



The Perceived Influence of Social Media Usage on Job Performance: Insights from Public Sector Employees

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Abstract

The study explored the perceived influence of social media usage on job performance among civil servants in the Oyo State Secretariat, Ibadan, Nigeria. As social media increasingly permeates professional environments, its dual effects, both positive and negative, have become subjects of interest. The research adopts a descriptive survey design, drawing a sample of 350 civil servants from 10 ministries, departments, and agencies within the Secretariat. Data were collected using a validated questionnaire and analysed through descriptive statistics and Pearson's Moment Correlation Coefficient. The findings revealed that the prevalent personal use of social media during work hours has a negative influence on job performance. Findings indicate that social media platforms, particularly WhatsApp, Facebook, and Instagram, are widely used by civil servants for personal communication and, to a lesser extent, for professional purposes such as work-related discussions and information retrieval. The study highlighted a statistically significant negative correlation between the intensity and frequency of social media usage and job performance ($r = -0.254$, $p < 0.05$). While social media facilitates networking, real-time communication, and problem-solving, excessive use during productive hours leads to distractions and reduced efficiency. The study, therefore, concluded that social media usage needs structured guidelines and recommends policies to balance its benefits and drawbacks. Training and awareness initiatives are also advised to enhance their professional utility while minimising disruptions. This research offers critical insights for policymakers aiming to optimize workforce productivity in public sector settings.

Keywords: *Perceived Influence, Social Media Usage, Job Performance, Civil Servant*

INTRODUCTION

The integration of social media into workplace routines has transformed communication, collaboration, and information-sharing processes across professional sectors, including public administration. Social media platforms, characterized by immediacy, interactivity, and accessibility, have increasingly become tools through which employees, civil servants included, manage both formal and informal aspects of their work. In professional environments, social media is often lauded for enhancing knowledge sharing, promoting real-time problem-solving, and facilitating stakeholder engagement. These benefits are particularly pronounced in contexts where formal communication systems are rigid or slow (Ali-Hassan et al., 2015; Kaplan & Haenlein, 2010; Van Zoonen et al., 2016). Studies have further linked social media use to improved job satisfaction, creativity, and employee engagement, factors known to contribute to individual and organisational performance outcomes (Nisar et al., 2021; Moqbel et al., 2013).

However, the productivity-enhancing potential of social media is not uniformly realized. A parallel body of literature highlights the disruptive aspects of unregulated or excessive social media use within professional settings. These include reduced concentration, time wastage, privacy risks, and blurred work-life boundaries, all of which have detrimental effects on employee performance

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(Brooks, 2015; Andreassen et al, 2016; Adegoke, 2019). The ubiquity and immersive design of social media platforms, while enabling constant connectivity, often divert attention away from core tasks. This is particularly problematic in the public sector, where efficiency, focus, and accountability are critical (Olaleye et al., 2020; Kumar & Priyadarshini, 2018). The contrasting findings in the literature reflect a broader theoretical tension between media empowerment and digital distraction. On one hand, social media enhances organisational social capital through informal networks and resource exchange (Ahmad et al., 2018; Aguenza & Ahmad, 2012); on the other hand, it introduces risks that necessitate formal governance, especially in bureaucratic institutions like the civil service.

Employees' job performance is crucial in determining an organisation's performance. Highly performing individuals could assist an organisation in achieving its strategic aims, thus sustaining its competitive advantage. Hence, the labour force must be well-equipped with the right skills and prepared to ensure businesses do not lose out due to a lack of ability to compete nationally and internationally. Job performance refers to the effectiveness of individual behaviours that contribute to organisational objectives. Researchers studying both job design and social information processing have proposed that employees display higher job performance when they perceive their jobs as high in task significance.

Civil servants, especially those in administrative and operational roles, may experience interruptions in workflow, leading to decreased job performance when social media is overused (Van Zoonen et al., 2016). Furthermore, blurring boundaries between personal and professional life on social media can create stress and reduce job satisfaction, affecting overall performance (Nadkarni & Hofmann, 2012). In the context of the Oyo State Secretariat, Ibadan, an understanding of how civil servants perceive the influence of social media on their job performance is particularly relevant. Like many developing countries, the Nigerian civil service has been undergoing reforms to improve efficiency, transparency, and service delivery (Olaopa, 2008). Nigeria has one of the largest populations of internet users in Africa, with increasing social media penetration among public sector employees (World Bank, 2021). Social media platforms such as WhatsApp, Facebook, and Twitter are commonly used for official and non-official purposes, raising questions about their impact on the effectiveness, efficiency, and productivity of civil servants in the state. While some employees may view social media as vital for staying informed and connected, others may perceive it as a distraction that hinders productivity.

Within the Nigerian public sector, this debate is particularly relevant. Social media penetration has increased markedly in recent years, especially among younger public servants. In contexts such as the Oyo State Secretariat, civil servants rely on platforms like WhatsApp, Facebook, and Instagram not only for personal interaction but also for professional engagement, albeit to varying degrees (World Bank, 2021). Despite the growing prevalence of these platforms, the institutional response, particularly in terms of policy frameworks and performance management, remains underdeveloped. This study, therefore, situates itself at the intersection of these contrasting narratives. It aims to empirically examine how social media usage is perceived to influence job performance among civil servants in Oyo State, Nigeria. By exploring usage patterns, identifying both beneficial and detrimental effects, and quantifying their relationship with job performance, this research contributes to the evidence base necessary for crafting informed digital governance policies in the public sector.

While previous research has examined how social media impacts job performance across various fields; however, there remains a significant knowledge gap regarding its effects on public service in Nigeria, particularly in terms of digital risk management, employee behavior, and governance frameworks. Most of the research conducted so far (Pukon & Ekienabor, 2024; Noor & Shahrom, 2021; Murat et al., 2018) either examines the private sector as a whole or focuses on

productivity measures without considering how rules that focus on governance or do not exist at all influence how employees utilize technology.

This study filled the existing vacuum by examining employee views that have not been thoroughly investigated in a civil service setting in Nigeria, where there are often unclear rules regarding digital risk and social media use, or these rules are not consistently followed. The study focused on civil servants in Oyo State and contributed to our understanding of how the use of social media without clear guidelines or effective management can impact job performance. This is an area that has not been investigated much in the public sector.

Statement of the Problem

The use of social media in the workplace has become increasingly prevalent, with platforms like Facebook, Twitter, LinkedIn, and Instagram facilitating communication, networking, and information sharing. However, excessive social media use can lead to decreased productivity, information overload, and blurred boundaries between work and personal life. The Oyo State Secretariat, Ibadan, is a hub for government operations, and civil servants play a crucial role in effectively functioning these operations. The extent of social media usage's impact on job performance varies among individuals, depending on frequency, duration, task nature, and self-control. Despite these drawbacks, social media can also positively affect job performance, such as facilitating communication, collaboration, and professional development. Understanding the impact of social media usage on job performance is crucial for developing policies and interventions to promote responsible use and enhance job performance.

Objectives of the Study

The following specific objectives are achieved by the study:

- i. Find out the specific types of social media sites mostly used by civil servants in Oyo State;
- ii. Examine the extent (frequency and intensity) to which civil servants use social media;
- iii. Find out the purpose for which civil servants use social media
- iv. Establish the relationship between the civil servants' frequency and intensity of use of social media and their job performance.

Research Questions

- i. What are the specific types of social media sites mostly used by civil servants in Oyo State?
- ii. To what extent (frequency and intensity) do the civil servants use social media?
- iii. For what purposes do the civil servants use social media?

Hypothesis

The following hypothesis was tested at a 0.05 level of significance:

- i. Workers' frequency and intensity of use of social media have no significant influence on their job performance.

LITERATURE REVIEW

Numerous studies highlight the impact of social media on productivity, both positively and negatively. [Pukon and Ekienabor \(2024\)](#) found a significant positive correlation between social media use and employee productivity in Nigerian IT firms, with coefficients of 0.917 and 0.909. Similarly, [Noor and Shahrom \(2021\)](#) showed that social media helped employees enhance job performance, particularly through communication and engagement mechanisms. Conversely, studies like [Varghese and Kumari \(2018\)](#) and [Wushe and Shenje \(2019\)](#) underscore the adverse effects of excessive social media use, citing reduced focus and lower productivity due to

distractions. [Murat et al. \(2018\)](#) also found a negligible correlation between social media usage and job performance among SMEs in North Central Nigeria. While the private sector often leverages social media for productivity, its utility appears conditional in public service environments, where overuse is more likely to hinder performance than aid it.

Trust, as a mediating variable, was critically examined by [Nilasari \(2020\)](#), who concluded that while social media boosts trust among employees, trust itself did not significantly impact job performance. [Ayinde et al. \(2020\)](#) highlighted age and work experience as significant correlates of social media impact, suggesting younger employees are more susceptible to both positive and negative consequences. This suggests that individual characteristics such as age and trust levels modulate the relationship between social media use and job performance.

Studies diverge significantly based on sectoral context. For example, in the private sector, [Pukon and Ekienabor \(2024\)](#) and [Noor and Shahrom \(2021\)](#) reported strong performance benefits. However, in public sector settings like those studied by [Olaleye et al. \(2020\)](#) and [Ayinde et al. \(2020\)](#), excessive personal usage led to productivity drops. Organisational culture and sectoral goals (e.g., innovation vs. bureaucracy) may shape the productivity impacts of social media. The need for structured social media governance is emphasized by [Korubo and Onuoha \(2020\)](#), who argue that targeted social media policies could enhance motivation and output. Similarly, [Radhakrishnan et al. \(2018\)](#) suggest training and policy integration to ensure responsible usage. In public sectors, where the risks of productivity loss are pronounced, these studies collectively support proactive governance to balance use and abuse.

The research is based on the Media Richness Theory (MRT), formulated by [Daft and Lengel \(1986\)](#), which asserts that communication media differ in their ability to promote mutual comprehension, especially in contexts marked by ambiguity or uncertainty. Media richness is characterised by a medium's capacity to: o Convey many cues (e.g., voice, tone, facial expressions), o Facilitate quick feedback.

Facilitate personalisation and use natural language ([Daft & Lengel, 1986](#); [Dennis & Valacich, 1999](#)). The theory posits that richer media are more appropriate for complicated, ambiguous activities, whereas leaner media are more efficient for simple, routine communication. Rich media, such as face-to-face interactions and video conferencing, are more effective in diminishing ambiguity and clarifying misconceptions, whereas lean media, such as memos and emails, are proficient in delivering clear, unequivocal information ([Treviño et al., 1987](#)).

Within the framework of this study, social media platforms including WhatsApp, Facebook, Twitter (currently X), and Instagram demonstrate significant media richness. They provide the interchange of multimedia content, real-time interaction, and social signals (e.g., emoticons, voice notes, image sharing), thereby fulfilling numerous criteria of Media Richness Theory (MRT) for effective communication ([Leonardi, 2020](#)). The ramifications of such abundance are contingent upon circumstance. In the bureaucratic landscape of the public sector, particularly among civil officials in Oyo State, the utilisation of rich media, such as social media, presents a conundrum. Although these platforms provide immediacy, feedback, and personalisation that could ostensibly enhance task performance, the study's results reveal that excessive or unstructured usage leads to performance deterioration ([Kaplan & Haenlein, 2010](#)). This inconsistency illustrates a discordance between media richness and task requirements.

Furthermore, organisational norms and governance procedures significantly influence the results of media utilisation. Without established norms governing social media engagement, rich media may intensify the conflation of personal and professional domains, resulting in diminished task concentration, decreased productivity, and emotional exhaustion ([Mazmanian, Orlikowski, & Yates, 2013](#)). This is particularly relevant in public organisations, where operational rigidity and accountability frameworks necessitate structured communication that may not consistently

correspond with the informality and fluidity of social media technologies (Stich et al., 2019). Consequently, the application of Media Richness Theory (MRT) in this study substantiates the assertion that the efficacy of social media depends not only on its intrinsic richness but also on the congruence among media characteristics, work difficulty, and institutional context. The results emphasise the necessity for digital governance policies that dictate the timing, methodology, and objectives of rich media utilisation across public service ecosystems.

RESEARCH METHOD

This study adopted a descriptive survey research design to investigate how civil servants in the Oyo State Secretariat, Ibadan, use social media and the perceived influence of this usage on job performance. This design is appropriate for capturing and analysing the current attitudes, behaviours, and opinions of a large population (Creswell & Creswell, 2018).

The study population comprised 4,361 civil servants from all cadres within the 23 Ministries, Departments, and Agencies (MDAs) of the Secretariat. Out of the total 23 MDAs, 10 MDAs (approximately 44%) were randomly selected to ensure representation across the MDAs. Within these MDAs, a purposive sampling technique was used to select 30% of the civil servants, yielding a final sample size of 350 respondents. The choice of a 30% sampling ratio was based on precedents in similar public sector studies in Nigeria where researchers employed 20–40% sample ratios to ensure representativeness within logistic constraints (Ayinde et al., 2020; Pukon & Ekienabor, 2024) and the need to achieve adequate statistical power at a confidence level of 95%, while remaining within the resource and time constraints of the fieldwork.

A structured and self-developed questionnaire titled “Usage and Perceived Influence of Social Media on Job Performance of Civil Servants” was used for data collection. To ensure content validity, the instrument underwent expert review by three professionals in educational management, measurement and evaluation, and educational psychology, who evaluated the items in alignment with the objectives of the study. The instrument's internal consistency was evaluated using Cronbach's Alpha. A pilot test was conducted with thirty (30) public servants not participating in the main study, and their feedback was utilised to enhance the phrasing, clarity, and organisation of the items. The following Cronbach's Alpha coefficients were acquired: Utilised social media platforms: $\alpha = 0.75$, Purpose of utilisation: $\alpha = 0.73$, Frequency/intensity of utilisation: $\alpha = 0.77$, and Job performance: $\alpha = 0.72$. George and Mallery (2003) assert that a Cronbach's alpha of 0.70 or higher signifies satisfactory dependability.

Descriptive statistics (mean, percentage) were used to answer the research questions. To test the hypothesis, Pearson's Product-Moment Correlation Coefficient was applied. Both independent (intensity and frequency of social media usage) and dependent (job performance) variables are measured on continuous, interval scales. Pearson's correlation is appropriate for normally distributed, interval-level data when testing linear relationships (Pallant, 2020). Participation was voluntary and anonymous. Informed consent was obtained from all respondents. Data confidentiality and integrity were upheld.

FINDINGS AND DISCUSSION

Table 1. Demographic Characteristics of Respondents

Gender	Frequency	Percentage
Male	162	57%
Female	122	43%
Total	284	100
Age	Frequency	Percentage
20 – 29	78	27.5%

Gender	Frequency	Percentage
30 – 39	132	46.5%
40 – 49	39	13.7%
50 and above	35	12.3%
Total	284	100
Marital Status	Frequency	Percentage
Single	74	26.1%
Married	204	71.8%
Divorce/ Separated/ Widowed	06	2.1%
Total	284	100
Religion	Frequency	Percentage
Christianity	171	60.2%
Islam	113	39.8%
Total	284	100

Source: Fieldwork, 2025

Table 1 presents a breakdown of the demographic characteristics of 284 respondents, focusing on gender, age, marital status, and religion. Out of the total sample, 162 respondents (57%) identified as male, while 122 respondents (43%) identified as female. This indicates a moderate gender imbalance, with males forming a slight majority of the population surveyed. The largest age group represented is those between 30–39 years, accounting for 132 individuals (46.5%), followed by the 20–29 age group, with 78 respondents (27.5%). The 40–49 age group comprises 39 respondents (13.7%), while those aged 50 and above represent 35 individuals (12.3%). This suggests a sample skewed toward a younger adult demographic, with over 74% of participants falling below the age of 40.

A significant majority of respondents, or the civil servants, 204 individuals (71.8%), reported being married, whereas 74 respondents (26.1%) indicated they were single. A minor proportion, 6 respondents (2.1%), identified as divorced, separated, or widowed. This distribution highlights a predominantly married population, which may influence the use of social media platforms.

Regarding religious affiliation, 171 respondents (60.2%) identified as Christian, while 113 respondents (39.8%) identified as Muslim. This reflects a religious composition that is majority Christian, though there remains a substantial representation of Muslims, suggesting a somewhat diverse religious context among the civil servants in Oyo State Secretariat, Nigeria. In summary, the demographic profile is characterized by a male-majority, predominantly young adult, largely married, and religiously Christian respondent base.

Research Question One

What are the specific types of social media platforms mostly used by civil servants in Oyo State?

Table 2. Social Media Usage by Civil Servants

Items	Frequency	Percentage
Facebook	53	18.7
WhatsApp	69	24.3
Instagram	56	19.7
Tiktok	57	20.1
Twitter (X)	45	15.8

Snap Chat	4	1.4
Total	284	100.0

Source: Fieldwork 2025

Table 2 presents data on social media usage among civil servants, showing how many respondents use each platform and the percentage each platform represents of the total usage. WhatsApp is the most frequently used platform, with 69 users, representing 24.3%. This high usage likely reflects WhatsApp's popularity for personal and work-related communication due to its ease of use and group messaging capabilities. TikTok and Instagram also have significant usage rates. TikTok has 57 users (20.1%), while Instagram has 56 users (19.7%). These platforms may be used for personal entertainment, but they might also have a role in creative and visual content sharing relevant to certain civil service functions.

Facebook is used by 53 civil servants, accounting for 18.7% of the total usage. Although not as high as WhatsApp, Facebook remains relevant, likely due to its broad reach and functionality in networking and information sharing. Twitter (X) has 45 users (15.8%), which shows moderate usage. Civil servants might use Twitter for real-time updates, news, and professional networking. Snapchat is the least used platform, with only four users, or 1.4% of the total. Snapchat's low usage could reflect its primary association with casual and temporary content, which may be less relevant for professional purposes. However, the high use rate of Facebook and WhatsApp may be worrisome if not dedicated to work-related purposes, especially during office hours (Brown et al., 2016).

This distribution suggests that civil servants in the Oyo State Secretariat, Ibadan, favour platforms that facilitate communication, updates, and visual content. WhatsApp's leading position underscores its real-time and group communication functionality, making it a practical choice for work-related messaging. Facebook, Twitter, and Instagram also provide networking and information-sharing options, while the relatively low usage of Snapchat suggests it is seen as less applicable in a professional or civil service context.

Research Question Two

What is the frequency of use of social media among civil servants in the Oyo State Secretariat?

Table 3. Frequency of Usage of Social Media

Items	Daily	Weekly	Once in a while	Never
Facebook	114 (40.1%)	87 (30.6%)	52 (18.3%)	31 (10.9%)
WhatsApp	188 (66.2%)	78 (27.5%)	18 (6.3%)	-
Instagram	74 (26.1%)	132 (46.5%)	38 (13.4%)	40 (14.1%)
Tiktok	100 (35.2%)	99 (34.9%)	59 (20.8%)	26 (9.2%)
X (Twitter)	86 (30.3%)	95 (33.5%)	64 (22.5%)	39 (13.7%)
Snapchat	22 (7.7%)	79 (27.8%)	80 (28.2%)	103 (36.3%)

Source: Fieldwork 2025

In Table 3, the frequency of social media usage among civil servants in the Oyo State

Secretariat is examined across six platforms, Facebook, WhatsApp, Instagram, TikTok, Twitter (X), and Snapchat, categorized into daily, weekly, occasional, and non-use. The findings reveal that WhatsApp is the most extensively used platform, with 66.2% of respondents using it daily and 27.5% weekly, indicating its centrality in both personal and professional communication. Facebook also shows substantial usage, with 40.1% daily users and 30.6% weekly users, indicating regular engagement.

Instagram and TikTok display a more balanced usage pattern, with significant proportions using them both daily and weekly (26.1% and 46.5% for Instagram; 35.2% and 34.9% for TikTok, respectively), suggesting their dual appeal for personal and occasional work-related purposes. Twitter (X) has moderate levels of engagement, with a combined 63.8% using it daily or weekly. In contrast, Snapchat emerges as the least utilized platform, with only 7.7% daily users and over one-third (36.3%) reporting no usage at all, likely due to its limited applicability in formal or professional contexts.

Overall, the data revealed that civil servants primarily engage with platforms that support real-time messaging and information sharing, particularly WhatsApp and Facebook. These platforms facilitate both informal social interactions and functional communication tasks, reinforcing their prevalence in daily professional routines. The patterns also suggest a clear differentiation in platform relevance, with multimedia and entertainment-oriented applications like Snapchat being marginal in a bureaucratic work environment.

Research Question Three

For what purposes do civil servants use social media?

Table 4. Purposes of Using Social Media by Civil Servants

For ...	STATEMENTS	Mean	Std. Dev
	communicating and interacting with friends	3.60	0.607
	discussing work with colleagues	2.90	0.959
	building business contacts/connections	2.85	0.968
	searching for work-related information	2.96	0.961
	finding solutions to job queries/tasks	2.80	1.021
	watching movies.	2.07	0.974
	connecting and interacting with business partners.	2.79	1.049
	communicating, mobilizing, and organizing for national issues like politics, the economy, and religion	2.70	1.005
	private messaging, uploading photos, and online profiles.	2.70	0.847
	updating profile information.	2.66	0.844

Source: Fieldwork 2025

Table 4 provides the various purposes for civil servants using social media, as measured by the mean scores and standard deviations for each activity. The highest mean score (\bar{x}) was 3.60, and Std. Dev. of 0.607 for communicating and interacting with friends, suggesting that civil servants frequently use social media for personal connections. This indicates that the social aspect of social media is a primary draw for users within this group. Discussing work with colleagues has a moderate mean score (\bar{x}) of 2.90, and Std. Dev. (0.959), indicating a somewhat common use of social media for professional communication, although it is less frequent than personal communication. Searching for work-related information has a mean score of 2.96 (Std. Dev. = 0.961), and building business contacts/connections is rated at 2.85 (Std. Dev. = 0.968). This suggests that civil servants

moderately use social media for information gathering and networking, but these are not their primary uses.

Finding solutions to job-related queries/tasks (mean = 2.80, Std. Dev. = 1.021) is also moderately practiced, indicating that while social media is used for troubleshooting or professional assistance, it's not highly relied upon. Watching movies scored a lower mean of 2.07 (Std. Dev. = 0.974), reflecting limited use of social media for entertainment like movies among civil servants, possibly due to work time constraints or limited relevance of this activity in a professional setting. Connecting and interacting with business partners (mean = 2.79, Std. Dev. = 1.049) and communicating, mobilizing, and organizing around national issues (mean = 2.70, Std. Dev. = 1.005) have moderate scores, suggesting that while civil servants occasionally use social media for broader professional and societal purposes, these activities are not dominant. Private messaging, uploading photos, and online profiles (mean = 2.70, Std. Dev. = 0.847) and updating profile information (mean = 2.66, Std. Dev. = 0.844) are moderately common, indicating that users occasionally engage in personal profile maintenance and private communication. Civil servants in Oyo State use social media primarily for personal communication rather than strictly job/ professional purposes. While activities like discussing work with colleagues, searching for job-related information, and networking occur moderately, they do not surpass personal use for interacting with friends.

Hypothesis

Workers' intensity and frequency of use of social media have no significant influence on their job performance.

Table 5. Relationship between Intensity and Frequent Use of Social Media and Job Performance of Civil Servants in Oyo State

	Mean	Std. Deviation	N	r	P	Sig.
Intensity and Frequent Use of Social Media	13.46	5.056	284	-	0.000	Sign
Job Performance	18.19	3.855		0.254		

Source: Fieldwork 2025

The correlation coefficient (r) is -0.254, showing a moderate negative correlation between intensity and frequent use of social media and job performance. A negative correlation indicates that job performance decreases as social media use increases. The p -value is 0.000, which is less than 0.05. This shows that the correlation is statistically significant. The result is unlikely to have occurred by chance. The correlation is significant, as the p -value is very small (0.000). The results indicate a statistically significant negative relationship between the intensity and frequent use of social media and job performance ($r = -0.254$, $p = 0.000$). This suggests that higher levels of social media use are associated with lower job performance among the participants.

Discussion of findings

The study revealed that civil servants use social media for professional and personal purposes, with platforms offering communication features (e.g., WhatsApp and Facebook) dominating daily use. This is in line with the findings of [Ayinde et al. \(2020b\)](#) that researchers frequently used social media daily: emails (87.7%), Facebook (76.6%), and WhatsApp (71.6%) were predominant. In addition, the study's findings also revealed that civil servants in Oyo State use social media primarily for personal communication rather than job/ professional purposes.

While activities like discussing work with colleagues, searching for job-related information, and networking occur moderately, they do not surpass personal use for interacting with friends. This suggests that social media serves a dual role for civil servants, supporting individual and occasional professional interactions. The lower engagement in watching movies highlights a potential separation between professional and entertainment activities on social media. This conforms with the findings of [Couldry \(2015\)](#), who affirms that social networks are typical characterisations of human behaviour to fulfill the need to communicate and connect with people they know, meet new people who share their common interests, collaborate, participate, and share information and knowledge, as well as gain new knowledge within and without organisations.

The result of the hypothesis revealed that higher levels of social media use are associated with lower job performance among civil servants in the Oyo State secretariat, Ibadan. This does not conform with [Ibekwe et al's \(2019\)](#) findings, who found an encouraging link between social media and service quality, transcending into positive employee productivity. This is further buttressed by [Pukon and Ekienabor \(2024\)](#), who found that social media significantly positively impacts employee productivity in information technology companies in Nigeria. However, the finding is in line with the findings of [Varghese and Kumari \(2018\)](#), positing that using social media during productive hours significantly influences staff productivity. [Wushe and Shenje \(2019\)](#) equally corroborated this study's findings that social media usage in the workplace significantly decreased employees' productivity because of time spent online keeping in touch with friends, sharing pictures, and communicating with colleagues.

CONCLUSIONS

This study explored the perceived influence of social media usage on job performance among civil servants in the Oyo State Secretariat, Ibadan. The results revealed that WhatsApp, Facebook, Instagram, and TikTok were the most frequently used platforms, with WhatsApp dominating daily professional and personal interactions. Social media was primarily used for personal communication, while work-related use, such as collaboration or problem-solving occurred at moderate levels. Notably, a statistically significant negative correlation was found between intensity/frequency of social media use and job performance, indicating that higher levels of engagement were associated with reduced productivity. These findings affirm and extend the fourth research objective, suggesting that unregulated use can impair task efficiency.

Interpreting these results through Media Richness Theory ([Daft & Lengel, 1986](#)), social media can be classified as a high-richness medium capable of enhancing collaboration and immediacy. However, the results from this study support the contention that such richness must be contextually and temporally bounded, especially in bureaucratic settings where task structure and accountability are critical. While past studies (e.g., [Pukon & Ekienabor, 2024](#); [Noor & Shahrom, 2021](#)) have emphasized the productivity-enhancing potential of social media in private or flexible work cultures, this study aligns more closely with research indicating productivity loss due to social distractions (e.g., [Varghese and Kumari, 2018](#); [Wushe and Shenje, 2019](#)). Thus, the findings not only confirm the dual impact of social media identified in previous literature but also refine our understanding by emphasizing the public sector context, particularly in emerging economies.

From a public sector management and digital governance perspective, the results indicate the need for structured policy interventions. The study contributes to the broader discourse on e-governance and workforce digital transformation by emphasizing that controlling social media use is essential for sustaining organisational efficiency, enhancing decision-making, and mitigating productivity and security risks. Implementing policies that distinguish between personal and professional use, designate usage times, and integrate training for digital professionalism can promote a balance between access and accountability, thereby strengthening digital governance

frameworks in public institutions.

In summary, the study reveals that while social media has potential benefits in facilitating communication and collaboration, its dominant use for personal purposes during work hours significantly undermines job performance. Strategic use supported by governance frameworks can transform social media from a threat into a tool for professional enhancement.

LIMITATION AND FURTHER RESEARCH

While the study offers important insights, several limitations are acknowledged. First, the study relied on self-reported data, which may be subject to social desirability or recall bias. Second, it was geographically and sectorally limited to civil servants in Oyo State, Nigeria, which may affect generalisability to other regions in the country or sectors. Additionally, the study did not explore qualitative experiences, which may offer deeper insights into usage patterns.

Hence, future research could explore longitudinal or experimental designs to establish causality between social media use and job performance. Comparative studies across public and private sectors, or between countries, could deepen understanding of contextual influences. Researchers may also examine the role of organisational culture, leadership support, and digital literacy as moderators in this relationship. Finally, future research could investigate the effectiveness of specific governance mechanisms (e.g., monitoring tools, digital usage policies) on sustaining productivity and compliance.

Based on the findings above, the following are hereby recommended:

- i. The state government should introduce comprehensive social media usage policies to delineate unacceptable use during work hours;
- ii. The state government should conduct workshops to educate civil servants on the productive uses of social media, including tools for collaboration, networking, and information access;
- iii. The state government should embed digital governance policies in civil service operations;
- iv. Also, the government should promote the use of platforms like WhatsApp and Twitter for official communication, knowledge sharing, and engagement with stakeholders.

Implementing these suggestions/ measures can optimize the advantages of social media in professional settings while mitigating its challenges, ultimately enhancing the overall productivity and satisfaction of civil servants.

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