Social Media Usage And Employee Job Performance In Branches Of A Commercial Bank, Owerri, Nigeria

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Abstract
This study examined the relationship between social media usage and employee job performance in branches of a commercial bank Owerri, Nigeria. Through a purposive sampling method a total of eighty nine (89) copies of questionnaire were distributed, but eighty one (81) copies were duly completed and returned, recording 91% success rate. Data were analyzed descriptively. Correlation analysis was applied to establish relationship between the predictors of social media usage and employees' job performance. The result revealed that the mean scores were all high (above 4 points) in all the assessment, except for one variable. Pearson correlation showed that positive correlation exist between the use of social media and employees' job performance variables (adaptive performance r = 0.281 p= 0.011; creative performance, r = 0.234, p=0.035 and contextual performance, r = 0.294, p = .008). Considering these findings, it is concluded that the use of social media enhances employees' adaptive, creative and contextual performances which will ultimately lead to increase in organizational performance. The study therefore recommends the implementation of effective and adequate organisational policy that will enhance and strengthen social networking facilities and its usage among the staff for easy and quick knowledge sharing, innovation, advertisement of products and services for optimum employee and organizational performances.

Keyword: *Social media, Adaptive performance, contextual performance, creative performance.*

I.   Introduction

Background to the Study

Recently the business world has been faced with numerous problems and challenges ranging from financial crisis, ever increasing competition, reduced profit, dwindling economy, and increasing cost of living. Revitalizing and reinventing the culture of organisations and the way business operates is vital in achieving increasing levels of workplace performance and employee satisfaction (Pitt and Bennett 2008). Employees as the important assets of organisations have a vital role to perform to make organisations succeed in this ever dynamic and competitive business environment (Ramírez & Nembhard 2004). Also, knowledgeable workers account for more than two-thirds of the workforce with digital literacy, social connections and interactions becoming relevant skill in life not just for individuals but also for the organisations to excel and to be at bar and even afloat with the ever competitive business world (Ramírez & Nembhard 2004).

Organisations operating in a competitive and changing environment are highly interested in adopting effective, relevant and advanced technologies for their organisational operations. Social media still remain the most important places where this technology is widely adopted. They are not only used for entertainment and socialization, but also used for business purposes in organisations. Social media is the pathway through which individuals exchange knowledge and information (Çetinkaya, & Rashid, 2018). Equally, it is a medium that provides connectivity to people or through it people collaborate with one another whether inside or outside the organisations (Daowd, 2016). Through its usage individuals come together and form different groups. They are an organized systems or mediums through which groups are formed, help is acquired, information is shared, and actions are taken to achieve certain goals and objectives (Martensen, Borgmann & Bick 2011). Web sites are commonly used for online social networking; these web sites are known as social networking sites (SNS), which include Facebook, Whatsapp, Twitter, YouTube, Instagram, LinkedIn, Skype etc. Social media usage has brought basic and key changes in the way individuals interact as employees and also as organisations (Martensen, Borgmann & Bick 2011).

Social media has changed the way people interact and communicate with each other throughout the globe. Social media is an old notion and has been in place since the existence of communication and relationship among humans. Its usage started with the telephone since 1950s. Email which was the original method used to exchange messages from one computer to another that required both computers to be connected to the internet same time started during the 1960s (Edosomwan, Prakasan, Kouame, Watson, & Seymour (2011). The internet first appeared in 1991 while social media came up in 2000 and later other networking sites (Wikipedia, MySpace, LinkedIn, last FM, tribe.net, Hi5, etc.) came up and boosted interactions between people for the exchange of ideas, entertainment and otherwise. In 2005, YouTube, and Yahoo! 360, cyword, were introduced (Junco, Heibergert & Loken, 2011).

Dramatic changes in human environment were observed with the introduction and use of social media. Social media offers very easy and dynamic tools to the management and compliments knowledge management (Cao & Ali, 2018). Employees apply online applications in their work activities because these bring efficiency in performance (Cao & Ali, 2018). In management, social media usage is usefulness in organisational design and business dynamism (Kane, 2017a). Due to its usage, organisations are either faced with good outcomes or bad outcomes (Kane, 2017a; Tajudeen, Jaafar, & Ainin, 2018). A good example is that social media provides cooperate bodies the opportunity to uploaded information which will be shared among her staff and customers. Conversely, it may become a threat whereby competitors use uploaded information against any given organisation, institution, individual or employee. Equally, its usage can negatively affect organisational productivity when it is wrongly used. Despite the positive aspect of social media, little attention has been given to its use in some organisations (Tajudeen, Jaafar, & Ainin, 2018). Its usage increases the capabilities and performances of the employees because it allows robust sharing of knowledge, innovative ideas and reduction in workload (Fusi & Feeney, 2016). Social networking (SN) applications provide different functionalities for its users like chatting, video conferencing, video call, Snapcha and others.

Chatting is an interaction that gives a real-time transmission of text messages from one person (sender) to another (receiver) (https://en.wikipedia.org/wiki/Timeline_of_social_media). Actually, chat messages address point-to-point transmission and multicast interactions from one person (sender) to a receiver, even many receivers provided they are in contact.

Video conferencing is a type of conference or meeting where all the participants involved are usually online at the same time using a particular social media platform to discuss, deliberate, communicate and share ideas and knowledge with one another (https://en.wikipedia.org/wiki/Timeline_of_social_media). Due to its usefulness, availability and cost effectiveness, companies with little resources now leverage on multiple social media platforms to develop their organisational structure (Betsy, Eric, & Hyeong-Gyu, 2015; Young, 2017).

Studies have shown that the acceptance of social media/social web in organisational setting affects job performance (Cooke, 2008; Amo, Lorenzo-Romoero & Borja, 2011; White, 2014; Cao, Guo, & Vogel, 2016; Ardam 2017). Job performance itself is the total output or desired outcome expected from a specific job of an employee (Choudhary, Naqshbandi, Philip, & Kumar, 2017). This includes products, results, services, values, achievements and competitive edge that are achieved from work (Chen, 2014). It is the sum total of a worker's execution of assigned tasks (Fletcher, 2022). Studies have also documented various types of employee job performance to include task performance, contextual performance, adaptive performance and creative performance (Stone-Romero, Alvarez, & Thompson, 2009; Koopmans, Buuren, & Beek, 2013; Uryan, 2015; Catalsakal, 2016).

Task performance is that aspect of performance in relation to the technicality of the organisation. It sustains the core standard operating techniques of any organisation either by ensuring its implementation or enhancing its services (Uryan, 2015). Contextual performance on its own is the employees' behavioural systems that assist the psychological and social perspectives in which task activities are performed (Stone-Romero, Alvarez, & Thompson, 2009). In simple terms, contextual performance is an employee action or attitude that enhances organisational performance. Here employees collaborate with their colleagues following organisational rules and also by putting extra efforts. For instance when a colleague tell his coworker the idea to generate new products for the company and also suggest possible marketing strategies.

Adaptive performance is the suitability of an employee to understand and handle organisational dynamism (Pulakos, Arad, & Donovan, 2000). It is a measure of the employees' ability to learn new ideas and technics to solve existing and new problems and to enhance production (Koopmans, Buuren, & Beek, 2013).

Creative performance is the capability of an employee to develop or create products, methods, policies or ideas that are of great benefit to the organisation (Guegan, Nelson &Lubart, 2017).

Social media is essential for organisational practices and growth because it showcases the organizational performance to the outside world. Some organisations use it in their daily work and to engage customers (Macnamara & Zerfass, 2012). Customers use it to make purchase decisions and to relate with establishments (Nga Ling Chan & Guillet, 2011). However, like other emerging technologies, social net

workings and their usage by workers is controversial. This prompted this study to provide explanatory insights into the capabilities of its usage and the effect it has on employee's job performance.

Statement Of The Problem

Recently, social media sites popularity, its workplace usage and employees addiction poise different concerns or challenges for employers. Also, workers attitude toward social networking and time spent on the platform participating in unofficial issues and concerns like participating in personal platforms, chatting with friends, relatives and other business associates, viewing sport scores, doing private business, streaming and downloading videos and music is of great concern to employers. Equally, studies revealed that participation in using social media brings about reduction in productivity since it is time wasting and addictive. Globally, companies have encountered various problems attributed to its usage and are searching for various ways of remaining afloat. It is hard to regulate and control employees who are addicted to social media.

In addition, some organisations have encountered severe problems, loss of huge capital and time in trying to overcome certain problems like image damaged, unhealthy competition resulting from its usage. Therefore, this research aims to assess the effect of the use of social media on employee job performance of branches of a selected commercial bank, in Owerri.

Objectives Of The Study

The broad objective of this study is to assess the effect of social media on employee job performance, using branches a selected commercial bank, in Owerri. The specific objectives are to:
1. Examine the effect of chatting on adaptive performance.
2. Identify the effect of video conferencing on creative performance.
3. Find the effect of video conferencing on contextual performance.

Research Questions
1. What is the relationship between chatting and adaptive performances?
2. What is the relationship between video conferencing and creative performance?
3. What is the relationship between video conferencing and contextual performances?

Statement Of Hypotheses

H_{O1}: There is no significant relationship between chatting and adaptive performance.
H_{O2}: There is no significant relationship between video conferencing and creative performance
H_{O3}: There is no significant relationship between video conferencing and contextual performance.

Scope Of Study

This research focused on social media usage and its effects on the performance of the employee of branches of a bank. The study concentrated on the operating and marketing staff of all the branches of a named commercial bank, in Owerri, Nigeria. Owerri is the legislative seat of Imo State. Imo State is found in the Eastern Nigeria. Owerri is the biggest city in Imo State. It is the hub of Imo State and called the entertainment capital of Nigeria because of the numerous hotels, casinos, studios, and relaxation centres located within it and it's environ. Also, most of the higher institutions in Imo state are located in Owerri. (https://en.wikipedia.org/wiki/Owerri).

II.   Review Of Literature

Review of Key Concept

The conceptual framework of this research was developed based on literature review. This conceptual framework depicts the independent variable and dependent variables.
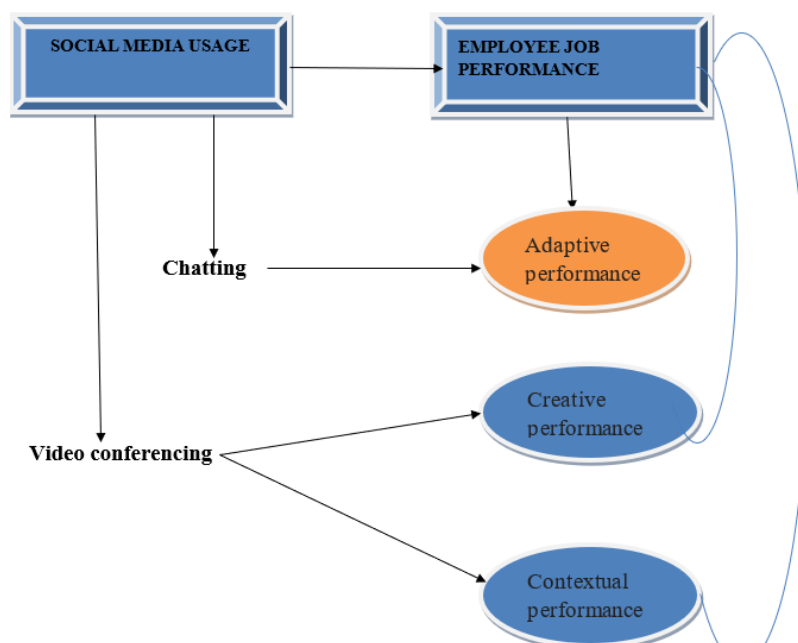
Figure 1: Social media usage and employee job performance variables
Source: Authors own creation, 2022

Technologies have transformed the pattern of work and the outcome of work. It started with the use of photocopier in 1960s. Then, in 1970s calculator and international fax standard were invented. However, the invention of computer, laptops and cell phones was in 1980. After that, in 1990 World Wide Web (WWW) and WiFi were created. In 2000 social networking sites were invented (Adzharuddin & Kander, 2018). With this development, users of internet belong to one or more forms of social networks. Networking sites is a technological innovation that cannot be looked down in the business world that is dynamic in nature, if companies want remain afloat and gain competitive advantage. Every day, people and organisations engage themselves with social networking to relate with colleagues, friends, customers, stakeholders, family, and other organisations, to purchase things online (Adzharuddin & Kander, 2018) and to solve one problem or the other. The sites allows one or groups to express themselves and make them to have confidence and satisfaction (Das & Sahoo, 2011). The network is a design or pathway composed of groups or organiations called nodes, which are bound or linked together or connected by likes/dislikes, (Abhyankar, 2011).

Increasing internet usage has led to communication revolution in the world recently. This revolution is brought about by high technology (Coyle & Vaughn 2008; Moqbel, 2012). However, Boyd & Ellison (2007) observed that managing risks arising from social media usage is a big challenge to cooperate organisation. For now, no evidence exist of how managerial assessment of performance is affected by employee use of social networks, and how social networks function as a means of exchanging information about individual, about fair treatment during appraisal and how they will structure employees' behaviour in cooperate organisation (Broughton, Higgins, Hicks & Cox, 2010).

Global pathway for connection, interaction and circulation of informations and ideas is being provided by WhatsApp, Twitter, Facebook, Instagram, YouTube and LinkedIn. Sakthivel & Parasuraman (2018) identified social networks as web-based services that enable people to create a public profile within a structured system, permitting them to arrange group of people to connect and share ideas and information within a system. It has three components: a component which generates and circulates the contents; another component that retrieves the generated substance and lastly, persons that make use of the retrieved contents officially or personally (Carr & Hayes, 2015). The components can connect users to other platforms (Özdemir & Erdem, 2016; Varotto, Gamberini, Spagnolli, Martino & Giovannardi, 2016) for sharing of knowledge/information without constrain (Gao, Wang & Wanga, 2019) and for efficiency and competitiveness in work place (Wang, Yang & Chen, 2016).

Different Functionalities of Social Media
The functionalities of social media allow users for daily interaction with coworkers, friends, relation and the society at large. These include:

➢ **Chatting** is a communication form that uses internet facility for circulation of information/ideas in text form from one person to another or to a group called receiver. Usually in chatting, messages are made to be short

and participants respond quickly. Chatting addresses point-to-point communications from senders to receivers. It can also be video-based, using webcams (https://www.geeksforgeeks.org/what-is-chatting-definition-types-platforms-risks/). Finally, chatting is a form of informal conversation. There are hundreds of chat apps'and here are a few of them: Yabb Messenger, WhatsApp, Telegram, GroupMe, Line, WeChat, Kakao Talk (KaTalk), Kik Messenger, Tango, Facebook Messenger, Google Hangouts, Group FaceTime, Snapchat, Skype, Viber Messenger, Nimbuzz and Voxer Walkie Talkie Messenger (https://www.yabb.com/blog/best-chat-apps/).

➢ **Video Conferencing** is a form of conference or meeting held using internet facility whereby all the participants will be online at an agreed period using a particular social media platform discussing, deliberating, communicating and sharing ideas and knowledge with one another. Video conferencing is cost effective; it allows communication to take place between individuals without travelling and without face-to-face contact. It is convenient for users in different cities or countries; it reduces hassles associated with travelling for business. It is very useful for organizing and holding routine meetings, negotiating business and for interviewing candidates for employment (Kagan, 2022). Essentially from this mode of communication we have two types of video conferencing, point to point conferencing and multipoint conferencing (Shivasangaran, 2022). Video conference software available includes: Zoom, Google Meet, and Google Meet. Other options include Webex, Anymeeting, Highfive, Skype, Slack, Zoho or Dialpad. However to start a meeting without the rigor of downloading software, the following services can be used: Skype Meet Now, WebRoom, and Jitsi Meet (Miranda, and Watts, 2022). Video conferencing allows for collaboration for business and for education, its usage increased dramatically during the Covid 19 pandemic (https://www.microsoft.com/en-us/microsoft-365/blog/2020/03/05/our-commitment-to-customers-during-covid-19/; https://finance.yahoo.com/video/coronavirus-leads-zoom-lift-limit-151715679.html).

Importance of Social Media
The creation of internet based communication has affected job performance (Amo, Lorenzo-Romero, & Borja, 2011). Blogs, WhatsApp and SNS contribute to information and idea sharing processes (Louie, Wong, Carol Ou, Davison, Hui Zhu, & Zhang, 2016). Many organisations achieved their desired vision and mission by using advanced communication technology (Odoom, Anning-Dorson, & Acheampong, 2017). The following are the advantages of using social media in organisations:
- Improved communication
- Building of relationships
- Saving money
- Saving time
- Streamlining collaborations
- Increased efficiency
- Increased productivity and
- Makes scheduling of meetings easier.

Employee Performance
Job performance refers to employees capabilities to be aware of designate goals and satisfying such goals to meet the expectations of the organisations (June and Mahmood, 2011). It is seen as the production of an employee for a given assignment or job (Choudhary, Naqshbandi, Philip, & Kumar, 2017). It is of great concern to organisations due to its importance in achieving high organizational productivity (Cook, 2008). It is the outcomes and values that are made available after performing a given task or job (Chen, 2014). Several studies reviewed show the following as types of job performance; Agility performance (Abtahi, Khalili-Damghani, 2011; Khalili-Damghani, Taghavifard, Olfat, and Feizi, 2012), task performance (Harari, Reaves, & Viswesvaran, 2015; Uryan, 2015), contextual performance (Stone-Romero, Alvarez, & Thompson, 2009), adaptive performance (Pulakos, Arad & Donovan, 2000; Koopmans, Buuren, & Beek, 2013) and creative performance (Uryan, 2015; Catalsakal, 2016; Guegan, Nelson &Lubart, 2017).

Theoretical Review
There are various theories that enhance the understanding of social media usage. This includes communication privacy management theory (CPM), (Mohan, 2016; West & Turner, 2013) social media engagement theory (SMET) (Di Gangi, & Wasko, 2016) and the uses and gratification theory (UGT), (Racquel, 2019). Attention was paid to the uses and gratification theory (UGT) in this work.

Uses and Gratification Theory (UGT)
This theory, uses and gratification theory was framed by Elihu Katz, Jay Blumler, and Michael Gurevitch in 1970 (Katz, Gurevitch, & Hass, 1973). The theory recorded a shift in mass communication to note

the need why the user uses it (Pearce, 2009). The theory emphasizes that individuals use the media to solve their own problems (Racquel, 2019).

Basic assumptions of uses and gratification theory
The listener is active and his use of media is goal oriented. The idea in linking need gratification to a particular platform/channel choice lies with the audience. The channel competes with its rivalries for need satisfaction. The UGT is grounded in the following five assumptions (Peirce, 2007; Racquel, 2019):
➢ The audience is an active player in their media selection.
➢ The idea in linking needs gratification and media choice is the responsibility of the listener.
➢ The media and other sources are is in constant competition.
➢ The goals of the media use are gotten from the listener' information concerning the media.
➢ Listener' actions are being considered while the value judgment of the cultural importance of media information is deferred.

Criticisms of uses and gratification theory (UGT):
Many authors have criticized UGT. Below are the criticisms of the UGT (Rossi, 2002; Peirce, 2007; Racquel, 2019):
▪ The power of media was not considered in theory.
▪ Emphasis was laid more on the audience and not the media.
▪ Positive attention of the theory rests on individuals in the mass communication process.
▪ Mainly the theory emphasizes on listener's preferred media content to its unintended effects in their minds.
Notwithstanding the above lapses the theory is continually been used by researchers to access its motivational ability (Rossi, 2002; Peirce, 2007; Racquel, 2019).

Empirical Review
Agrippah, Tambudzai, & Nelson (2014) worked on the impact of access to social media on employee productivity and organisational performance at Econet Wireless Zimbabwe. The research examined how the employees utilized social media apparatus and the impact of the instruments on their productivity and the overall outcome of the business. Survey technique was adopted with the use questionnaires as data collection tools. 140 employees were randomly selected. Frequencies, percentages and mean were gotten. Findings indicated that the business advantages and usefulness of social networking in the corporation were still very much underappreciated and undervalued. Also, social media usage enhances knowledge sharing thus making organisations more agile.

Ferreira & du Plessis (2009) investigated the recent internet developments as seen in the social Web and specifically considered the effect of online social networking (OSN) on employee performance. The consequences of the networks on the employees if allow unlimited access was also considered. 89 respondents were successfully captured with a response rate of 48.6%. The data were descriptively analysed using SPSS, version 2.0. The result obtained was ambiguous.

Ardam, (2017) investigated the impact of social media on organisational performance of Dead Sea products companies, Jordan. 169 managers and supervisor participated in the study by filling questionnaire and interviewed by a panel committee. Data were descriptively analyzed. Finding revealed significant positive impact of social media usage on organisational performance. Also, the study showed high percentage use of social media by employees of limited liability firms especially by relatively new small firms but lacking in public shareholding companies' especially large and old ones.

Çetinkaya & Rashid (2018) in their study examined the effect of use of social media on employee job performance. The research was an empirical study. 300 questionnaires were shared randomly to workers of service providing organisations in Konya, Turkey. A Modeling Structural Equation method was used for analyzing 236 (68%) questionnaires. Significant relationship was observed between use of social media and employee job performance.

Andreassen, Torsheim, & Pallesen (2014) worked on use of online social network sites for personal purposes at work: Does it impair self-reported performance? The research assessed the use of online social network sites for personal purposes during working hours and also to examined whether such use was absolute (rating of own usual performance) and relative (rating of own usual performance compared to one's judgment of the usual performance of most workers in similar a job) self-reported work performance, controlling for basic demographic, personality, and work-related variables. 11,018 employees (5,656 men and 5,362 women) took part in the study. Hierarchical regression analysis was performed. The media variables were significantly and negatively related to both absolute and relative self-reported work performance.

Sakthivel & Parasuraman (2018) carried out a research on relationship between use of social networking sites and employees' performance. The relationship between use of social networking sites and

employee performance was investigated. Both secondary and primary data were used. Responses gotten from interview and questionnaire served as primary data. The interview was grouped into two parts: group one (contains questions related to issues on use of social networking platforms), and group two (deals with questions related to impact of social media on performance using these proxies; knowledge, skills, motivation and output). Questionnaire containing close ended questions was used. Correlation and regression analysis were performed. Significant relationships exist between use of social networking sites and employee performance.

Lumumba (2017) examined social media use and its impact on employees of Samsung Electronics Company, Nairobi. This study looked at the purposes for which employee use social media and its effect on their performance. Data collection was carried out via questionnaires. Frequency counts, percentages, weighted averages, Pearson's correlation and simple regression analysis techniques were used. The study established that WhatsApp, Facebook and Instagram were mostly used by the workers. Also, the employees at Samsung Electronics were to a large extent using social media to make friends, receive and send messages. A negative correlation between employee performance and use of Social Media was established. Finally the regression analysis results indicated that use of social media makes a significant contribution to the sales representative's performance.

III.   Research Methodology

Type of Research

This study adopted a survey research design which has to do with the investigation of activity, programme(s), opinion and other manifestations of a group of people, institutions' environment and getting information and facts from them.

This study used two types of data; primary data and secondary data. The researcher sourced the primary data from opinions, suggestions and responses from the subjects. Secondary data were gotten from established reports, journals, periodicals and materials existing in the Banks.

We used questionnaire as the major tool for data collection. The use of questionnaire was practically suitable because of the respondents that were considered and also is the sure way that grantee privacy and confidence to the population under study.

Population of the Study and Sample Size Determination

The study covered the entire operations and marketing staff of three branches of the commercial bank in Owerri, Nigeria.

The sample size of this research was statistically determined using Yamen 1964 in Singh, and Masuku (2014).
n= N/1+Ne2
Where n =sample size
N= Total population
e=allowable error limit
$n=115/1+115(0.05)^2$
=115/1+0.29
=115/1.29
n=89

Table: 1 Population of the Study

Name Of Branch	Type Of Staff	No Of Staff
Douglas Road (Owerri Main Branch)	Operational Staff	20
	Marketing Staff	30
Okigwe Road Branch	Operational Staff	15
	Marketing Staff	20
Ph Road Branch	Operational Staff	14
	Marketing Staff	16
Total		115

Source: Field survey, 2022

Sampling Techniques

Sampling method/technique, referred to the method specifying how the elements were selected from the population which could be probability or non-probability sampling methods. Both probability and non-probability sampling were used in this study. The purposive sampling was adopted as respondents were selected based on their availability at the time of visit and accessibility to the researcher from the non-probability sampling. Also, the quota sampling method was applied on the staff strength of each of the branches using their ratios. Hence, the quota of respondents sampled in each branch was based on the staff strength ratio of the

branch relative to the total number of the studied group. The sample sizes for each of the branch are calculated thus:

Total Population   =   115
Sample size   =   89
Quota sampling for Douglas Road Branch
=   50   x   89
115   1   _____   _____
4450
115   = 39 Staff.   _____
Quota sampling for Okigwe Road Branch
=   35   x   89
115   1   _____   _____
3115
115   = 27 Staff   _____
Quota sampling for PH Road Branch
=   30   x   89
115   1   _____   _____
2670
115   = 23 Staff   _____
Total   39+27+23 =89

Therefore, in selecting the elements from population composition; 39 respondents were from Douglas Road Branch, 27 respondents from Okigwe Road Branch and 23 respondents were from Port Harcourt Road Branch of the bank.

Validity of Instruments
Validity refers to the quality of instruments/procedures used in information/data collection that enables it to measure effectively and accurately what it is supposed to measure. It entails the extent to which evidence and theory support the interpretation of test (Ossat, 2009). Construct validity was considered.
Construct validity is the inferences made on observations especially on test scores to achieve the needed construct. It conceptualizes the latent variable and correlates it with scores for a given measurement. In this research, it was carried out using constructive adjustments and guidelines of researchers in Management.

Reliability of Instrument
This is the degree of consistency of an instrument or procedure. It is the extent to which a measure is free from random error. A measurement can only be considered reliable if it produces the similar results when repeated in a similar circumstance (Agu, 2015; Nnamocha, 2013). Internal consistency method was used. Internal consistency method is a process used to check the reliability of summated rating scales e.g. likert scale, multi-items rating scale etc. Here, test-re-test and Cronbach Alpha reliability test were employed before producing final copies. Contrary to the acceptable score of 0.7 or more for research in business (Nunally, 1978), a minimum threshold of 0.5 was suggested by Formell & Larcker (1981) in Nnamocha (2013) and Agu (2015).

Operational Measures of Variables
This focuses on the proxies or predictors of the variables of the hypotheses.
For test of hypothesis one, Pearson correlation was employed to confirm the relationship between chatting and adaptive performance.
For the test of hypothesis two, Pearson correlation was done to show the relationship between video conferencing and creative performance.
For the test of hypothesis three, Pearson correlation was perform to ascertain the relationship between video conferencing and contextual performance.

Ethical considerations
The ethical guidelines of Abia State University, Uturu, Nigeria were used for the purpose of this study. Respondents willingly took part in the study. Information, confidentiality and privacy of the respondents were properly protected.

Data Analysis Techniques
SPSS 23.0 was devoted for the data analysis. In answering the research questions, descriptive statistics such as percentages, mean and standard deviation were used. Pearson Correlation Coefficient (r) was used to

test the hypotheses and to ascertain the relationship between social media usage variables (chatting and video conferencing) and employee performance variables (adaptive performance, creative performance and contextual performance). Pearson's correlation measures the linear relationships between two variables
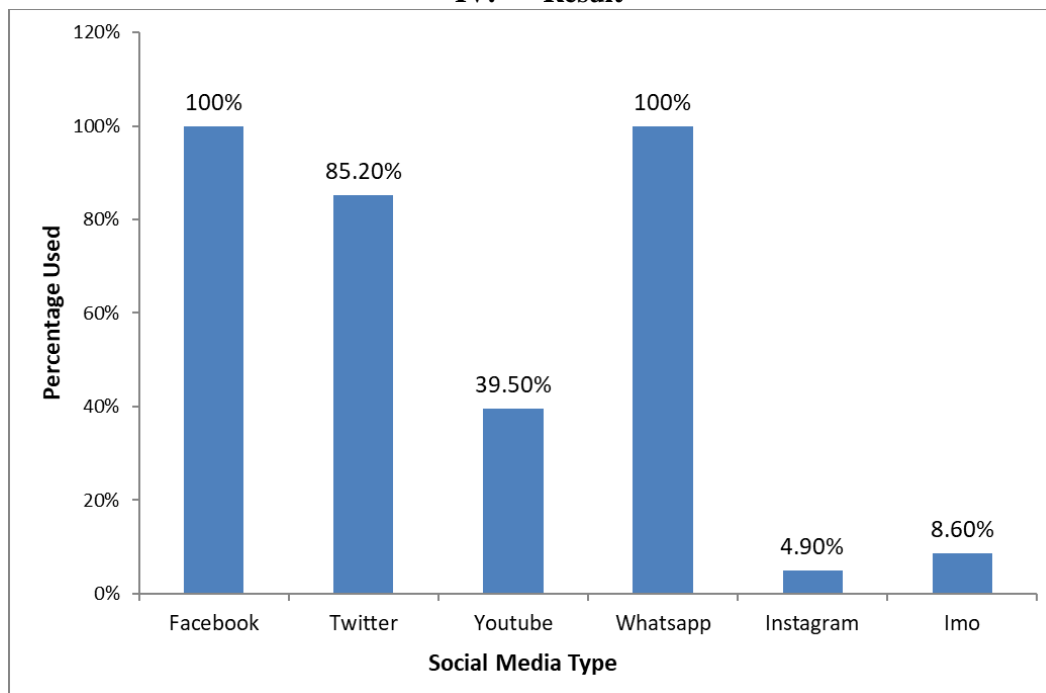
IV.   Result

Figure 2: Frequency (%) of Type of Social Media/Networking Used among the Group Studied.

The result on figure 2 above shows that more than one social media was used at work among the study group. The largest combination was among the users of Facebook, Twitter and WhatsApp (41: 50.6%), followed by those who used Facebook, Twitter, Youtube and WhatsApp (27: 33.3%). Those using Facebook, Youtube and WhatsApp recorded 5 (6.2%) while that of Facebook, WhatsApp and Imo had 4 (4.9%). None of the subjecs used Myspace and Google group. The output on social media/ networking used at work clearly showed that all the 81 participants (100%) used Facebook and WhatsApp. Adoption of Twitter was also quite high (69: 85.2%), while 32 (39.5%) used Youtube and only 4 (4.9%) and 7(8.6%) respectively use Instagram and Imo (Figure 2).

Table 2: Overall assessment of chatting and video conferencing on Employee performance

S/n	Items	SA	A	U	D	SD	Mean	St. dev
	Adaptive performance							
1	Chatting at work allows new faster way of doing your work and contacting clients.	66	9	1	5	0	4.7	0.8
2	Chatting at work increases variety and diversification of tasks you do at work.	45	29	4	3	0	4.4	0.8
3	Chatting at work allows you to learn new task and excellently solve the problems more efficiently.	0	75	2	4	0	3.9	0.5
	Creative performance							
1	Video conferencing gets me chance to contribute to decisions that affects my job leading to high performance.	57	23	1	0	0	4.7	0.5
2	Video conferencing facilitates the sharing of new products thereby enhancing performance/output	63	15	1	2	0	4.7	0.6
3	Video conferencing makes it quickly and less cumbersome to handle and solve customers' problems thus maintaining good customer relationships.	59	18	2	2	0	4.7	0.7
	Contextual performance							
1	Video conferencing at work makes possible to access help from colleagues through sharing and receiving of feedback from fellow workers.	55	22	1	3	0	4.6	0.7
2	Video conferencing at work breaks hierarchical boundaries this allows me to perform better in team.	72	6	1	1	0	4.8	0.6
3	Video conferencing allows you to follow the organizational rules.	48	17	8	8	0	4.3	1.0

SA: Strongly agree, A: Agree, U: Undecided, D: Disagree, SD: Strongly disagree, St. dev: standard deviation

Very high mean score of 4.6 (st.dev = 0.3) was obtain in the overall assessment of the effect of chatting and video conferencing on job performance (Table 2), showing that the respondents believe that the adoption of social media promotes their performance. The mean scores were all high (above 4 points) in all the three assessment questions for each of the three types of employee's job performance except for one of the assessment questions (Chatting at work allows you to learn new task and excellently solve the problems more efficiently) in adaptive performance with a mean score of 3.9.

With regards to adaptive performance, 4.7 (the highest mean score) was obtained for the responses that, ''chatting at work allows new faster way of doing your work and contacting clients''. Out of which 66 of the 81 (81.48 %) strongly agreed while 9 (11.11%) agreed.

For creative performance, highest mean score point of 4.7 was obtained on three items- the participants believed that the adoption of social media gets me opportunity to contribute to decisions that concerns my job leading to high performance; video conferencing facilitates the sharing of new products thereby enhancing performance and productivity; social media makes it quickly and easy to handle and solve customers' problems thus maintaining good customer relationships.

Considering contextual performance, highest mean score of 4.8 was obtained for the responses that, video conferencing at work breaks hierarchical boundaries this allows me to perform better in team''. Out of which 72 of the 81 (88.89 %) strongly agreed while 6 (7.41%) agreed. This was followed by the response that, ''video conferencing at work makes it possible to access help from colleagues through sharing and receiving of feedback from fellow workers'', (mean score of 4.6).

Test of hypotheses one
Null hypothesis (H$_{O1}$): There is no significant relationship between chatting and adaptive performance.
Alternate hypothesis (HA$_1$): significant relationship exists between chatting and adaptive performance.

Table 3: Correlation between chatting and adaptive performance

		Adaptive performance	Chatting
Adaptive performance	Pearson Correlation	1	.281*
	Sig. (2-tailed)		.011
	N	81	81
Chatting	Pearson Correlation	.281*	1
	Sig. (2-tailed)	.011	
	N	81	81
*. Correlation is significant at the 0.05 level (-tailed).			

The Correlation between chatting and adaptive performance is presented in Table 3 above. Positive relationship exists between chatting and adaptive performance (r = 0.281). This indicates that chatting boosts adaptive performance in the bank among the study group. This relationship was found to be significant (p =0.011), hence we reject the null hypothesis and accept the alternate hypothesis (HA$_1$) which says that positive relationship exists between chatting and adaptive performance of bankers.

Test of hypotheses two
Null hypothesis (H$_{O1}$): There is no significant relationship between video conferencing and creative performance of bankers.
Alternate hypothesis (HA$_1$): significant relationship exists between video conferencing and creative performance of bankers.

Table 4: Correlation between video conferencing and creative performance

		creative performance	Video conferencing
creative performance	Pearson Correlation	1	.234*
	Sig. (2-tailed)		.035
	N	81	81
Video conferencing	Pearson Correlation	.234*	1
	Sig. (2-tailed)	.035	
	N	81	81
*. Correlation is significant at the 0.05 level (2-tailed).			

Table 4 presents the correlation relationship between video conferencing and creative performance of bankers. The Table showed positive correlation coefficient (r = 0.234,) between video conferencing and creative performance of bankers, indicating that social usage leads to creative performance among the study group. Also, significant relationship was found between video conferencing and creative performance of bankers (p =0.035), leading to the rejection of the null hypothesis and the acceptance of the alternate hypothesis.

Test of hypotheses three
Null hypothesis (H_{O1}): There is no significant relationship between video conferencing and contextual performance of bankers.
Alternate hypothesis (HA_1): significant relationship exists between video conferencing and contextual performance of bankers.

Table 5: Correlation between video conferencing and contextual performance of bankers

		contextual performance	Video conferencing
contextual performance Work Participation	Pearson Correlation	1	.294**
	Sig. (2-tailed)		.008
	N	81	81
Video conferencing	Pearson Correlation	.294**	1
	Sig. (2-tailed)	.008	
	N	81	81
**. Correlation is significant at the 0.01 and 0.05 level (2-tailed).			

Table 5 represents the Correlation between video conferencing and contextual performance of bankers. The Pearson correlation shows that positive correlation (r = 0.294, p = .008) exist between the two variables, which is a clear indication that video conferencing is likely to encourage employees' contextual performance. The hypothesis of no relationship between video conferencing and employees' contextual performance is totally rejected as significant relationship was found between the two (p <0.05), table 7. Hence, alternate hypothesis (HA_1), which says that positive relationship exists between video conferencing and employees' contextual performance was accepted.

Discussion of Findings
This research examined the effect of social media usage on employee job performance of three branches of a selected commercial bank in Owerri, Nigeria. The following social media usage was accessed among the study group: Facebook, Twtter, WhatsApp, Imo, Instagram, MySpace and Goggle. The result demonstrated that more than one social media was being used at the workplace among the study group. The frequently used media were WhatsApp, Facebook, and Twitter while MySpace and Goggle Group were not used by the respondents. The least social media used was Instagram. This agrees with Lumumba (2017) who examined social media usage and its effect among employees of a corporate body in Nairobi. WhatsApp, Facebook and Instagram were the most frequently used social media by the employees in this very study. Ardam, (2017) in his own study reported high usage of social media by employees of relatively new small limited liability firms but it is lacking in public shareholding firms especially in the large and old ones in Jordan. Therefore, many social networking platforms (greater than one) may be adopted by employees of an organisation, but the combination and frequencies of use may vary from organisation to organisation and even from countries to countries.

The overall use of chatting and video conferencing, clearly showed strong tendency on bankers performance with a total mean score of 4.3. The highest mean score point of 4.7 was obtained on "the participant's acceptance that social media use at work allows new faster way of doing work and contacting clients. While a mean score of 4.4 was for chatting at work increases variety and diversification of tasks you do at work. Also, chatting at work allows you to learn new task and excellently solve the problems more efficiently. In agreement with this very study, Sakthivel &Parasuraman (2018) revealed that knowledge, skills, motivation and performance were developed through the use of social platforms thus establishing significant relationship between use of social platforms and job performance.   Organisations can achieve improved skills/abilities, knowledge/qualification, productivity/outcomes, satisfaction and motivation of her employees through the use of social platforms. Organisations should as a matter of fact develop right attitude in its employees towards social media usage. Our finding is in agreement with (Dunne et al., 2010; Amo et al., 2011; Çetinkaya & Rashid, 2018) who noted positive relationships between social media usage and job performance. Allie (2016) revealed significant complications brought due to internet usage at work. Their study indicated that organization recognize internet misuse by employees within working hours; employees do not abide to internet policies within the organisation. Therefore the impact of social media on performance can be good or bad. Andreassen, Torsheim, & Pallesen (2014) reported negative impact while Ali-Hassan et al., (2015) reported positive effects.

The overall mean score of 4.7 for each assessed items showed a very strong relationship between video conferencing and employee's creative performance. Majority (57: 70.37%) of the respondents strongly agreed, (23: 28.40%) agreed that "video conferencing gives me chance to contribute to decisions that affects my job leading to high performance." The mean scores for this item was 4.7 indicating that social media application brings about increase employee's creative performance. Odoom, Anning-Dorson, & Acheampong, (2017) showed that organizations that approve the use of social media at work are essentially satisfied with their

employees' output. Also majority (59: 72.84%) of the subjects strongly agreed, (18: 22.0%) agreed that the acceptance of social media makes it quickly and easy to handle and solve customers' problems thus maintaining good customer relationships. Video conferencing at work enhances performance this made us to achieve our second objective which seeks to identify the effect of video conferencing on creative performance of the bankers.

The mean scores were all high (above 4 points) in all the three assessment questions for the video conferencing and employees contextual performance. A mean score of 4.8 (highest) was obtained for the responses that, "video conferencing at work breaks hierarchical boundaries that allows them to perform better in team". 72 (88.9%) and 6 (7.4%) strongly agreed and agreed that video conferencing at work breaks hierarchical boundaries that allows them to perform better in team. This result is suggestive that the interaction between employees through the use of social media as a medium of group communication plays essential role in facilitating quick exchange and transferring of information among members. This agrees with the report that enhanced team communication guarantees internal information delivery thereby improving employees' intelligence, thought and emotion (Mohammed & Dumville, 2001), and enhances team innovation through professional knowledge, ideas and resources synergy (Patrashkova-Volzdoska, Mc Comb, Green, & Compton, 2003). Conversely, Denison, Hart, and Kahn, (1996), in their work noted that inadequate communication hinders team creativity due to lack of full and effective integration of group expertise, information, knowlege and resources. Furthermore, a good interaction between employees is deployable to encourage group trust and provide psychological support needed to reduce psychological stress induced by innovation failure. Scott & Bruce (1994) found that employee' creativity is positively affected by his relationships his team members. Also supporting the finding of this project, Agrippah, Tambudzai, & Nelson (2014) poised that social networking offers enhanced levels of employee output. Findings here are in agreement with the reviewed literatures, thus leading us to achieve objective three which looked at the effect of video conferencing on contextual performance of the bankers.

V.   Conclusion

Use of social media at work has a positive effect on adaptive performance, creative performance and contextual performance of the bankers. The Use of social media enhances performance and productivity because it permits the sharing of information and knowledge which enhances innovation for real time and on-time performance and productivity. However, the risks (loss of confidential resources, wastage of time, exposure to malware, lower profit, loss of capital, cost of bandwidth, theft of company's information and reduced output) associated with social networking sites and usage should be noted and tackled especially when time scheduled for work or production is used for private chatting or conversation.

VI.   Recommendations

Due to the positive relationships that exist between social media usage and employee performance, the bank should have organisational policy to encourage social media usage.

The bank should invest more on social networking sites that will strengthen their operations to enable easy and quick knowledge sharing, innovation, performance, productivity and advertisement of products.

Also, banks should be mindful of the risks associated with social networking and try to avoid such by formulating and implementing adequate sanction(s).

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