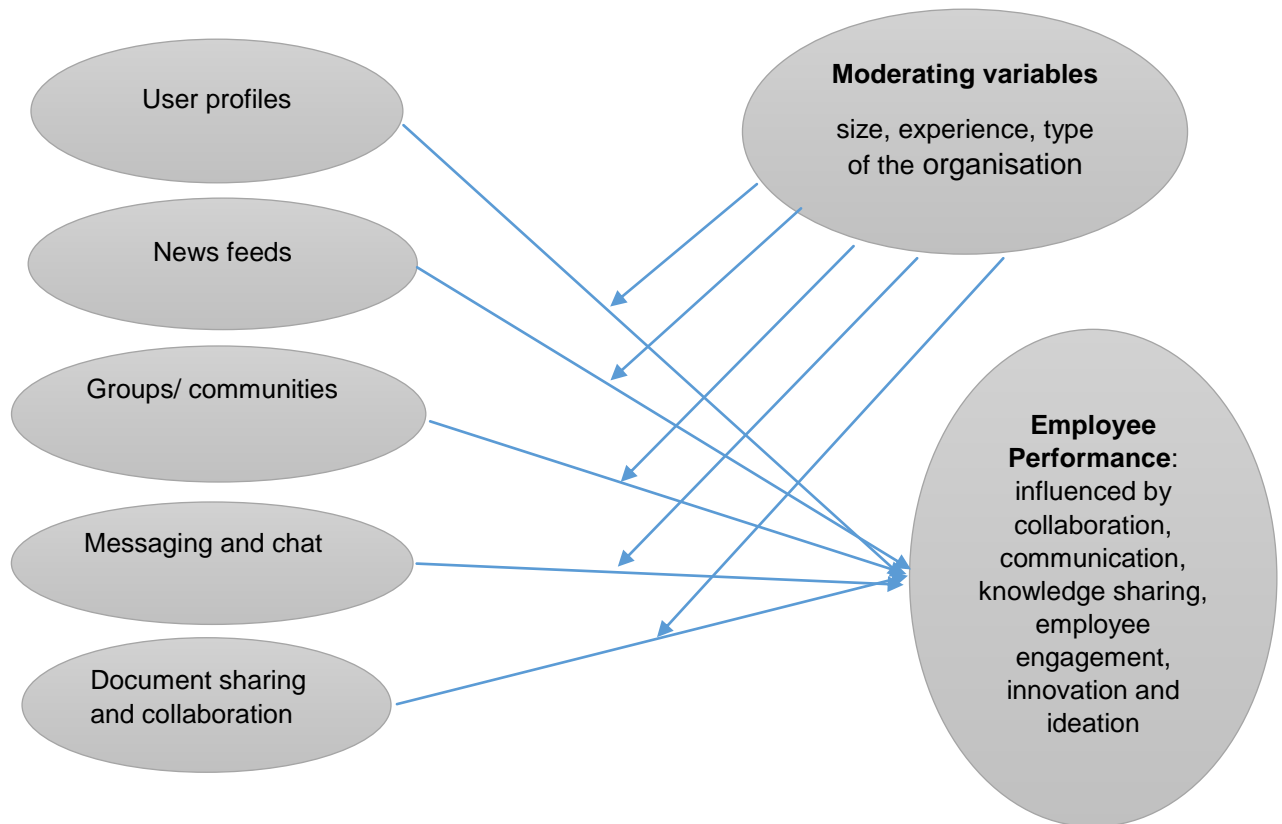
Table 2.1: Construct, definition and supporting literature

The table below shows the construct, definition and the supporting literature.

Construct	Definition	Supporting literature (authors who used the sub-variable to measure construct
Enterprise social media	It is the use of social media platforms within an organisation for internal communication, collaboration, and knowledge sharing among employees.	Leonardi, P. M., Huysman, M. and Steinfield, C. (2018). Enterprise social media: Journal of Computer-Mediated Communication, 19(1), 1-19.
User profiles	User profiles typically refer to individual accounts or profiles created by users on online platforms, social media networks, or websites. These profiles usually contain personal information and preferences provided by the users themselves.	Nah, F. F., Siau, K. L. and Sheng, H. (2020). Use of social media in enterprise resource planning systems: A research framework: Journal of Database Management, 26(2), 1-23.
News feeds	News feeds are a common feature found on various online platforms, particularly social media networks and news aggregators. A news feed is a constantly updating	Leonardi, P. M., Huysman, M., and Steinfield, C. (2017). Enterprise social media: Current capabilities and future possibilities. MIS Quarterly,

	stream of content that is tailored to an individual user's preferences and interests.	41(4), 1013-1032.
Groups/comm unities	Groups or communities on online platforms refer to spaces where individuals with shared interests, goals, or affiliations come together to interact, collaborate, and engage in discussions. These groups can be found on various online platforms, including social media networks, forums, messaging apps, and specialized community platforms.	Cao, X., Yu, L. and Li, L. (2016). Why do employees share knowledge on enterprise social media? A social exchange perspective. Computers in Human Behavior, 64, 529-538.
Messaging and chat	Messaging and chat refer to the communication features available on various online platforms and applications that allow users to exchange messages in real time. These features enable individuals to have interactive conversations, share information, and engage in one-on-one or group discussions.	Singh, V. and Srivastava, R. (2020). Exploring the antecedents and consequences of enterprise social media usage in organizations: A systematic review and research agenda. Computers in Human Behavior, 106, 106241.
Document sharing and collaboration	Document sharing and collaboration refer to the ability to share documents, files, or content with others and work together on them in real time. This functionality is commonly found in online productivity tools, project management platforms, and document management systems.	Richter, A., Koch, M. and Schmid, B. F. (2017). Social media in organizations: Leveraging personal and collective knowledge processes. Journal of Organizational Computing and Electronic Commerce, 27(2), 135-154.
Employee Performance	Is the value that an individual adds to an organisation in a period of time.	Salanova, M., Agut, S. and Peiró, J. M. (2019). Linking organizational resources and work engagement to employee performance and customer loyalty: Journal of Applied Psychology, 90(6), 1217-1227.
Productivity	Productivity refers to the measure of how efficient and effectively tasks and goals are accomplished. It is commonly associated with how much output is produced relative to the input, such as time, effort, resources, or money.	Tett, R. P. and Burnett, D. D. (2018). A personality trait-based interactionist model of job performance. Journal of Applied Psychology, 88(3), 500-517.
Work quality	Work quality refers to the standard of excellence or level of performance achieved in completing tasks or projects.	Ployhart, R. E. and Oswald, F. L. (2021). Quality and Error Rates: For certain roles, the quality of work and error rates can be important performance measures. This can include metrics such as accuracy, error rates, customer complaints, and adherence to quality standards.
Team work	Teamwork refers to the collaborative efforts of a group of individuals working together towards a common goal.	Latham, G. P., & Pinder, C. C. (2005). Work motivation theory and research at the dawn of the twenty-first century. Annual Review of Psychology, 56, 485-516.
Customer service	Customer service refers to the support and assistance provided to customers before, during and after their purchase or interaction with company's products or services.	Chua, A. Y. and Banerjee, S. (2013). Customer knowledge management via social media: The case of Starbucks. Journal of Knowledge Management, 17(2), 237-249.
Problem solving	Problem solving is the process of identifying solution to overcome challenges or obstacles. It involves critical thinking, creativity and systematic approach to address	Barrick, M. R. and Mount, M. K. (1991). The Big Five personality dimensions and job performance: A meta-analysis. Personnel Psychology, 44(1), 1-

	problems in various contexts.	26.

2.2.1 Enterprise social media

Enterprise social media has been defined as electronic tools that facilitate communication and interaction between multiple internal or external users (Liu and Bakici, 2019). Enterprise social media has made it easier for associates working in geographically diverse locations to share information, provide open-ended feedback, and exchange user-generated content (Edwards, 2019). Examples of enterprise social media tools include external facing applications such as Facebook, LinkedIn, and Twitter. Examples of internal social media tools for communication and collaboration within an organization include Microsoft's Yammer, and Sales force's Chatter. Applications that can be used for communication internally and externally include Microsoft Teams and Skype for Business (Andzulis et al., 2020). Each of these offerings provide users the ability to share information either privately or in a public forum (Demircioglu, 2018).

Furthermore, Leonardi et al. (2013) identified enterprise social media as web-based based platforms that provide a mechanism for organizational communication with external parties, including customers, vendors, and the public. Most organizations that use social media to communicate with external parties also use a strategy that also provides employees a mechanism to communicate with other coworkers or broadcast messages to groups or the entire organization. Additionally, enterprise social media allows users to post, sort, and edit text, pictures, videos, and files linked to themselves or others and view this correspondence and attachments (Leonardi et al., 2013). There are multiple technologies that enable employees to perform the functions referenced as components of enterprise social media. Electronic mail (e-mail) provides a communication tool for users to send and receive messages both within their organization and with external participants (Leonardi et al., 2013). Forums, message boards, and social tools such as Microsoft Teams and Skype provide mechanisms for the employee to communicate with larger and sometimes unspecified audiences. Knowledge management and content sharing systems such as SharePoint and Google+ provide mechanisms for employees to provide access to documents, videos, and images and can make them searchable so that others may find their information as needed (Leonardi et al., 2013). Leonardi et al. (2013) asserted that an advantage of using enterprise social media in the workplace is that the technology can transcend boundaries between work groups as well as providing a mechanism for interpersonal connectivity. In

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addition, Leonardi et al. (2013) stated that enterprise social media fosters a sense of community by bringing people together with similar goals regardless of geographic boundaries, social group, or culture.

However, the disadvantage of enterprise social media is that communication between people in a group can be affected based on their knowledge that others can read their messages when sent to the larger audience. Additionally, there is an inherent risk of sharing information that may be proprietary or privately owned to the organization or group through online distribution. Another disadvantage of enterprise social media is that cultural differences in communication may become more prominent, which may inhibit communication across geographic and cultural boundaries (Leonardi et al., 2013). More so, the use of enterprise social media may result in cyber loafing which reduces employee performances.

2.2.2 The relationship between enterprise social media, motivation and employee performance productivity

Enterprise social media can have a positive impact on both employee motivation and productivity within an organization. Below are the different ways through which enterprise social media can influence motivation and, in turn, enhance productivity or performance of the employees.

Improved Communication and Collaboration- enterprise social media platforms provide a convenient and efficient way for employees to communicate, collaborate, and share information. Richter, Koch and Schmid, (2017:48) posit that, "increased connectivity and ease of communication can foster a sense of belonging and teamwork among employees." When employees feel connected and engaged with their colleagues, it can enhance their motivation to collaborate, contribute ideas, and work together towards shared goals (Richter, Koch and Schmid, 2017). This improved collaboration and communication can lead to increased productivity as employees can exchange information, solve problems, and make decisions more quickly and effectively**.**

Knowledge Sharing and Learning Opportunities- enterprise social media platforms facilitate the sharing of knowledge, best practices, and resources within the organization. Employees can share their expertise, provide insights, and offer support to their colleagues (Fuchs and Tholen, 2018). This knowledge-sharing culture encourages continuous learning and growth, which can

motivate employees to acquire new skills and knowledge to perform their jobs more effectively. As employees become more knowledgeable and skilled, their productivity can increase.

Recognition and Appreciation- enterprise social media platforms often include features that allow employees to recognize and appreciate each other's contributions publicly. According to Chua and Banerjee, (2018) peer recognition and appreciation can have a positive impact on employee motivation. When employees receive recognition for their efforts and accomplishments, it boosts their morale and motivation to perform at their best. Increased motivation can lead to higher levels of productivity as employees strive to achieve more and contribute to the organization's success.

Employee Engagement and Empowerment- enterprise social media platforms can empower employees by providing them with a platform to share their ideas, opinions, and feedback. Singh and Srivastava (2020) ascertain that, when employees feel that their voices are heard and that they have a say in decision-making processes, it enhances their sense of engagement and ownership. Engaged employees are more likely to be motivated and committed to their work, leading to increased productivity.

Transparent Communication and Goal Alignment - enterprise social media platforms can facilitate transparent communication by sharing organizational updates, goals, and progress. Cao and Li, (2016) point out that, when employees have access to information about the organization's direction and performance, it helps align their individual efforts with organizational goals. Clear communication and goal alignment contribute to a sense of purpose and direction, motivating employees to work towards achieving those goals more efficiently, thus improving productivity.

Reduced Silos and Enhanced Collaboration- enterprise social media can break down silos within an organization by enabling employees from different departments or geographical locations to connect and collaborate. When employees have opportunities to collaborate across boundaries, it can lead to the exchange of diverse perspectives, ideas, and expertise. Riemer, Richter and Vom Brocke, (2018), concurs that, this cross-functional collaboration can spark innovation, problem-solving, and synergy, ultimately boosting productivity.

It can be deduced, that the successful implementation of enterprise social media requires a supportive organizational culture, effective training, and guidelines to ensure appropriate and productive use of the platforms. By leveraging enterprise social media effectively, organizations can enhance employee motivation, foster collaboration, and ultimately enhance employee performance through increased productivity levels.

2.2.4 Conceptual Framework variables

2.2.5 User profiles and Employee Performance

User profiles provide information about individuals within the organisation including the roles, expertise and contact details (Casper, Ferm and Thaichon, 2021). They serve as a foundation for connecting and collaborating with colleagues. Madsen (2020), postulates that these profiles can have a significant impact on employee performance, particularly in organizations where employees interact with users or customers on a regular basis. Below are some ways in which user profiles can affect employee performance.

Personalization- Demircioglu (2018), concurs that, user profiles provide employees with valuable information about the preferences, needs, and characteristics of individual users. This enables employees to personalize their interactions and tailor their approach to meet specific user requirements. By understanding user profiles, employees can provide a more customized experience, which can enhance user satisfaction and lead to improved performance.

Efficiency- User profiles can help employees streamline their work processes and make their interactions with users more efficient (Demircioglu, 2018). For example, if an employee can quickly access user information such as purchase history or previous support tickets, they can resolve issues more effectively and provide faster service. This efficiency can contribute to higher productivity and overall performance.

Communication and rapport - According to Edwards (2019), concurs that, user profiles can contain information about users' communication preferences, past interactions, or personal details. Armed with this knowledge, employees can establish rapport more easily, build stronger relationships, and create a positive user experience. When users feel understood and valued, they are more likely to engage positively, which can lead to better employee performance metrics, such as customer satisfaction ratings or sales numbers.

Up-selling and cross-selling - User profiles can identify users who may be interested in additional products or services. Cook (2017), subscribes that by understanding their preferences, purchase history, or browsing behaviour, employees can effectively recommend relevant up-sells or cross-sells, leading to increased sales and revenue. A well-utilized user profile can serve as a valuable tool for identifying opportunities and driving sales performance.

Problem-solving - User profiles can provide valuable insights into the challenges, pain points, or recurring issues faced by users. Armed with this information, employees can proactively address problems and provide appropriate solutions (Cook, 2017). By leveraging user profiles to anticipate and resolve issues, employees can demonstrate their problem-solving skills, enhance user satisfaction, and positively impact performance metrics.

2.2.6 News feeds and Employee Performance

News feeds display real-time updates and activities from individuals or groups within the enterprise social media platform. (Yu et al, 2018). Users can use and engage with posts, comments and shared content. The influence of news feeds on employee performance can vary depending on the context and how news feeds are utilized within an organization. Some of the potential ways through which news feeds can impact employee performance are as follows.

Information dissemination - news feeds can serve as a valuable source of timely and relevant information for employees. McAfee (2016), subscribes that by staying updated on industry news, market trends, and organizational updates through news feeds, employees can enhance their knowledge and understanding of their work environment. This can improve their decision-making abilities, enable them to identify opportunities, and stay ahead of the competition, ultimately contributing to better performance.

Collaboration and knowledge sharing - news feeds can facilitate collaboration and knowledge sharing within an organization. Yu et al (2018), asserts that through the sharing news articles, blog posts, or research findings through news feeds, employees can disseminate valuable insights, spark discussions, and foster a culture of learning. This can lead to increased collaboration, innovation, and the exchange of best practices, which can positively impact employee performance.

Employee engagement and motivation - news feeds that feature positive news, success stories, or recognition of employee achievements can boost employee morale and motivation. Liu and Bakici (2019), state that when employees feel informed, appreciated, and connected to the organization through news feeds, they are more likely to be engaged and committed to their work. This, in turn, can enhance their performance and productivity.

Awareness of organizational goals and strategies - news feeds can be used to communicate organizational goals, strategies, and updates to employees. Brown and Swart (2019) say that by regularly sharing information about the direction and priorities of the organization, news feeds can align employees' efforts with the overall objectives. When employees have a clear understanding of the organization's goals and how their work contributes to them, they can focus their efforts more effectively, leading to improved performance.

Distraction and information overload - Edwards (2019), supports that, while news feeds can provide valuable information, they can also be a source of distraction and information overload. If employees spend excessive time browsing news feeds or if the content is not relevant to their work, it can negatively impact their productivity and focus. Organizations need to strike a balance by curating news feeds that are tailored to employees' needs and ensuring that they do not become a hindrance to performance.

All in all, it's important to note that the impact of news feeds on employee performance can be influenced by factors such as the quality and relevance of the content, the accessibility of the news feeds, and the specific work requirements and responsibilities of employees within the organization.

2.2.7 Groups/communities and Employee Performance

As postulated by Madsen (2019), groups or communities are virtual spaces where users with shared interests or goals can collaborate, share information and engage discussions. Groups can be department-specific, project-based or centred on common interests. Groups or communities can have a significant effect on employee performance in various ways. Some of the potential impacts include the following

Collaboration and knowledge sharing - Groups or communities provide a platform for employees to collaborate, share ideas, and exchange knowledge. Sivunen, (2020) agrees that, by

working together and leveraging the collective expertise of the group, employees can learn from each other, solve problems more effectively, and generate innovative solutions. This collaborative environment can enhance employee performance through increased productivity and improved decision-making.

Support and motivation - Groups or communities can create a supportive and motivating environment for employees (Edwards, 2019). When employees feel a sense of belonging, camaraderie, and support from their peers, it can positively impact their morale, job satisfaction, and overall motivation. This, in turn, can boost their performance by increasing their engagement, commitment, and willingness to go the extra mile.

Learning and development - Groups or communities can serve as valuable platforms for continuous learning and professional development. Employees can participate in discussions, workshops, or training sessions within their groups to enhance their skills, acquire new knowledge, and stay updated on industry trends. (Ali et al, 2021). The opportunity for ongoing learning can contribute to individual growth, competence, and improved performance.

Innovation and creativity- By fostering a collaborative and diverse environment, groups or communities can stimulate innovation and creativity among employees. When individuals from different backgrounds, perspectives, and expertise come together, they can generate fresh ideas, challenge existing norms, and drive innovation within the organization (Moorman, 2018). This can lead to the development of new products, services, or processes that enhance performance and competitiveness.

Accountability and goal alignment- Groups or communities can help promote accountability and goal alignment among employees. When employees work as part of a group, they often have shared goals and responsibilities. This shared accountability can create a sense of peer pressure and encourage individuals to perform at their best, meet deadlines, and deliver high-quality work. (Cook, 2017). The mutual support and feedback within the group can also help individuals stay on track and achieve their targets.

2.2.8 Messaging and chat and Employee Performance

Enterprise social media platforms often include direct messaging and chat features, allowing users to communicate privately or in groups. These features facilitate quick and seamless

conversations enabling efficient collaboration and information sharing. Leonardi, Huysman and Steinfield (2013), posits that messaging and chat platforms can offer several benefits that can positively impact employee performance. These key advantages include the following.

Real-time communication and collaboration- Messaging and chat platforms enable employees to engage in real-time communication, promoting quick and efficient collaboration (Aguinis, Heman and Edwards, 2014). Instant messaging allows for swift information exchange, decision-making, and problem-solving, eliminating delays associated with traditional communication channels like email or phone calls. This fosters agility, improves response times, and enhances overall productivity.

Remote work facilitation- Messaging and chat platforms have become increasingly valuable for remote work scenarios. According to Edwards (2019), messaging and chat allow geographically dispersed teams to stay connected and collaborate seamlessly, irrespective of their physical locations. Remote employees can communicate, share files, and seek immediate assistance through messaging platforms, promoting efficient teamwork and reducing barriers to collaboration.

Knowledge sharing and access to expertise- Messaging and chat platforms facilitate knowledge sharing within an organization. Edward (2019), says that, employees can seek advice, ask questions, and share insights with colleagues across various departments or teams. This accessibility to expertise helps enhance problem-solving, decision-making, and learning opportunities, ultimately contributing to improved performance.

Reduced email clutter- Messaging platforms can alleviate the burden of overflowing email inboxes. By shifting short and quick conversations to chat platforms, employees can keep their email communication focused on more formal or lengthy correspondence. This streamlines communication, reduces distractions, and allows employees to concentrate on critical tasks, leading to increased productivity.

Documentation and information retention - Chat platforms often provide the ability to search and archive conversations, creating a repository of valuable information (Fornell and Larcker, 2018). Employees can refer back to previous discussions, decisions, or shared resources, ensuring that important information is easily accessible. This feature helps minimize knowledge

gaps, supports continuity, and aids in employee performance by providing quick access to relevant information.

Enhanced team bonding and morale- Messaging and chat platforms can contribute to team bonding and a positive work culture. Informal conversations, virtual water cooler chats, and the use of emoji's or GIFs can foster a sense of camaraderie and boost morale among employees. Yu et al (2018), subscribes that, when employees feel connected and engaged, it can have a positive impact on motivation, job satisfaction, and ultimately, their performance.

To sum up, it is worth noting that effective implementation and usage of messaging and chat platforms are essential to maximize their benefits. Organizations should establish guidelines, encourage professional etiquette, and ensure that employees strike a balance between productive communication and potential distractions.

2.2.9 Document sharing and collaboration and Employee Performance

Enterprise social media platforms often provide capabilities for sharing, uploading and coediting documents. Demircioglu (2018), points out that, users can collaborate on projects, review and provide feedback on documents and track version histories. Document sharing and collaboration tools can have a significant impact on employee performance. There are several ways in which these tools can positively influence employee performance. These include the following benefits.

Enhanced teamwork and collaboration - Document sharing and collaboration tools enable employees to work together seamlessly on shared documents and projects. This fosters teamwork, encourages knowledge sharing, and facilitates effective collaboration (Edwards, 2019). When employees can collaborate in real-time, provide feedback, and contribute their expertise, it leads to better decision-making, problem-solving, and overall performance.

Improved communication and information sharing - Document sharing and collaboration tools streamline communication by providing a centralized platform for sharing and discussing documents. Instead of relying on lengthy email chains or physical document sharing, employees can communicate directly within the document, leave comments, and track changes. Brown and Swart (2014), concurs that, document sharing and collaboration facilitates efficient communication, reduces misunderstandings, and ensures that everyone has access to the latest

information. Clear and effective communication contributes to improved coordination, productivity, and performance.

Increased productivity and efficiency- with document sharing and collaboration tools, employees can collaborate on documents in real-time, eliminating the need for back-and-forth exchanges or waiting for updates. This reduces delays and accelerates the completion of tasks and projects (Fornell and Larcker, 2018). Employees can work more efficiently, avoid duplicating efforts, and leverage the collective knowledge and skills of the team. As a result, productivity increases, and performance improves.

Easy access to information and resources- Document sharing and collaboration tools provide a centralized repository of documents and files. This makes it easier for employees to access and retrieve the information they need, eliminating the time wasted searching through multiple sources or requesting files from colleagues (Brown and Swart, 2014). Quick access to relevant documents and resources enables employees to make informed decisions, complete tasks faster, and deliver high-quality work.

Remote work facilitation - in today's increasingly remote work environment, document sharing and collaboration tools are particularly valuable. Edwards (2019) asserts that, these tools enable remote employees to collaborate effectively, regardless of their physical location. Remote teams can access and contribute to documents, participate in discussions, and stay connected with their colleagues. The ability to collaborate remotely enhances flexibility, work-life balance, and overall employee performance.

Version control and document management- document sharing and collaboration tools often include version control features, ensuring that everyone is working on the latest version of a document. This eliminates confusion and errors that can occur when multiple versions of a document are circulating. Additionally, these tools provide document management capabilities, allowing employees to organize, search, and retrieve documents efficiently. Well-organized and easily accessible documents promote efficiency, reduce time wastage, and contribute to improved performance.

2.2.10 Employee performance

According to Dawson (2012:136), "employee performance refers to the effectiveness and productivity of an employee in carrying out their job responsibilities and achieving their goals within an organization." It is typically measured based on predetermined criteria, such as key performance indicators (KPIs), job objectives, and behavioural competencies. Below are some common factors that contribute to employee performance

2.2.10.1 Job Knowledge and Skills

Job knowledge and skills refers to the employee's level of expertise, competence, and proficiency in performing their job tasks. This includes technical knowledge, industry-specific skills, and the ability to apply them effectively (Brain, 2021). Therefore, findings from the previous studies have shown that the use of enterprise social media is helpful to the business organisations as it increases employee knowledge and skills. As a result, this will contribute to increased employee knowledge.

2.2.10.2 Quality of Work

The employee's ability to consistently deliver high-quality work that meets or exceeds the organization's standards and expectations (Cook, 2017). This includes attention to detail, accuracy, thoroughness, and the ability to produce error-free work. The use of enterprise social media enables high quality work.

2.2.10.3 Time Management and Productivity

The use of enterprise social media determines how well the employee manages their time, sets priorities, and completes tasks efficiently. This includes meeting deadlines, avoiding procrastination, and maximizing productivity during working hours (Mishra, Boynton, and Mishra, 2004). Thus, through the use of enterprise social media many researchers find out that enterprise social media enhances effective time management and increased productivity which results in improved employee performance.

2.2.10.4 Communication and Collaboration

Communication and collaboration involves the employee's effectiveness in communicating with colleagues, superiors, and clients (Madsen, 2018). This includes both verbal and written communication skills, active listening, and the ability to work well in a team or collaborative

environment. The use enterprise social media allows communication and collaboration which improves on employee performance. Therefore, the application of enterprise social media as reviewed in the previous studies help in improving employee performance except for the cases of cyber loafing.

In conclusion, to evaluate and enhance employee performance, organizations often use enterprise social media, performance appraisal systems, regular feedback and coaching sessions, goal-setting processes, and performance improvement plans. By identifying strengths and areas for improvement, organizations can support their employees in developing their skills, achieving their goals, and contributing to the overall success of the organization.

2.3 Theoretical Framework

Table 2.2 shows the theories of enterprise social media and relevance to the area under study.

Author	Theory	Relevance of the theory to the study
Mark Granovetter	Social Network Theory	Social network theory focuses on the relationships and connections between individuals or groups. In the context of enterprise social media, this theory examines how the platform facilitates the formation of social networks within an organization. It explores how these networks influence information flow, collaboration, and innovation.
Nancy Baym	Social Capital Theory	Social capital theory emphasizes the value derived from social relationships and networks. Within enterprise social media, this theory explores how the platform enables the development and utilization of social capital, such as trust, reciprocity, and shared norms, to enhance collaboration, knowledge sharing, and problem-solving within the organization.
Robert Putnam	Information Systems Success Model	Information Systems Success Model: This model, derived from various theories, posits that the success of an information system, such as an enterprise social media platform, depends on factors such as system quality, information quality, user satisfaction, and perceived usefulness. It provides a holistic framework for evaluating the effectiveness and impact of enterprise social media initiatives.

2.3.1 Social Network Theory

Social network theory and enterprise social media are closely related concepts that intersect in the realm of organizational communication and collaboration. Chan, Yen and Rajkumar (2009), subscribes that, social network theory is a theoretical framework that examines social structures, relationships, and interactions among individuals or groups. It focuses on the patterns and dynamics of connections between people and how these connections influence information flow, resource exchange, and social influence (Chua and Banerjee, 2018). Enterprise social media

platforms capture data about connections and interactions between employees, allowing network analysts to analyse the network structure, identify key players, and measure network centrality and cohesion. Social network theory recognizes the importance of social connections in fostering collaboration and innovation.

2.3.2 Social Capital Theory

Social capital theory refers to the collective value of social networks, relationships, and norms that facilitate cooperation, collaboration, and mutual assistance among individuals or groups (Chan, Yen and Rajkumar, 2009). Social capital theory is a sociological concept that focuses on the value and benefits derived from social relationships, networks, and interactions within a community or society (Cao and Li, 2016). It emphasizes the resources embedded in social connections, such as trust, norms, and social support, and how these resources can influence individual and collective outcomes. Below are the three main types of the social capital theory.

More so, Cao and Li (2016), bonding social capital theory refers to the relationships and connections within homogeneous groups, such as family, close friends, or colleagues. Bridging social capital theory involves connections and interactions between different social groups, fostering diversity, and facilitating the flow of information and resources across diverse networks. Linking social capital theory refers to connections between individuals or groups at different levels of power or hierarchy, such as relationships with influential people, organizations, or institutions.

2.3.3 The Information Success Model

According to Lathan and Pinder (2015), the information success model is a theoretical framework that examines the factors influencing the successful use and impact of information systems within organizations. It identifies several dimensions that contribute to information success, including system quality, information quality, service quality, use, user satisfaction, individual impact, and organizational impact.

2.4 Empirical studies

An empirical study is one that includes scientific methodology based on experimentation, systematic observation or measurement, rather than theoretical formulation (Fornell and Larcker, 2018). This section of study mainly focuses on summarising original studies done by other

researchers. This paper confirms the findings found in other studies about the positive effect of enterprise social media on employee performance. It offers a contribution in the existing theoretical literature about these significant variables of enterprise social media. It gives the area of research, names of the researchers, their findings and finally their conclusions. Studies used in this research were done in China, United States of America, Oman, Netherlands and Portland.

2.4.1 Case Number 1

Research study: "The impact of Enterprise Social Media on Employee Job Performance, A Structural Equation Modeling Approach" by Liu, Y., Liu, Y. and Ma M. (2019)

Objectives of the study

❖ To investigate the impact of enterprise social media on employee engagement.
❖ To assess the relationship between enterprise social media usage and knowledge sharing.
❖ To examine the role of enterprise social media in facilitating collaboration and teamwork.
❖ To analyse the influence of enterprise social media on organisational communication.

The findings suggest that enterprise social media positively influences employee job performance through knowledge sharing, collaboration and communication, employee engagement, innovation and ideation, employee advocacy and social media self-efficacy enhances the relationship.

2.4.2 Case Number 2

Research Study: "Enterprise Social Media Adoption: Benefits, Challenges and Performance Effects" by Leonard, R., Huysman, A. and Steinfield, G. (2013).

Research objectives

❖ To investigate the relationship between enterprise social media and individual performance outcomes.
❖ To examine the influence of enterprise social media on organisational culture and climate.
❖ To explore the potential challenges and risks associated with enterprise social media implementation.
❖ To investigate the influence of leadership and management practices on enterprise social media adoption and employee performance.

❖ To assess organisational benefits and return on investment of enterprise social media.

The findings highlight the positive impact of enterprise social media on knowledge sharing, collaboration and innovation leading to the improved performance outcomes.

2.4.3 Case Number 3

Research Study: "The Impact of Enterprise Social Networking on Organisational Performance: Evidence from Public Healthcare Organisation" by Reychav, S. and Weisberg, I. (2015).

Research objectives

❖ To investigate the extent to which social enterprise adoption within an enterprises influence employee productivity.
❖ To examine the relationship between enterprise social media and employee productivity.
❖ To explore the role of enterprise social media in knowledge sharing and collaboration.
❖ To investigate the effect of enterprise social media on communication and information flow.
❖ To examine the potential challenges and risks associated with enterprise social media.

The results suggest that social networking intensity positively affects knowledge sharing which in in turn enhances organisational performance.

2.4.5 Case Number 4

Research Study: "Enterprise Social Media, Collaboration and Team Performance: A Quantitative Study" by Leonardi, R., Treem, N. and Jackson, B. (2020).

Objectives of the study

❖ To investigate how leadership practices and organisational culture influence the successful implementation and utilisation of social media tools for improved employee performance.
❖ To explore the impact of social media training and support on employee performance. Assess the effectiveness of training programs and support systems provided to employees for effectively utilizing enterprise social media platforms and their impact on employee performance.
❖ To establish the influence of enterprise social media on employee productivity.
❖ To examine the impact of enterprise social media identity on job performance and job satisfaction via co-worker support.

The findings indicate that enterprise social media positively influences collaboration which in turn enhances team performances.

2.4.6 Case Number 5

Research Study: "Impact of Enterprise Social Media on Employee Engagement and Organisational Performance" by Singh, K., and Kant, R. (2018).

Research objectives

- ❖ To find out if enterprise social media use at work enhances network ties among employees.
- ❖ To investigate if enterprise social media use at work enhances shared vision among employees.
- ❖ To examine if the use of enterprise social media at work enhances innovation among employees.

The results suggest that enterprise social media has a positive impact on employee engagement which in turn enhances organisational performance.

2.5 Summary

This chapter reviews the available literature by various scholars or authors on the areas concerning enterprise social media variables namely user profiles, news feeds, groups/communities, messaging and chat and document sharing and collaboration and their effects on employee performance. In addition, this chapter gave emphasis on the various ways through which enterprise social media can be employed in the hardware business environment to increase employee performance. The next chapter will focus on the methodology of the study

CHAPTER III (3)

RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlines the techniques employed by the researcher to collect the relevant data and its subsequent analysis. Research methodology refers to the systematic, focused and orderly collection of data for the purposes of obtaining information in order to solve research questions (Godwin and Smith 2016). The key elements to be covered are the research philosophy, research design, target population, the sampling method, sampling frame, sampling procedure, the data sources, the research instruments, data collection procedures, validity and reliability of the findings, as well as data analysis and presentation tools.

3.2 Research Methodology/ research method

There are three main approaches to research namely qualitative, quantitative mixed research methods. The researcher used mixed research that is quantitative method and less use of qualitative techniques.

3.2.1 Research philosophy

Research philosophy refers to the set of beliefs, assumptions, and principles that guide the researcher's approach to conducting research and acquiring knowledge (Rode, 2016). It serves as the foundation for the research design, methods, and overall research process. Research philosophy influences the researcher's worldview, their understanding of the nature of reality, and their perspective on what constitutes valid and reliable knowledge. There are three main research philosophies or paradigms that researchers commonly adopt (Rode, 2016). These are positivism, interpretivism or constructivism and pragmatism. In this case the researcher used pragmatism as the research philosophy.

Pragmatism takes a more practical and flexible approach, emphasizing the need to use different methods and approaches depending on the research question and objectives (Rodman, 2016). Pragmatic researchers prioritize the usefulness and applicability of research findings in addressing real-world problems. They combine qualitative and quantitative methods, depending on what is most appropriate for the specific research context. The researcher used this philosophy because he used more of quantitative and less of qualitative research in order to get insights of the employees on the impact of enterprise social media and employee performance.

3.2.2 Research approach

Research approach refers to the overall strategy or plan that researchers adopt to address their research questions or objectives (McAfee, 2016). It involves making decisions regarding the design, methods, and procedures to be used in conducting the research study. The research approach guides how data will be collected, analyzed, and interpreted to generate new knowledge or insights (McAfee, 2016). There are three main approaches which are deductive, inductive and abductive approach. The researcher used the abductive approach which combines both deductive and inductive approach. This is because the researcher did a mixed research which is a combination of both quantitative and qualitative research.

3.3 Research Design

As asserted by Kumar (2015), a research design is a routine plan that is adopted by the researcher to answer questions reliably, objectively, truthfully and economically. According to Baxter and 3Jack (2017) it clarifies which data is required and the methods which will be used to gather and examine data and how all of this will answer research questions. The research design shows the aim or purpose of investigation. There are four types of research design namely descriptive, exploratory, explanatory and predictive or historic research design. The researcher used descriptive research design which is descriptive in nature (quantitative) research. Descriptive allows allocation of both quantitative and qualitative data, which makes it compactable with the data collection techniques used by the researcher which are questionnaires. The combination of qualitative and quantitative research designs enhances the reliability, validity and dependability of the research study.

3.3.1 Descriptive research design

Descriptive research being quantitative in nature is concerned with describing the characteristics of a certain group or individual. Dawson et al (2012: 173) defines descriptive research "as studies designed to obtain information directed towards determining the nature of a situation as it exists at the time of the study." The main characteristic of this method is that the researcher has no control over the variables; he can only report what has happened or is happening. Kothari (2019:2). "Descriptive research focuses on determining the frequency with which something happens or the extents to which two or more variables are related."

In descriptive research, there is description of specific facet of market purpose and character. Descriptive research design was used because it enables the researcher to understand the characteristics of a definite problem which in this case it is reduced employee performance due to both employee disengagement and disconnectedness which can be rectified by employing enterprise social media.

3.4 Population

The full case from which a sample is taken is called the population. (Saunders et al, 2017). According to Wyk, (2019), the population comprises of all subjects of a study. Pride, Hughes and Kapoor, (2013), define a population as the totality of all subjects that conform to a set of specifications, comprising the entire group of persons that is of interest to the researcher and to whom the research results can be generalised. A population is also an entire collection of people or things a researcher is interested in. For this research, the research population involves all managers, supervisors and employees of hardware stores in Masvingo urban.

Table 3.1 Target population

Hardware	Number of respondents
PG Merchandising	26
Halsteds Express	23
N Richards Hardware	27
Erynet Hardware	13
Bilcro Investments	15
Electrosales	16
Masvingo Builders Hardware	14
Victoria Hardware	13
Pamunda Hardware	19
Menomaviri Hardware	16
Eben Hardware	12
Masvingo Farm and City	19
Promel Hardware	17
Total number of respondents	**230**

3.4.1 Target population

According to Zikmund (2016), a target population is the population of interest in a marketing research study, the population from which samples are to be drawn. Target population is that group that the researcher is interested in finding out information for the research. The target population is the actual population to which the researcher focuses on and wishes to generalize consistency with. The targeted population comprises of managers, supervisors and employees of hardware stores in Masvingo urban.

3.5 Sampling

According to Kotler (2006), a sample is a segment of the population selected for marketing research to represent the population as a whole. Sampling is done because not all units of a population can be studied or identified. (Raj 2001). The concept of sampling arises from the fact that testing all individuals is difficult and costly. The sample involves managers, supervisors and employees.

3.5.1 Sampling Frame

Sample Frame is a list of population members used to obtain a sample in which the researcher made reference to. (Wright, 2015). In this specific study, the sample frame comprises managers, supervisors and employees of hardware stores in Masvingo urban.

Table 3.2 Sample frame

Respondent Category	Total of Sample Frame
Managers	32
Supervisors	46
Employees	152
Total Population	**230**

Krejcie and Morgan (1970) came up with a table for determining sample size for a given population for easy reference. See table showing the sample size.

N	S	N	S	N	S
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

Note.—N is population size.   S is sample size.

Source: Krejcie & Morgan, 1970

3.5.2 Sample size

The correct sample size by Smith, (1995), observation depends on the purpose of the study. According to Saunders et al (2003) sets a minimum sample size of 30% to be a true representation of the entire population. In this case, the researcher used **Krejcie and Morgan** table to determine the above sample size.

3.6 Sampling methods or techniques

There are two types of sampling methods which are probability and non-probability sampling techniques. Kumar, (2019), says that sampling methods can be grouped into two headings, either

probability sampling or non-probability sampling. The researcher will use probability sampling technique in this research.

3.6.1 Probability sampling

Probability sampling refers to a sampling technique in which each member of a population or target group has a known and non-zero probability of being selected as part of sample (Kumar, 2019). This approach allows researchers to make statistical inferences and generalisations about a larger population based on the characteristics observed ddue to the fact that units from the population are randomly selected and each unit's selection probability can be calculated, reliable estimates can be produced and statistical inferences can be made about the population. The researcher used stratified random sampling technique.

3.6.2 Stratified random sampling

When using stratified sampling, the population is divided into homogeneous, mutually exclusive groups called strata, and then independent samples are selected from each stratum (Kumar, 2019). A population can be stratified by any variable for which a value is available for all units on the sampling frame prior to sampling. In this study the researcher grouped the respondents into three different categories which are managers, supervisors and the subordinates and respondents were then picked up from each of these stratums.

3.7 Research instrument

The data collection instrument used by the researcher is the questionnaire. This instrument enabled the researcher to come up or gather accurate information by minimising the likelihood of bias.

3.7.1 Questionnaires

According to Gupta (2008:140) "a questionnaire is a format containing a list of questions sequentially ordered to obtain information relevant to the objectives of the study." Questionnaires were distributed to the respondents and in this research managers, supervisors and employees to collect information about the effectiveness of enterprise social media on employee performance. Structured questions were used because they are easier and quick for respondents to respond.   The researcher used semi-structure or combined structured

questionnaire so as to leverage the limitations of one another. Structured and unstructured questions were used to get customer feedback and their own insights.

More so, unstructured questions were used so that respondents are free to give their opinions on the effectiveness of enterprise social media on employee performance. Unstructured questionnaires are useful for seeking opinions, attitudes and perceptions. (Kumar 2019:134). These types of questions promote critical thinking and increase the respondent's participation.

In addition, the rationale for using questionnaire by the researcher including a number of reasons such as standardization of questions and response format of the questionnaire ensures that every participant responds in identical stimuli and this facilitates easy result presentations, analysis and discussion of findings.

3.8 Data collection procedure

Questionnaire was crafted basing on research objectives. Pre-tests to the questionnaires were conducted by the researcher on hardware employees. After crafting the questionnaire, it was given to the colleagues to attempt to fill it to assist the researcher in avoiding ambiguity in the questions. Questionnaires were revised and corrected before they were issued out to the participants. The researcher used a self-administered interview. This exercise helped the researcher, to clarify questions that respondents did not understand and in turn give the researcher a chance to simplify questions that respondents did not understand.

3.8.1 Data analysis and procedure

The researcher plans to present the findings in form of tables, charts and graphs. Data analysis is a process of simplifying data in order to make it comprehensive. Data collected will then be analysed in line with the themes generated by sub questions, variables and assumptions.

3.9 Data collection methods

Self-administered personal interviews or drop and pick survey was used by the researcher. The researcher used the self-administered interviews because they are not time consuming and they cover a large population as compared to the use of face to face interview.

3.9.1 Sources of data

Hair et al (2016) points out that data sources are devices used to measure data collected. The researcher will use both primary and secondary data to gather data so as to be able to establish the impact of enterprise social media on employee performance.

3.9.2 Primary Data

Where primary data sources are concerned, data is acquired from the main subject matter and is not acquired from pre-existing research or data sources (Raj 2018). The primary data sources to be used in the research are surveys, questionnaires and interviews. Primary data is first-hand information collected for the period of research and may be later used as secondary data. In this study it refers to the information collected from managers, supervisors and employees of hardware retail stores. The data will be gathered through self-administered questionnaires which will help the researcher to acquire relevant information to the study. That is, the impact of news feeds, user profiles, messaging and chat, groups or communities and document sharing and collaboration on employee performance.

There are numerous advantages of using primary data and these include the following. Data can be collected in a number of ways like interviews, telephone surveys, email or posts. Also, primary data is current and it gives a realistic review to the researcher about the impact of enterprise social media on employee performance. The researcher has control over data, that is primary data allows the researcher to determine the data and how long it will take to get the data which enable the researcher to focus on specific aspects of the research. It was adapted to the research problem and generally provided the most recent data possible and primary data focuses on specific issues only, hence, only data needed by the researcher is collected.

However, the shortcomings of primary data are that the cost of organizing data is high and collecting data is time consuming since, there is need to make up preparations in order to handle different demands of the data collection processes.

3.9.3 Secondary Data

Secondary data is information that has been accumulated for other reasons (Kumar, 2019). This was used by the researcher to compliment the primary data, as well as to assist the researcher in

defining terms in the review of literature. The researcher will use of journals, text books, customer database, and customer service records, as well as the internet.

The merits of using secondary data are that the secondary data is the cheapest and easier means of access to information; care is taken to locate, and to utilize the data that is relevant to the study. This type of data saves time and is cost effective as data is easy to obtain and the data may provide information that cannot be obtained through interviews and questionnaires.

Nevertheless, the secondary data has disadvantages of that using this type of data it may be obsolete and was initially collected for some other purposes thus a number of assumptions have to be made regarding its viability, there is a lot of effort and concentration required to separate relevant information from and also, it may be inadequate for research.

3.9.4 Scale

Lack of a common scale to measure the responses is one of the challenges that researchers often confront when trying to interpret results from the surveys (Michael, 2013). Since there is no universally applied scale for customer research, the likert scale is perhaps the most widely used approach in survey research. To ensure comparability of data so that results can be considered in the same general context the researcher adopted the common five point likert scale with five considered the highest rating.

Table 3.3: scale

Question	Scale	Purpose
Section 1(one): Question 1-4	Yes or No	Demographic
Section 2(two): Question 5-7	Five-Point Likert scale	The impact of **user profiles** on employee productivity
Section 3(three): Question 8-10	Five-point Likert scale	The effect of **News feeds** on employee performance.
Section 4(four): Question 11-13	Five-Point Likert scale	The influence of **groups or communities** on productivity
Section 5(five): Question 14-16	Five-Point Likert scale	The effect **messaging and chat** on productivity of employees
Section 6(six): Question 17-19	Five-Point Likert scale	The impact of **document sharing and collaboration** on employee performance.
Section 7(seven): Question 20-26	Five-Point Likert scale	Moderating variables and overall assessment on the impact of **ESM** on employee performance.

Table 3.4: Scale ratings used

Strongly agree	1
Agree	2
Neutral (Neither agree nor disagree)	3
Disagree	4
Strongly disagree	5

3.9.5 The rational for adopting the five-point scale

Scale with even number forces a choice in respondents which may not reflect their true beliefs. For example, a scale using one to four does not have a middle option and forces respondents to make a more positive or negative choice than they may believe. Michael, (2013), posits that scales with more than five options such as 1-7 or 1-9 can be confusing and is more difficult for respondents to use.

3.9.6 Validity and Reliability of Findings

Validity is concerned with the degree to which chosen research instruments serve the purpose, for which they were constructed, as well as the extent to which the conclusions drawn from the experiment are true. (Beri et al 2020). An attitude measure has validity if it measures what it is supposed to measure.

Reliability is about the extent to which the measurements taken with a particular instrument are repeatable. (Beri et al 2020). Reliability is less important but it is easier to measure and so receives relatively more emphasis. The basic methods for establishing reliability can be classified according to whether they measure stability of results overtime or internal consistency in attitude scale.

To ensure that the findings are reliable and valid, the researcher used, the reliability test using the Cronbach's Alpha test. Normality test, hypothesis testing and the Spearman's correlation

analysis were done to ensure that the results are reliable. Martella, et al, (2013), define a pilot study as a process whereby the researcher tests his or her research instruments so as to measure how it works under realistic conditions. Thus, the pilot study was done also, to enable the researcher to correct errors.

3.10 Ethical considerations

Ethical considerations are one of the most important parts of the research. In this research the researcher adhered to the basic ethical standards which include honesty, objectivity, integrity and confidentiality. Also, acknowledging of the authors and all the sources used in any part of the dissertation with the use of Harvard reference style was done.

Table 3.5: Ethical issues

Research stage	Ethical issues	Mitigation measures
Stage 1: Formulating the Research Question	-Ethical issues in this stage primarily revolve around ensuring that the research question is relevant, valuable, and ethically sound	-Avoiding research questions that may cause harm or distress to participants. -Ensuring the research question aligns with ethical standards and guidelines in the field. -Identifying any potential conflicts of interest that could influence the research question.
Stage 2: Designing the Study:	The design stage involves ethical considerations related to the overall research plan, participant recruitment, and informed consent.	-Protecting participant rights and welfare by designing studies that mitigate risks and maximize benefits. -Ensuring voluntary participation and informed consent, providing participants with clear information about the study purpose, procedures, potential risks, and benefits. -Safeguarding participant privacy and confidentiality by implementing appropriate data protection measures.
Stage 3: Collecting and Analyzing Data	-Ensuring the fair treatment and protection of participants.	-Respecting participant autonomy and privacy during data collection, ensuring confidentiality and anonymity. -Maintaining data integrity and accuracy by employing appropriate data collection and analysis methods. -Avoiding biases and ensuring the fair representation of participants' perspectives.
Stage 4: Interpreting and Drawing Conclusions	-Ethical issues in this stage involve the accurate interpretation and reporting of research findings.	-Avoiding misrepresentation or selective reporting of results to support predetermined conclusions. -Ensuring transparency and integrity in data

| | | interpretation, acknowledging limitations and potential biases.

-Appropriately attributing credit to previous research and avoiding plagiarism. |
|---|---|---|
| **Stage 5: Reporting and Disseminating Findings** | Ethical issues arise when sharing research findings with the broader community | -Ensuring the accuracy and integrity of research reporting, including proper citation and acknowledgment of sources.

-Protecting participant confidentiality and anonymity when disseminating findings, especially in qualitative research.

-Avoiding sensationalism or misrepresentation of findings in media or public communication. |

In addition to these stage-specific ethical considerations, the researcher adhered to overarching ethical principles throughout the research process. These principles include obtaining ethical approvals from relevant institutions such as Great Zimbabwe University and other hardware stores, ensuring voluntary participation, minimizing harm and confidentiality.

3.10.1 Research timeline

A research timeline, also known as a research schedule or project timeline is a visual representation of the planned activities and milestones of a research project over a specified period (Samkian and Greene, 2013). It helps researchers and project teams to organize and track progress, allocate resources, and ensure that the project stays on track. The specific timeline for a research project will vary depending on factors such as the scope of the study, the availability of resources, and the complexity of the research design. However, here is a general framework for creating a research timeline. The research was done in a period of four months that is from July 2023 to the month of November 2023.

3.10.2 Research Budget

According to Michael, (2020), research budget refers to the financial plan or allocation of resources required to conduct a research project. It outlines the estimated costs associated with various components of the research, including personnel, equipment, materials, participant compensation, data collection, analysis, publication, and dissemination. Developing a research budget is essential for planning and securing appropriate funding for the research project.

Table 3.6: List of expenses

Printing	US$23.00
Travel expenses	US$38.00
Equipment (stationery)	US$45.00
Food and other expenses	US$50.00
Total	**US$156.00**

3.11 Summary

The purpose of this chapter was to describe the methodology that will be used in the study to gather data. This chapter discussed on research design, research philosophy, research approach, sampling, research method, research timeline, research instruments, data collection procedures, data analysis procedures and the research budget. The data collection methods and techniques selected were justified and how data will be collected by the researcher.

CHAPTER IV (4)

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter covered the presentation, analysis and interpretation of the research findings in line with the research objectives of the study. Data findings were obtained through the use of questionnaires and data was processed and coded through applying SPSS package. The discussion of the data findings was also done and related to the empirical literature review of the study. Data findings were presented under the following topics; demographic data, reliability tests, normality tests, mean and standard deviation and correlations tests.

4.1.1 Response rate

The researcher distributed questionnaires to the employees in this case were managers, supervisors and subordinates. The breakdown of response rate on questionnaires is shown in the Table 4.1.1 below:

Table 4.1: Questionnaire Response Rate

Target population	Research instrument	Number of respondents	Questionnaires Returned	Response rate
Hardware employees	Questionnaires	144	142	98.61%

4.2 Demographic data presentation

This section of the study was significant as it presents participants` key attributes which played a role in obtaining answers for this study.

4.2.1 Gender Analysis

Figure 4.1: Gender Analysis
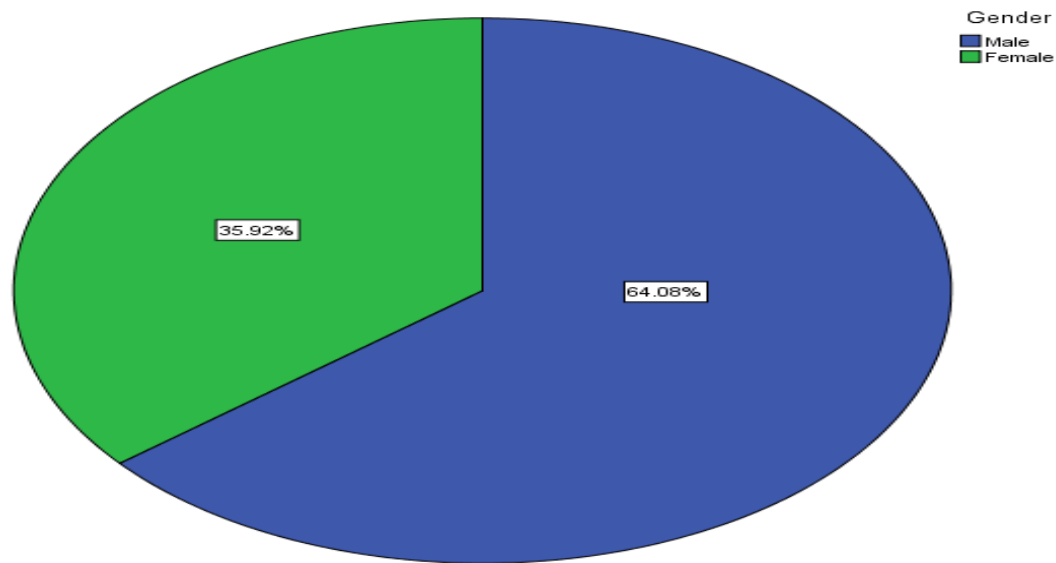
Source: SPSS Computations

The figure 4.1 above depicts that 35.92% were female participants whilst 64.08% were male participants. This is distribution highlights that the distribution of respondents who participated in this research was biased towards male participants.

Research suggests that women are more likely to use social media for networking, relationship building and collaboration, while men were more inclined to use it for accessing and sharing information. Women engage in more interactive and collaborative communication, while men exhibit more assertive and direct communication styles. However, this research has indicated that women face certain barriers to networking, such as limited access to informal networks or exclusion from certain communication channels. These factors impact their engagement and utilization of social media tools for networking purposes.

4.2.2 Participants` Age Analysis

Figure 4.2: Participants` Age Analysis
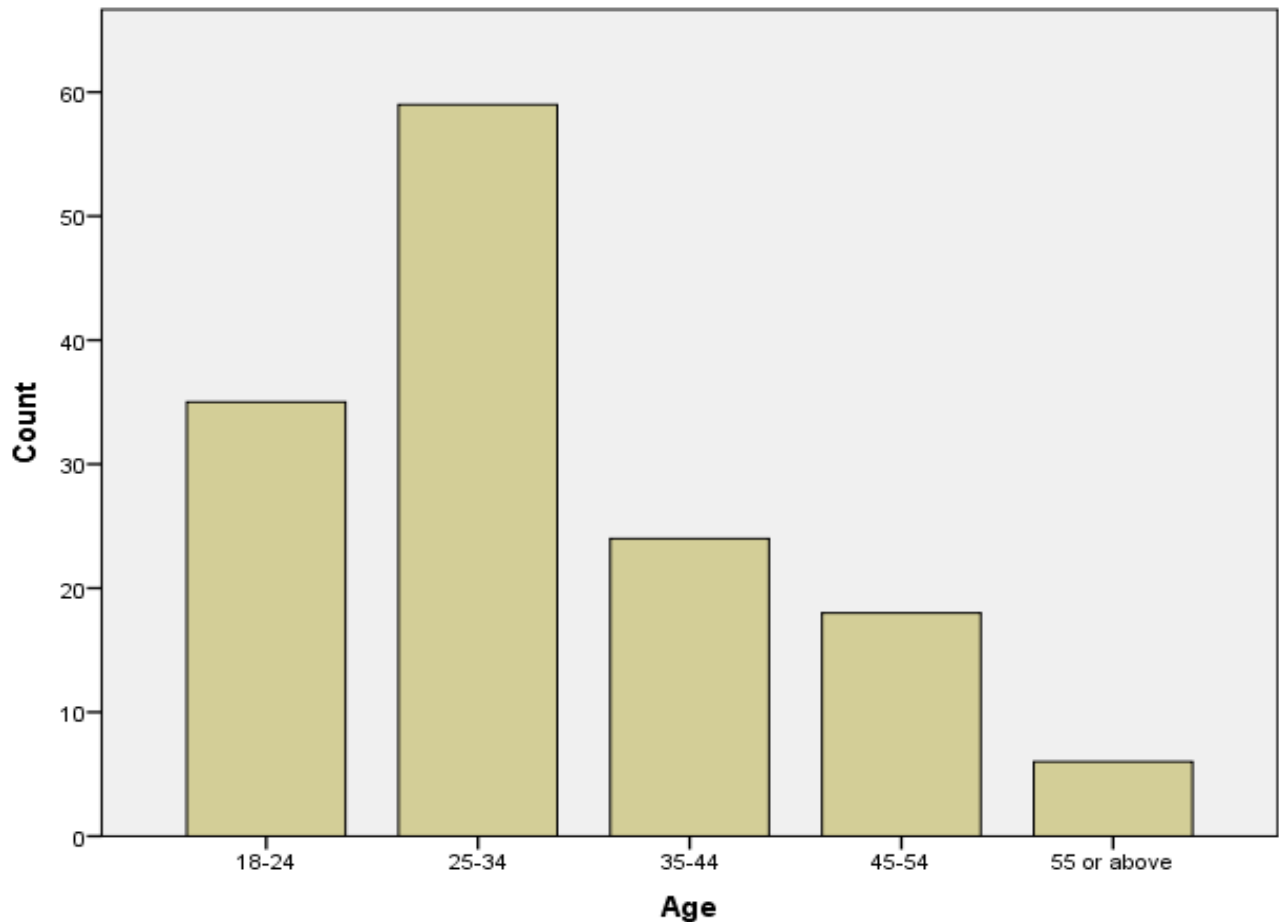
Source: SPSS Computations

The figure above illustrates the findings obtained of the age analysis of the respondents who participated in this research. As shown in the figure above; 35 respondents indicated that they have 18-24 years of age, 58 participants highlighted that they have between 25-34 years of age. The figure also indicated that; there are 22 participants who have 35-44 years of age. The figure also indicated that there are 18 participants who have 45-54 years with only 5 participants falling in the range 55 years and above.

According to the findings age impact on technological proficiency, as younger generations often is more tech-savvy and adaptable to new technologies whereas older employees experience a

learning curve when using enterprise social media platforms. Providing training and support tailored to the needs of different age groups can help bridge this proficiency gap and ensure effective utilization of these tools. Younger employees, who have grown up in this digital environment, prefer self-directed learning, interactive tutorials, and video-based content whilst older employees lean towards structured training sessions, written materials, or face-to-face learning opportunities. This research has indicated that the young age is more active in the use of enterprise social media as compared to the old age. Therefore, hardware companies should make sure majority of their staff is the young and middle age for them to successfully implement (ESM).

4.2.3 Participants` Level of education

Table 4.2: Participants` Level of education

		Frequency
Education	Doctorate	1
	Masters	8
	Bachelors	48
	Diploma	34
	High School Certificate	51
Total		**142**

Source: SPSS Computations

Table 1 illustrates the findings obtained on the participants` level of education. As shown in table 1; participants have qualifications which range from doctorate, masters, bachelors, diploma and high school certificate. From the findings, it was revealed that there was 1 participant with doctorate, 8 with masters, 48 with bachelors, 34 with diplomas and 51 with high school certificates.

Findings show that, individuals with higher education are more comfortable with the use of digital tools, including enterprise social media platforms. They may quickly adapt to new features, explore advanced functionalities, and effectively leverage these tools for communication and collaboration. They engage in networking activities, seek out industry insights and connect with professionals in their field of expertise. Table above depicts that most of the users have at least a bachelor's degree.

4.2.4 Social media Platforms used
Figure 4.3: Participants` Age Analysis
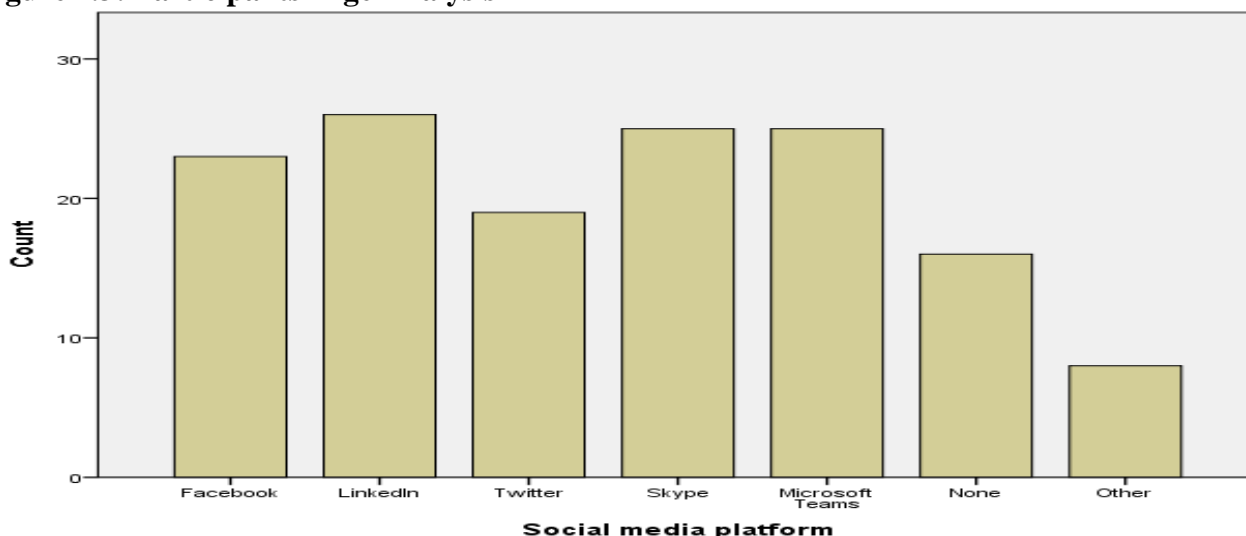
Source: SPSS Computations

Figure 4.3 above illustrates the findings obtained on the social media platform used. The figure indicated that the social media platform includes Facebook, LinkedIn, Twitter, Skype, Microsoft Teams and other forms of social media. The figure above indicated that 22 participants used Facebook, 25 respondents used LinkedIn, 18 used twitter, 24 used either Skype and Microsoft Teams and 8 indicated that they use other social media platforms while 15 indicated that they used none.

Moreover, the findings suggest that, different age groups have varying communication preferences. Younger employees gravitate towards instant messaging, real-time collaboration and multimedia-rich communication methods. In contrast, older employees prefer more traditional methods like email or face-to-face interactions. These have influence on the manner in which employees of different age groups engage with enterprise social media tools.

4.3 Mean and Standard deviation

Descriptive statistics helps to analyse the overall performance of the variables under investigation. **Mean** is the average or the most common value of collection of numbers. In statistics it is the measure of central tendency of a probability distribution along median and mode. **Standard deviation** is a measure of how "spread out" a distribution (or a data set) is. The mean is just where that distribution (or data set) is centred. The table above depicts that most of the respondents were strongly agreeing that enterprise social media variables influence

employee job performance. Most the standard deviations are below 1 meaning that there is a smaller dispersion or variability.

Table 4.3: Mean and Standard deviation

	Descriptive Statistics				
	N	Minimum	Maximum	Mean	Std. Deviation
User profile frequency(UPPF)	142	1.00	5.00	1.7606	1.29882
User profile usefulness(UPPU)	142	1.00	5.00	1.1056	.38972
User profile enterprise (UPP)	142	1.00	5.00	4.1690	1.24326
New feeds (NF)	142	1.00	5.00	1.5423	.85571
New feeds usefulness (NFU)	142	1.00	5.00	1.0986	.29917
New feeds enterprise (NFE)	142	1.00	5.00	4.2535	1.24591
Member of any group (GM)	142	1.00	5.00	1.0634	.24451
Group enterprise (GE)	142	1.00	5.00	3.9437	1.50071
Messaging and chat (MC)	142	1.00	5.00	1.6127	1.00952
Messaging and chat usefulness (MCU)	142	1.00	5.00	1.0704	.25676
Message enterprise (MCE)	142	1.00	5.00	4.4366	1.06834
Document sharing (DSC)	142	1.00	5.00	1.7606	1.13569
Document sharing usefulness (DSCU)	142	1.00	5.00	1.0775	.26827
Document sharing enterprise (DSCE)	142	1.00	5.00	4.3380	1.21974
Enterprise on productivity (ES)	142	1.00	5.00	4.4930	1.00175
Enterprise social media (ESM)	142	1.00	5.00	4.1268	1.00959
Valid N (listwise)	142	1.00	5.00		

Source: SPSS Computations

The table above depicts the findings on mean and standard deviation on various variables of the study. From the findings, the mean ranges from 1.0634 to 4.4930 on the selected variables. The table also shows the standard deviation of the research findings. The table illustrates that the standard deviation starts from 0.24451 to a maximum value of 1.50071. From the findings, it was indicated that the standard deviation is higher which indicates that the data points are above the mean.

The lower the standard deviation the more credible is the mean. In this case the standard deviation is very low meaning that the mean is credible. A smaller standard deviation indicates

that the data points are closer to the mean, suggesting less variability and conversely, a larger standard deviation indicates greater dispersion and a wider range of values.

4.4 Reliability tests

Reliability test is conducted to assess the degree to which a particular measurement or instrument produces consistent and dependable results over time or across different conditions. The major reason for conducting a reliability test on the findings of a research study is to gain confidence in the robustness and consistency of the results. It helps to ensure that the conclusions drawn from the research are reliable and can be replicated or generalized to other contexts. Cronbach's Alpha is widely used measure of internal consistency reliability in research.

Table 4.4: Reliability tests

Item	Cronbach's Alpha
User profile frequency	0.723
User profile usefulness	0.712
User profile enterprise	0.842
New feeds	0.812
New feeds usefulness	0.842
New feeds enterprise	0.754
Member of any group	0.911
Group enterprise	0.745
Messaging and chat	0.767
Messaging and chat usefulness	0.844
Message enterprise	0.524
Document sharing	0.898
Document sharing usefulness	0.810
Document sharing enterprise	0.712
Enterprise on productivity	0.824
Enterprise social media	0.812

Source: SPSS Computations

In this research, the researcher applied one of the most commonly used indicators of internal consistency which is the Cronbach's alpha coefficient. The reliability analysis was employed in this research as the researcher intended to evaluate whether the variables were moving in

constant to each other. In general, the reliability of less than 0.6 is considered weak, with reliability of 0.7 considered acceptable and finally, the reliability of 0.8 is regarded as good. From the results obtained, the reliability ranges from 0.712 to 0.898 which signifies good internal consistency of the variables. Ideally, the Cronbach alpha coefficient of a scale should be above 0.7 and above (DeVellis, 2003).

4.5 Normality tests

A normality test is used to assess whether a set of data or a distribution follows a normal or Gaussian distribution. The normal distribution, also, known as the bell curve is characterised by a symmetrical shape with the majority of the data clustered around the mean and it is commonly observed in many natural and social phenomena.

Table 4.5: Normality tests

	N	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
User profile frequency	142	1.638	.203	1.349	.404
User profile usefulness	142	1.895	.203	1.903	.404
User profile enterprise	142	-1.607	.203	1.416	.404
New feeds	142	1.071	.203	2.930	.404
New feeds usefulness	142	1.722	.203	2.485	.404
New feeds enterprise	142	-1.520	.203	.859	.404
Member of any group	142	1.622	.203	1.281	.404
Group enterprise	142	-1.141	.203	-0.317	.404
Messaging and chat	142	1.680	.203	2.041	.404
Messaging and chat usefulness	142	1.394	.203	1.654	.404
Message enterprise	142	-1.186	.203	3.946	.404
Document sharing	142	1.515	.203	1.324	.404
Document sharing usefulness	142	0.195	.203	2.325	.404
Document sharing enterprise	142	-1.745	.203	1.641	.404
Enterprise on productivity	142	-2.106	.203	2.649	.404
Enterprise social media	142	-1.223	.203	.987	.404

Valid N (listwise)	142				

Source: SPSS Computations

The normality test findings in Table 4.4 show that the research data has a normal distribution. According to Atyar (2016), the recommended normal values for skewness of research data should vary between -2 and +2. In the same vein, Atyar (2016) adds that kurtosis test values ranging from -3 to +3 are considered within the usual range. As a result of confirming that the study data appropriately follows a normal distribution, the researcher can therefore conduct various inferential analyses in accordance with the research methodology.

According to Shapiro-Wilk test (P value ≥0.05) data is considered to be normally distributed. The Anderson Darling test is based on the comparison of the observed cumulative distribution function of normal distribution.

4.6 Hypothesis testing

Hypothesis testing is a statistical procedure used in research to make inferences and draw conclusions about a population based on sample. It involves formulating a null hypothesis (H0) and an alternative hypothesis and using statistical tests to determine the likelihood of observing the sample data under the null hypothesis.

Table 4.6: Hypothesis testing

One-Sample Test						
	Test Value = 0					
	T	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
User profile frequency (UPF)	16.153	141	.070	1.76056	1.5451	1.9760
User profile usefulness (UPU)	33.807	141	.053	1.10563	1.0410	1.1703
User profile enterprise (UPPE)	39.959	141	.054	4.16901	3.9628	4.3753
New feeds (NF)	21.477	141	.080	1.54225	1.4003	1.6842
New feeds usefulness (NFU)	43.759	141	.051	1.09859	1.0490	1.1482
New feeds enterprise (NFE)	40.682	141	.060	4.25352	4.0468	4.4602
Member of any group (GM)	51.825	141	.055	1.06338	1.0228	1.1039
Group enterprise (GE)	31.315	141	.080	3.94366	3.6947	4.1926

Messaging and chat (MC)	19.036	141	.070	1.61268	1.4452	1.7802
Messaging and chat usefulness (MCU)	49.678	141	.071	1.07042	1.0278	1.1130
Message enterprise (MCE)	49.487	141	.080	4.43662	4.2594	4.6139
Document sharing (DS)	18.473	141	.060	1.76056	1.5722	1.9490
Document sharing usefulness (DSU)	47.860	141	.052	1.07746	1.0330	1.1220
Document sharing enterprise (DSE)	42.381	141	.060	4.33803	4.1357	4.5404
Enterprise on productivity (EP)	53.446	141	.051	4.49296	4.3268	4.6591
Enterprise social media (ESM)	48.709	141	.070	4.12676	3.9593	4.2943

Source: SPSS Computations

The table above depicts the findings which were obtained on hypothesis testing which was conducted by the researcher. From the findings, it is shown that the Sig. (2-tailed) values are above 0.05 which is the standard measure. If the p value is less than 0.05, it will signify to reject the null hypothesis and alternatively accept the alternate hypothesis. The minimum p value obtained this study was 0.051 with the highest value being 0.080. From these findings, the current research there accepts the null hypothesis which depicts that; user profile is an enterprise social media platform that has a significant influence on employee performance, the use of news feeds enterprise social media results in high employee performance, groups/communities are enterprise social media platforms that have a positive impact on employee performance, messaging and chat platform enterprise social media has an effect on employee performance, document sharing and collaboration is an enterprise social media platform which enhances high employee performance. Basing on the findings obtained, the researcher therefore accepts all these null hypothesis basing on the notion that, if the p-value is greater than the significance level likewise in the current case, the researcher can reject the alternative hypothesis and accept the null hypothesis since there will be enough evidence to support this. This means that the sample mean is not significantly different from the hypothesized value. Hypothesis testing is fundamental tool in research which allows researchers to draw conclusions, make comparisons and contribute to scientific knowledge.

4.7 Correlations

Spearman's correlation is a statistical measure used to assess the strength and direction of relationship between two variables. It is non parametric measure that is based on the ranks of the data rather than the actual values. Spearman's correlation is particularly useful when the relationship between variables is not linear or when the data violates the assumptions of parametric correlation measures such as Pearson's correlation.

Table 4.7: Correlations

Correlations			User profile frequency	New feeds	Group enterprise	Messaging and chat	Document sharing	Enterprise social media
Spearman's rho	**User profile frequency**	Correlation Coefficient	1.000	.542[**]	.886[**]	.968[**]	.888[**]	.782[**]
		Sig. (2-tailed)	.	.000	.000	.000	.000	.000
		N	142	142	142	142	142	142
	New feeds	Correlation Coefficient	.542[**]	1.000	.653[**]	.551[**]	.631[**]	.817[**]
		Sig. (2-tailed)	.000	.	.000	.000	.000	.000
		N	142	142	142	142	142	142
	Group enterprise	Correlation Coefficient	.886[**]	.653[**]	1.000	.870[**]	.935[**]	.825[**]
		Sig. (2-tailed)	.000	.000	.	.000	.000	.000
		N	142	142	142	142	142	142
	Messaging and chat	Correlation Coefficient	.968[**]	.551[**]	.870[**]	1.000	.912[**]	.799[**]
		Sig. (2-tailed)	.000	.000	.000	.	.000	.000
		N	142	142	142	142	142	142
	Document sharing	Correlation Coefficient	.888[**]	.631[**]	.935[**]	.912[**]	1.000	.854[**]
		Sig. (2-tailed)	.000	.000	.000	.000	.	.000

			142	142	142	142	142	142
	Enterprise social media	Correlation Coefficient	.782**	.817**	.825**	.799**	.854**	1.000
		Sig. (2-tailed)	.000	.000	.000	.000	.000	.
		N	142	142	142	142	142	142
**. Correlation is significant at the 0.01 level (2-tailed).								

Source: SPSS Computations

The table above illustrates the correlations obtained on various tested variables. The correlations were conducted using the Spearman's rho correlations and the lowest correlation is a positive 0.542 with a maximum value of 0.968. If the correlation is between 0.250 and 0.50, this will resemble a lower degree of correlation. If it is between 0.50 and 0.75, there will be a moderate correlation and if it is greater than 0.75, there will be a high degree of correlation. From the findings obtained in the table able, it reveals that there is a weak positive to strong positive correlation between enterprise social media and employee performance.

4.8 Extent enterprise social media affect shared knowledge

Figure 4.4: Extent to which enterprise social media affect shared knowledge
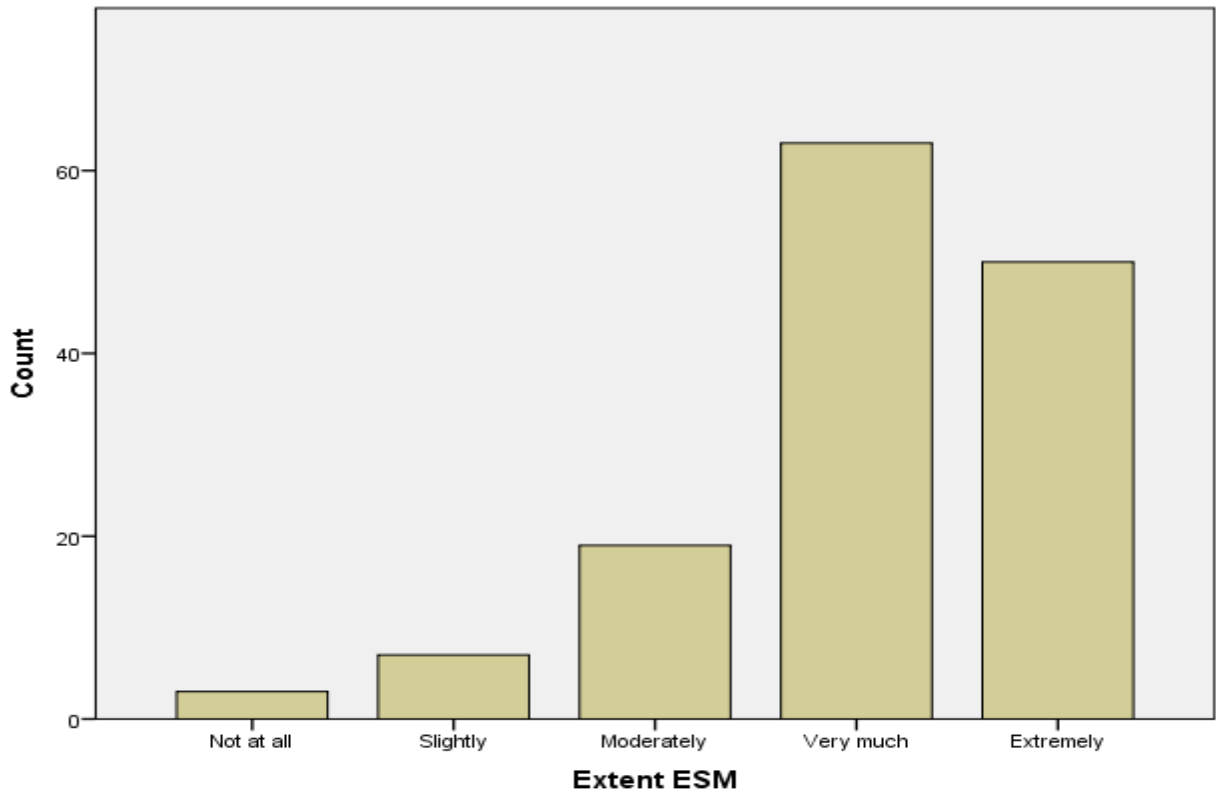
The figure above depicts the findings obtained on the extent to which enterprise social media affect shared knowledge. From the figure, it was indicated that 60 respondents indicated that enterprise social media affect shared knowledge very much with only 50 participants indicating that enterprise social media extremely affect shared knowledge. The figure also indicated that 20 respondents highlighted that enterprise social media moderately affect shared knowledge. On the other side, only 5 participants indicated that enterprise social media slightly affect shared knowledge.

4.9 Challenges of using social media

Figure 4.5: Challenges of using social media
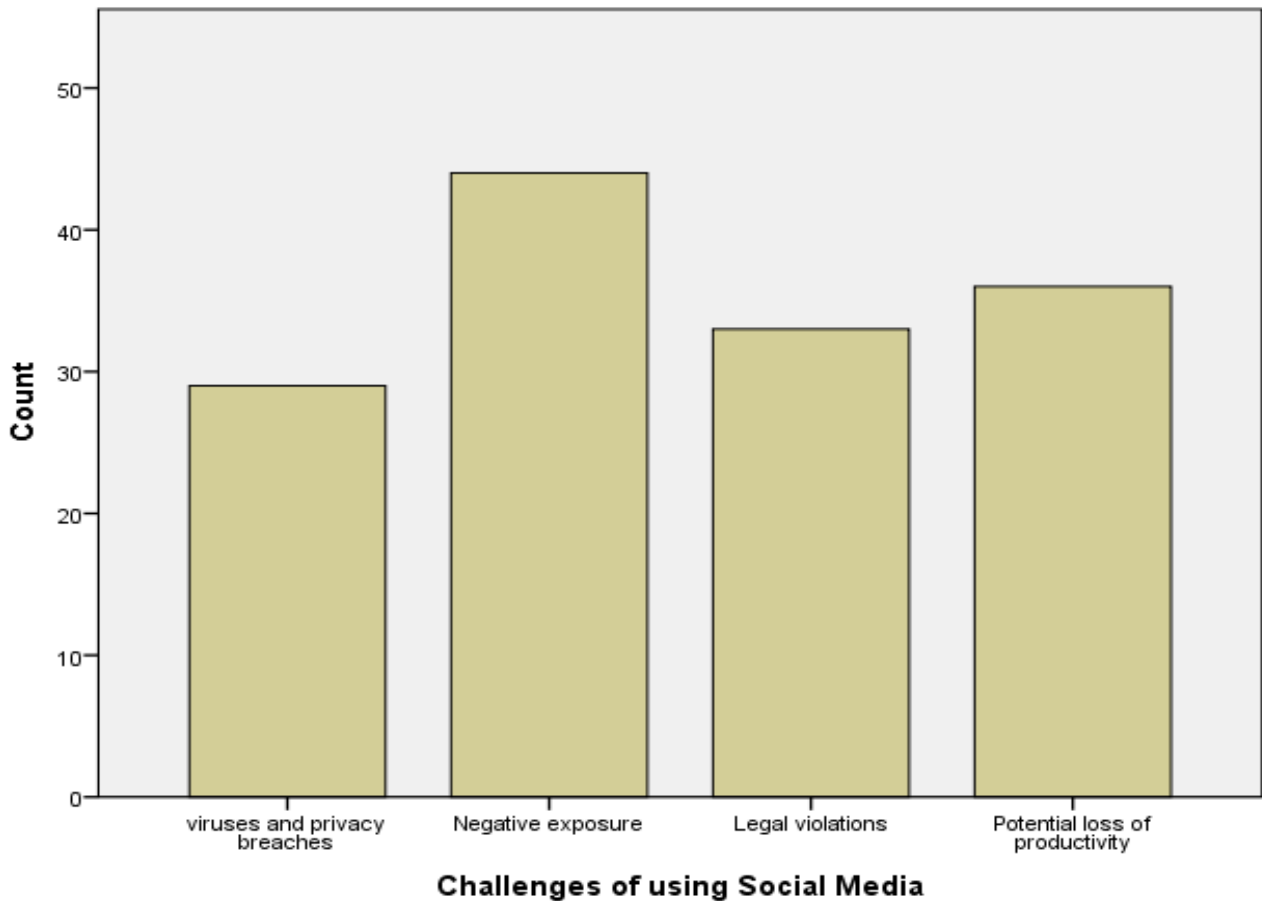
The figure above depicts the findings obtained on the challenges faced in using social media in an organizational set up. From the presentation in figure 4.5 above, it was indicated that the

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challenges ranges from viruses and privacy breaches, negative exposure, legal violations and potential loss of productivity. The figure indicted that 29 participants indicated that the major challenge of using social media is on viruses and privacy breaches, 43 participants highlighted that social media usage leads to negative exposure. In addition, 32 and 35 respondents indicated that social media usage leads to legal violations and potential loss of productivity respectively.

4.10 Mediating variables

Table 4.8: Mediating variables of ESM

			Size of the organisation	Experience of the employees	Sales volumes	Enterprise social media
Spearman's rho	**Size of the organisation**	Correlation Coefficient	1.000	.562**	.876**	.762**
		Sig. (2-tailed)	.	.000	.000	.000
		N	142	142	142	142
	Experience of the employees	Correlation Coefficient	.522**	1.000	.663**	.875**
		Sig. (2-tailed)	.000	.000	.000	.000
		N	142	142	142	142
	Sales volumes	Correlation Coefficient	.896**	.683**	1.000	.845**
		Sig. (2-tailed)	.000	.000	.	.000
		N	142	142	142	142
	Enterprise social media	Correlation Coefficient	.792**	.827**	.845**	1.000
		Sig. (2-tailed)	.000	.000	.000	.
		N	142	142	142	142

The table above shows that there is a strong positive relationship between enterprise social media and these moderating variables. The minimum is 0.522 and the maximum of 0.875 which signifies a strong relationship between the two. Mediating variables used are size, experience and sales volumes. The mediating variables which were used in this study has a huge impact on employee performance. Insights that came from the respondents clearly shows that the size,

experience and the sales volume of an organisation determine the extent to which they use enterprise social media and its impact on enterprise social media. Therefore, these mediating variables are very important in determining the role or significance played by user profiles, news feeds, groups/communities, messaging and chat and document sharing and collaboration on employee performance.

4.11 Discussion of findings

According to the findings of this study if used properly, ESM as an information communication platform could help employees share and obtain knowledge and work experience. In contrast, inappropriate or excessive use of ESM may bring unfavorable consequences. In this paper, the researcher adopted several measures to explore the effect of ESM on employee job performance and have produced interesting results below.

4.11.1 The impact of User Profiles (UP) on employee performance

The research concludes that enterprise social media has a positive effect on employee performance as evidenced by the majority of the respondents agreeing that employees provide exceptional customer service through the use of user profiles. The standard deviation is relatively low within the range of 0.236 to 1.536; it suggests that the values are closely clustered around the mean. This indicates a smaller degree of variability or dispersion in the dataset. A reliability coefficient of 0.80 or higher is generally considered good, indicating a high level of internal consistency. In this range, we have values closer to 0.8426, suggesting that the items within the scale or measure are highly correlated and reliably measure the intended construct.

The positive sign indicates a positive relationship, meaning that as one variable increases, the other tends to increase as well, albeit weakly. The positive relationship has been proven by the hypothesis testing. However, it's important to note that the correlation is relatively weak, implying that the relationship is not particularly strong or consistent. Using the research hypothesis of the research it has been practically proven that H_1 there is a positive relationship between UP and EP.

4.11.2 The effect of news feeds on employee performance

The research has shown that the news feeds has a strong effect or impact on employee performance. Findings from the study depicts that there is a significant relationship between the two variables news feeds and employee performance. The standard deviation is small which makes the mean more credible. The standard deviations are below 1 meaning that there is a

smaller dispersion or variability. The hypothesis testing has also proved that there is a positive relationship between news feeds and employee performance. ESM should be not perceived as a time waster or rejected by enterprise managers because of much time-consuming. Overall, the usage of social media within enterprises could help improve employee job performance.

4.11.3 The influence of groups/communities on employee performance

The main objective was to find out if the use of groups/communities has influence on employee performance. Overall, a Spearman's correlation coefficient between 0.05 and 0.08 suggests a weak positive association between the variables, indicating that there is some tendency for the variables to increase together, but the relationship is not strong or robust. Moreover, the researcher went on to do hypothesis testing. H_1 states that there is a positive relationship between group/communities and employee performance in the hardware industry and this has been proven by the research findings. Thus, groups or communities have a significant impact on employee performance.

4.11.4 The significance of messaging and chat on employee performance

The standard deviation is very low indicating that there is less dispersion or variability since the standard deviation is less than 1.6 and is above zero. More so, the researcher carried out normality test to find out if there is normal distribution. According to Atyar (2016), the recommended normal values for skewness of research data should vary between -2 and +2. In the same vein, Atyar (2016) adds that kurtosis test values ranging from -3 to +3 are considered within the usual range. As a result of confirming that the study data appropriately follows a normal distribution, the researcher can therefore conduct various inferential analyses in accordance with the research methodology. Therefore, enterprise managers should make full use of messaging and chat an enterprise social media platform that is appropriate for improving employee job performance. ESM managers should have a better understanding of different usage patterns of ESM and their effects on job performance.

4.11.5 The effect of document sharing and collaboration on employee performance

Findings provided insights into how online behaviors affect job performance. The results demonstrate that information-seeking behaviors on ESM have positive effects on job performance, but information-sharing behaviors on ESM have negative effects on job performance. The tools used such as the Spearman's correlation, normality test, reliability test as

well as the standard deviation and mean indicate that document sharing and collaboration has a significant influence on employee performance.

4.11.6 Mediating variables

The mediating variables which were used in this study have a huge impact on employee performance. Insights that came from the respondents clearly shows that the size, experience and the sales volume of an organisation determine the extent to which they use enterprise social media and its impact on enterprise social media. Therefore, these mediating variables are very important in determining the role or significance played by user profiles, news feeds, groups/communities, messaging and chat and document sharing and collaboration on employee performance. The mediating variables have impact on both the independent and dependent variable under study.

4.12 Summary

This chapter focused on data presentation, analysis and interpretation in line with the research objectives of the study. The study also focused on the discussion of the research findings so as to provide solutions to the problem at hand. The subsequent chapter will focus on the summary of findings, conclusions and recommendations. This chapter focused on the presentation, analysis, and discussion of the results from the research. The results were presented in the form of descriptive statistics and correlation tables, frequency tables, graphs and line charts and they were discussed in line with the research questions. In this chapter of research, the researcher the researcher analysed findings from the five major variables of customer service which are speed of transaction, interaction, convenience, and employee emotional intelligence and customer follow-ups. Results from the research indicate that customer service has huge impact on customer satisfaction and findings show that there is a positive relationship between the two variables. Also, findings from the research review the validity of the hypothesis and research objectives of the researcher as they match. Chapter five will give a summary of the whole project, provide conclusions and recommendations. Also, the next chapter five concludes the research.

CHAPTER 5 (V)

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter gives a summary of findings conclusions and also recommendations are made. Overall, this research study sought to analyse the impact of enterprise social media on employee performance in the hardware business environment in Masvingo urban. The objectives being to find out the impact, effects, influence and significance of user profiles, news feeds, groups/communities, messaging and chat and document sharing and collaboration on employee job performance. ESM and employee performance in the past decade were done mainly in developed countries and they overlooked developing countries such as Zimbabwe. Therefore, the researcher decided to delve deep in this area. The data from the study was then presented, analyzed and discussed by the researcher in relation to the research objectives in the previous Chapter. Summary of the whole research, conclusions and recommendations were also presented in this chapter.

5.2 Summary of the study

The research apprehended or captured notions by different scholars using text books and journals articles. The insights and concepts by these other scholars were of significant help in the completion of this research study, as the researcher managed to identify knowledge gaps and close the gaps using the ideas and suggestions by other scholars. Therefore, the researcher gained a more profound understanding of the ESM and how it affects employee performance within the hardware business environment.

In addition, the researcher adopted descriptive research designs, using probability sampling technique. The researcher employed a semi structured questionnaire which enabled the researcher to get insight on the major variables of ESM that affect employee performance in the hardware industry. Data gathering instrument used were questionnaires that were administered by researcher to the employees of the hardware stores.

Furthermore, the research had a high response rate of 98.61% where 144 questionnaires were distributed and 108 were returned and properly answered. In order to avoid respondents feeling

uncomfortable to give the information they were assured by the researcher that their responses would be used for academic purposes only and kept privacy and confidentiality of the respondents.

The data from the study was then presented, analysed and discussed by the researcher in relation to the research objectives in the previous Chapter. Summary of the whole research, conclusions and recommendations were also presented in this chapter

5.3 Summary of the major findings

From the presentation of findings above, this section of the study covered the discussion of findings in line with empirical literature review. Below is the discussion on the impact of user profiles, news feeds, groups/communities, messaging and chat and document sharing and collaboration on employee performance or productivity. Each of the above variables has been tested and the results are as follows.

The findings of this study highlighted a positive connection between variables of enterprise social media on employee performance. These findings concurred with Liu, Liu and Ma (2019) who postulated that enterprise social media positively influences employee job performance through knowledge sharing, collaboration and communication, employee engagement, innovation and ideation, employee advocacy and social media self-efficacy enhances the relationship. In the same vein, Leonard, Huysman and Steinfield (2013) pointed that there is a positive impact of enterprise social media on knowledge sharing, collaboration and innovation leading to the improved performance outcomes.

In addition, Reychav and Weisberg (2015) concluded that social networking intensity positively affects knowledge sharing which in in turn enhances organisational performance. The research by Leonardi, Treem and Jackson (2020) was also in tandem with the findings of the current study when they highlighted that enterprise social media positively influences collaboration which in turn enhances team performances. Furthermore, Singh and Kant (2018) indicated that enterprise social media has a positive impact on employee engagement which in turn enhances organisational performance.

From this discussion, it is clear that the findings of this study are in line with various studies which were conducted by other scholars in various environments and using different research

methodology. In this regard, the results of the current research can therefore be generalised to the population under consideration and provide conclusions and recommendations thereof.

The findings on enterprise social media highlight its potential to bring numerous benefits to organisations including improved communication, collaboration, knowledge sharing, ideation, innovation and employee engagement. However, challenges such as information overload, privacy concerns and resistance need to be addressed effectively. By leveraging the positive outcomes and implementing the strategies to mitigate the challenges business organisations especially hardware stores in Masvingo can harness the power of enterprise social media and create a more connected, innovative and productive environment.

5.4 Recommendations

Based on the research conducted on the use of enterprise social media to improve employee performance, the researcher has some recommendations that he has to the management and other staff working in the hardware business environment especially in Masvingo urban. These recommendations include the following.

Provide training and support - these hardware stores are encouraged to offer training programs and resources to familiarize employees with the effective and appropriate use of enterprise social media platforms. They should provide ongoing support and guidance to ensure employees can fully leverage the tools to enhance their performance. Responses from these research shows that employees need to be trained on how to successfully implement enterprise social media in order to increase performance.

Encourages active participation - the researcher advises hardware stores in Masvingo to foster a culture of active participation and engagement on social media platforms. They have to encourage employees to share their knowledge, insights, and ideas, and recognize and reward valuable contributions. This can boost employee motivation, satisfaction, and collaboration.

Facilitate knowledge sharing, collaboration and teamwork- managers should create an environment that promotes knowledge sharing and learning through the use of enterprise social media. Encourage employees to share best practices, lessons learned, and expertise. Establish mechanisms to capture and organize knowledge shared on these platforms for future reference. Management is encouraged to leverage enterprise social media to facilitate collaboration and teamwork across departments and teams. Encourage employees to collaborate on projects, share information, and seek input from colleagues. This can enhance productivity, innovation, and problem-solving capabilities.

Set guidelines and policies - managers and supervisors of hardware stores in Masvingo are exhorted to establish clear guidelines and policies regarding the appropriate use of enterprise social media platforms. They need to communicate these guidelines to employees to ensure they understand the boundaries and expectations. Addressing issues related to privacy, confidentiality,

and data security is very important and management should do this to ensure that they achieve high employee performance through the use of enterprise social media.

Provide leadership and role modeling - leaders should actively participate in and promote the use of enterprise social media platforms. By setting an example, leaders can inspire employees to embrace these tools and demonstrate their value in improving performance. Leaders should also provide guidance and support to employees in utilizing social media effectively. Thus, employee performance will increase as a result of proper use of enterprise social media platforms which are namely user profiles, news feeds, groups/communities, messaging and chat and document sharing and collaboration.

Monitor and evaluate impact - management has to regularly monitor and evaluate the impact of enterprise social media on employee performance. They have to collect feedback from employees, measure key performance indicators and assess the effectiveness of initiatives. Use this data to make informed decisions, refine strategies, and address any challenges or issues that arise. As a result, this results in high employee productivity or high employee job performance.

Continuously adapt and improve - enterprise social media platforms and technologies evolve rapidly. Stay updated on new features, trends, and best practices in the field. Continuously adapt and improve the use of these tools to align with changing organizational needs and employee preferences.

In conclusion, it can be deduced that the above recommendations which are providing training and support, encourage active participation, facilitate knowledge sharing, collaboration and team work, set guidelines and policies, provide leadership and modeling, monitor and evaluate impact and continuously adapt and improve can help hardware stores to improve performance of their employees.

5.5 Recommendations for further study

Longitudinal Studies - the researcher recommends other researchers to conduct longitudinal studies to examine the long-term effects of enterprise social media on employee performance. This could involve tracking performance metrics, such as productivity, efficiency, and innovation, over an extended period to understand the sustained impact of social media adoption. Therefore, longitudinal studies will help the organisations to understand how enterprise social media impact on employee performance.

Mediating and Moderating Factors - the researcher encourages further studies to explore the mediating and moderating factors that may influence the relationship between enterprise social media and employee performance. For example, examine the role of employee engagement, leadership support, organizational culture, and technological infrastructure in shaping the impact of social media on performance. There is need to look further into the effect of these mediating variables on enterprise social media and employee performance.

Qualitative Studies - there is need to conduct qualitative studies to gather in-depth insights into employees' perceptions, experiences, and attitudes towards enterprise social media and its impact on their performance. They should use interviews, focus groups and case studies to uncover

nuanced aspects of the relationship. In this study the researcher, used more of quantitative research and less of qualitative research so, to get much of the insights from the employees' researchers are recommended to use qualitative research.

Comparative Studies - compare the performance outcomes of organizations that have implemented enterprise social media with those that have not. This can provide valuable insights into the specific benefits and advantages of using social media platforms for employee performance.

Employee Well-being and Performance - investigate the relationship between enterprise social media, employee well-being, and performance. Explore how social media usage impacts work-life balance, stress levels, job satisfaction, and overall well-being, and how these factors subsequently influence employee performance.

Training and Development Programs - examine the effectiveness of training and development programs designed to enhance employees' skills and knowledge in using enterprise social media platforms. Evaluate how such programs contribute to improved performance outcomes and identify best practices for training initiatives.

Ethical and Privacy Considerations - investigate the ethical implications and privacy concerns associated with enterprise social media. Explore how ethical guidelines, policies, and privacy measures can be developed and implemented to protect employee privacy while maintaining performance benefits.

Conclusion

It can be deduced that, by addressing the above mentioned areas future studies can further advance our understanding of the complex relationship between enterprise social media and employee performance. Also, it will provide insights for organisations to optimize their use of social media platforms for improved performance.

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Appendix 1 (One): Questionnaire

FACULTY OF COMMERCE DEPARTMENT OF MANAGEMENT & HOSPITALITY

I am Visual Muchena, student number M225798, currently studying Master of Commerce Degree in Strategic Management at Great Zimbabwe University. As part of the requirement for the degree programme I am carrying out research, on the topic entitled "the impact of enterprise social media on employee performance on hardware retail industry in Masvingo urban." This study is being conducted for research purposes and in this questionnaire, you will be asked some demographic questions and your use of enterprise social media in the workplace followed. Your participation in this research is voluntary and you may end your participation at any time and your responses to this questionnaire will be confidential. Your cooperation in this regard will be greatly appreciated and for further clarifications please contact 077824815 or visualmuchena@gmail.com or visualmu@pgzim.co.zw.

Section 1: Demographic Information

1. Gender:

Male ☐

Female ☐

2. Age:

18-24 ☐

25-34 ☐

35-44 ☐

45-54 ☐

55 or above ☐

3. Highest education level attained:

Doctorate ☐

Masters ☐

Bachelors ☐
Diploma ☐
High School Certificate ☐

4. Please indicate which social media sites you currently use to interact with your professional colleagues (co-workers, management, customers, or vendors):
a. Facebook ☐
b. LinkedIn ☐
c. Twitter ☐
d. Skype ☐
e. Microsoft Teams ☐
f. None ☐
g. Other: _____

Section 2: User Profiles and its impact on productivity

5. On a scale of 1 to 5, how frequently do you update your user profile on the company platform?

Daily ☐

Weekly ☐

Monthly ☐

Rarely ☐

Never ☐

6. Do you find user profiles helpful in understanding the skills, expertise, and responsibilities of your colleagues?

Yes ☐

No ☐

Not sure ☐

Question 7

User Profiles	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
(a) How has the use of **user profiles** in enterprise social media impacted your ability to collaborate with colleagues?					
(b) Does personalization and customization enable you to provide more customized service and improve on performance?					
(c) Does user information such as purchase history resolve issues more effectively and provide more faster service contributing to higher productivity and performance?					
(d) Does communication preferences, past interaction or personal help in creating positive user experience?					
(e) Is it true that through preferences, purchase history or browsing and behavior of employees can recommend upselling and cross selling leading to increased revenue?					

Section 3: News Feeds and employee productivity

8. How often do you check the news feeds or activity streams on the company platform?

Multiple times a day ☐

Once a day ☐

Few times a week ☐

Once a week ☐

Rarely ☐

9. Have the news feeds or activity streams helped you stay informed about company updates, projects, or important information?

Yes ☐

No ☐

Not sure ☐

Question 10

News feeds	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
(a) Do **news feeds** in enterprise social media enhance your access to information and resources within the organization?					
(b) Does information dissemination on industry news in news feeds, market trends and organisation updates improve decision making better employee performance?					
(c) Can the sharing of articles, blogs posts or research findings lead to increased innovation and collaboration?					
(d) Is it that positive news, success stories or recognition on employee achievements through news feeds lead to increased morale and motivation?					

Section 4: Groups/Communities

11. Are you a member of any groups or communities on the company platform?

Yes ☐

No ☐

Question 12

Groups/communities	Strongly agree	Agree	Neutral	Strongly disagree	Disagree
(a) In your opinion, does the **groups/communities** used in enterprise social media improved your overall work productivity?					
(b) Does working together help employees solve problem more and generate innovative solution					
(c) Does support from colleagues' positive impact morale and overall job satisfaction and innovation?					
(d) Is it that groups or communities stimulate innovation and creativity among employees?					

13. If yes, how do these groups or communities contribute to your performance or productivity?

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Section 5: Messaging and Chat

14. How frequently do you use messaging and chat features on the company platform to communicate with colleagues?

Multiple times a day ☐

Once a day ☐

Few times a week ☐

Once a week ☐

Rarely ☐

15. Do you find messaging and chat features helpful in resolving work-related queries or issues quickly?

Yes ☐

No ☐

Not sure ☐

Question 16

Messaging and chat	Strongly agree	Agree	Neutral	Strongly disagree	Disagree
(a) Does enterprise social media through **messaging and chat** helped you in better knowledge sharing and learning from your colleagues?					
(b) Does instant messaging allows for swift information exchange decision making and problem solving eliminating delays?					
(c) Is it true that messaging and chat allow geographically dispersed teams to enjoy stay connected and communicate seamlessly regardless of physical location?					

Section 6: Document Sharing and Collaboration

17. How often do you use document sharing and collaboration tools on the company platform to work on projects with your colleagues?

Multiple times a day ☐

Once a day ☐

Few times a week ☐

Once a week ☐

Rarely ☐

18. Have document sharing and collaboration tools improved your ability to work effectively with others?

Yes ☐

No ☐

Not sure ☐

Question 19

Document sharing and collaboration	Strongly agree	Agree	Neutral	Strongly disagree	Disagree
(a) Have you experienced any positive changes in your job performance as a result of using **document sharing and collaboration** in enterprise social media?					
(b) Does quick access to relevant document and resources enable employee to make informed decision, complete tasks faster and deliver high quality work?					
(c) Does document sharing and collaboration facilitates efficient communication, reduces misunderstandings and ensures that everyone access to latest information?					

Section 7: Mediating variables and overall assessment

Mediating variables (size, experience and sales volume)	Strongly agree	Agree	Neutral	Strongly disagree	Disagree
(a) Does the size of the organisation impact the overall employee performance due to resource support, specialization and experience?					
(b) How does the level of employee experience influence their ability meet sales targets and efficient use of ESM?					
(c) Does sales oriented content play in driving user engagement and interactions on ESM?					

20. On a scale of 1 to 5, how much do you believe the following features (user profiles, news feeds, groups/communities, messaging and chat, document sharing and collaboration) contribute to your overall performance or productivity?

Not satisfied at all ☐   Not satisfied ☐

Neutral ☐   Satisfied ☐

Highly satisfied ☐

21. To what extent has enterprise social media enhanced your access to information and resources within the organization?

Not at all ☐   Slightly ☐

Moderately ☐   Very much ☐

Extremely ☐

22. How has the use of enterprise social media affected your work productivity?

Decreased significantly ☐   Decreased slightly ☐

No significant impact ☐   Increased slightly ☐

Increased significantly ☐

23. Please rate the impact of enterprise social media on your ability to share knowledge and learn from your colleagues.

No impact ☐   Slight positive impact ☐

Moderate positive impact ☐   Strong positive impact ☐   Very strong positive impact ☐

24. How frequently do you encounter challenges or limitations when using enterprise social media for work-related tasks?

Rarely   ☐   Occasionally   ☐

Sometimes   ☐   Frequently   ☐

Very frequently   ☐

25 Are there any notable differences in the sales training and development opportunities provided to employees based on the size of organisation and how does this impact their sales performance?
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26. What challenges or limitations do you encounter when using enterprise social media for work-related activities?...