

An empirical investigation of the impact of social media tool usage on employees work performance among Ghana Commercial Bank Workers: the moderating role of social media usage experience

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ABSTRACT

Goal: The motivation of this paper is to forge and foster an insightful and comprehensive understanding of social media potential and its possible impact on Ghana Commercial Bank employees' performance.

Design / Methodology / Approach: Five cities were strategically sampled using convenient sampling technique to represent the various diversifications in corporate compositions. Data was collected from 249 workers of the Ghana Commercial Bank. The study utilized the structural equation modeling technique to construct and evaluate the proposed research model.

Results: Social media usage had a significant positive relationship with employee engagement and knowledge transfer. Knowledge transfer had no significant relationship with work performance and employee engagement had a significant positive relationship with work performance. Experience with social media had a significant moderating effect on relationship between knowledge transfer and work performance.

Research limitations/implications: The study covered employees from one bank and this has implications on generalization. The study used cross sectional data and employed quantitative analysis. Mixed methods would have added some insights and longitudinal data could further unravel causal relationships among overtime.

Practical implications: Social media platform managers and policy makers within the banking sector should proactively harness social media platform and utilize to benefit corporate bodies. Banking authorities and allied stakeholders should train workers to ensure positive inclination to social media usage.

Originality/Value: Contributes to theory by validating and establishing the theoretical model. The findings provide insights with respect to development and subsequent deployment of practical guidelines for successful integration of social media in enterprise activities.

Keywords: Social Media; Employee Work; Use Experience; Ghana Commercial Bank.

INTRODUCTION

The proliferation of social media tool usage in the recent decade has indubitably altered the global corporate landscape. Social media as an internet-based application built on technological web platforms enables users to create and manage contents in a continuous and collaborative manner (Shi, 2013) for specific enterprise purpose. Berthon et al. (2012) contends that, social media has enhanced a shift in the basis of value production and also subsequently engendered a shift in the locus of power from enterprises to consumers.

According to Rialp-Criado and Rialp-Criado (2018), the progression of internet-based applications, usually known as social web or web 2.0 technologies has an impact on job performance. Commonly known applications including WhatsApp, social networking sites (SNS) and blogs contribute a lot to make communication and knowledge sharing course more efficiently and consequently impact the employee job performance. Most importantly, when the employees work at different locations, web 2.0 technologies are usually adopted to create a relationship for the purposes of official assignment at the workplace. A report recently showed that 41% approximately of workers globally have used social media for work-related purposes (Digital Report, 2021). The utilization of the applications and tools of the social

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media has the characteristics of attracting customers, future workers and communicating, sharing, expressing knowledge, creating ideas and establishing relationships (Ebrahimi et al., 2021; Seyyedamiri and Tajrobehkar, 2021).

The employees are progressively accepting the different kinds of social media technologies related to improving communication and collaboration in the various workplaces (Bodhi et al., 2022). The practitioners and academics adoption of various social media tools such as corporate social media highlights the importance of social media activities for business and value creation (Alsharji, et al., 2019).

Within the Ghanaian corporate setting, corporate entities have realized the inherent potential of social media. As a consequence, most corporate establishments have maintained online presence through the creation of social media accounts. This notion has permeated across diverse sectors including the banking and finance sector. Nonetheless, it is speculated that, the maintenance of social media account does not spur public awareness about enterprise activities and existence (Waters et al., 2009). For this reason, the successful deployment and use of technology ought to be guided with caution in the sense that, overly relying on the usefulness of technology without due recourse to its effective and efficient use may likely end up defeating the rationale underpinning the technology use. Prior academic research on social media usage have overtime shed significant light on the excesses related to social media usage (Yu et al., 2018).

The financial corporate environment keeps fluctuating swiftly and therefore corporate banks seeking an innovation could recourse to an online social networking sites to discover new ideas that will bring about new products and services. An employee who works at banks that are innovative can use social networking platforms to upsurge their creativity, knowledge and ingenuity (Nuhu, 2021). Additionally, the social media usage at the banking settings creates a collaborative and auspicious atmosphere for learning within a social system where matters are dichotomized and solved with a cooperative effort. Schultz et al. (2012) recommended that employees in the corporate setting could learn by looking at the contributions of other employees and then reflect on their own contributions as well. This has a positive impact on job performance.

Previously, social media was used as a nonformal communication tool and however used now as formal communication tool. The assets of a corporate entity include employees, therefore, they have a major role to play to assist the company to succeed with constant fluctuating of corporate environment. Currently, social media has taken an employee's private spaces and prolonged to their respective corporate settings (Adzharuddin and Kander, 2018). Several studies indicated that the upsurging use of social networks at the corporate banking environment present major concerns for the employers (Nuhu, 2021). Interestingly, the employers cannot stop or prevent the use of social networks during working hours (Tlapan and Dike, 2020). Through social medial engagement, employees spend more time on non-banking related activities which includes; chatting with friends and family, creating personal networks, checking scores of sports and streaming and downloading videos. According to Green (2016), time wasting through the activities of internet is an enormous concealed cost to the corporate.

There is a dearth of inquisition priority but relative to the purpose of social media usage and their impact on corporate banking sector engagements (Schultz et al., 2012). To this end, the motivation of this paper is to forge, and furthermore, foster an insightful and comprehensive understanding of social media potential and its possible impact on Ghana Commercial Bank employee performance. Consequently, our research poses the following questions: "what is the motivation for using social media in the corporate banking sector?" and "Does social media tool usage impact on employee work performance in the corporate banking sector?" In eliciting an empirical response to these questions, our study utilizes a self-administered questionnaire to draw quantitative data from Ghana Commercial Bank (GCB) workers to investigate the impacts of social media on employees work performance. This organization was selected on the basis of their use of social media for corporate activities.

The remaining parts of the paper is arranged as follows: the literature review section discourses on the subject matter of corporate entities' social media usage. The theoretical framework and research model segment cover subject matter related theories, research model and hypotheses. The methods employed for the study are presented in the "research methodology" section. Outcome of data analysis are captured in the "data analysis and results" segment. Extensive elaboration of the study findings is covered in the "discussion" component. Finally, the study implications, conclusion, limitation and future research are subsequently delineated in the final section.

LITERATURE REVIEW

Social media is composed of a gamut of web-based platforms that eases information dissemination through the creation of contents (Steenkamp and Hyde-Clark, 2014). Social media has actually created opportunities for corporate entities to interact with diverse population across various geographical spaces (Henderson et al., 2010). Also, social media proliferation and use has extended opportunities, hitherto unexplored and unknown to organizations, thereby enriching their resource base. Social media has principally altered corporate communication and collaboration, as well as enhanced the creation of information and consumption. Given the distinctiveness and cost effectiveness of social media platforms, organizations have exerted efforts towards its adoption and usage (Akar and Topcu, 2011). The public social media platforms have been adopted in most organizations for work-related purposes due to the social media popularity (Liu and Bakici, 2019). It is for this reason that organizations have harnessed the benefits of platforms such as Facebook, Twitter, YouTube, Instagram and others to create an external, additional and extensive corporate space outside the conventional office-based structures (Aral et al., 2013).

Carr and Hayes (2015) explained that social media is consist of three parts which include, devices

that produce and spread the contents, devices that fetch the contents, and the individuals that use the information for their official and personal use. The three parts permit to tie users to one platform. The podiums make things easier for users to share and send information deprived of any time and space constrains. From the study of Wang et al., (2016), those daises similarly make available job-related information to the employees in a workplace which augment their performance and competitiveness.

The growing pace of social media permeation has subsequently engendered a groundswell of research. Whereas the negative aspect of social media has been generally, albeit, anecdotally underscored to include a decline in productivity and increasing distractions and disturbance, previous research studies have significantly shed exploratory lights into their capabilities (Fister, 2013). Precisely, a handful of social media studies have investigated individual perspective (Coyle and Vaughn, 2008; Gangad, 2008, Agarwal and Mital, 2009). On the organizational front, using the Unified Theory of Acceptance and Use of Technology, Curtis et al. (2010) investigated social media usage for communication among private nonprofit enterprises.

On the other hand, Haris and Rae (2009) employed a case study approach to investigate the use of web based social media applications for entrepreneurial businesses and further established their relevance within the context of contemporary business marketing. Employing an integrated theory composed of the media richness theory and social theories, Koo et al. (2011) investigated social media technologies and corroborated their significance for tasks such as communication. Summarily, the study outcome confirmed the relationship between task characteristics, social media usage and positive working outcomes. Tikkanen et al. (2009), LaPlaca (2011), Michaelidou et al. (2011), Liao et al. (2012), and Wamba and Carter (2014) explore the underpinnings of social media growth and successes, and agrees with the notion of social media's connectivity potency.

In spite of the upsurge in social media uptake in corporate spaces, little is known about its utilization and effects on workers' performance in the banking sectors in developing countries, particularly Ghana. And evidenced in the prior cited studies, it is apparent that most studies have probed the generic use of social media for businesses. This observation excites an enthralling question regarding the impact of social media usage on work performance of diverse groups such as bankers.

THEORETICAL FRAMEWORK AND RESEARCH MODEL

Social Exchange Theory

The origin of Social Exchange Theory was introduced in 1958, when American sociologist George Homans published an article entitled "Social Behavior as Exchange". Homans developed a framework built on a mixture of behaviorism and elementary economics. In the immediate years that followed, other studies expanded the parameters of Homans' fundamental concepts. The Social Exchange Theory accentuates that social media is completely based on the contents provided by its users. The theory makes available a better dais to comprehend how individual develop networks and how they share information on the basis of cost benefit framework (Pan and Crotts, 2012). The theory is a concept based on the view that a relationship between two people is created through a process of cost-benefit analysis. In other words, it's a metric designed to determine the effort poured in by an individual in a person-to-person relationship. The measurement of the pluses and minuses of a relationship may produce data that can determine if someone is putting too much effort into a relationship.

Social Penetration Theory

The Social Penetration Theory describes how persons form relations with one another by self-disclosure. This theory elucidates the initial stage of the relationship where persons express their identity, bio data, favorites, and belonging of social groups. Immediately the relationships take progress persons start sharing their feelings. Therefore, this theory advances our understanding in determining the level of relationships and information disclosed (Pan and Crotts, 2012).

HYPOTHESES DEVELOPMENT

Social Media Usage

Social media tool as an effective information and communication platform has tremendous significance in both social and working spaces. As a consequence, the utilization of various social media platforms for information searching and sharing, as well as corporate personnel engagement, appears to be an emerging convention (Chiu et al., 2006). In view of this innovation, there has been a substantial alteration in the mode of engagement within organization spaces such that the widespread use of social media has engendered the development of communication networks. Through the use of social media, professional networks have been maintained and strengthened employee engagement (DiMicco et al., 2009). The more employees engage populations, the more likely the tendency to propel organizational targets and further, maintaining and strengthening relationships (Cao et al., 2012). Actually, social media usage and employee engagement are inextricably interlocked variables. Part of the focus of our study is to evaluate the relationship between social media usage and employee engagement. From the foregoing discourse, we hypothesize that;

H1. Social Media tool usage has a significant positive relationship with employee engagement

Social media usage helps in facilitating employee engagement hence, it comes with the advantage of accelerating resource sharing (i.e., knowledge) within organizations (Cao et al., 2012). In sharing knowledge, employees exert effort in reaching to others outside their organization as a way to build social network and gaining social capital for work purposes (Wang et al., 2016b). Within our study context, we evaluate employee's social media usage for knowledge transfer in the banking sector. Relative to social media usage motivation and underpinnings, research confirms a broad categorization comprising hedonic and utilitarian (Ali-Hassan, 2015). It is imperative to delineate the fundamental variations between these two variables. Whereas the former informs a pleasurable use, the latter drives a continuous purposeful use of social media for productivity driven work (Ali-Hassan, 2015). In this context, we seek to evaluate the goal-oriented use of social media for work-related knowledge transfer. In view of this, we formulate the following hypothesis;

H2. Social Media tool usage has a significant positive relationship with knowledge transfer.

Knowledge Transfer

Social media usage is touted to facilitate the building of networks across diverse unlimited spheres. In this regard, the consolidation of a strong network is germane for knowledge transfer which is conceptualized as the inter employee exchange of knowledge. Knowledge sharing helps in learning and contributes immeasurably to replication of varying of ideas from diverse settings within organizations (Wang et al., 2016). Wang et al. (2016) asserts that, social media usage fosters a sustainable and quality knowledge exchange, thereby helping the realization of opportunities and bringing organizational vision, goals and targets into fruition. Relating knowledge transfer to social media usage in the banking sector, our study seeks to evaluate its impact on work performance. Therefore, we propose that:

H3. Knowledge transfer has a significant positive relationship with work performance

Employee Engagement

Though the efficacy of social media and its utilization is well established, very little is known about its impact on work (Tsay et al., 2012). Cao et al. (2012) agrees that, empirical research on workplace social media usage is rare and the few empirical studies have been limited in sample. In the authors view, there is a profound dearth of study on social media usage and work performance, particularly in the banking sector. Leftheriotis and Giannakos (2014) share in the notion that, social media as a technology pathway, propels business and empowers employees to be productive and successful. Conversely, Turban et al. (2011) perceived that, social media usage precipitates a decline in employees' productivity (waste of working hours and technology vulnerability). Against the backdrop of the mixed reports regarding social media usage for driving work performance, there is therefore the need for further interrogation. In view of the above, we propose the following;

H4. Employee engagement has a significant positive relationship with work performance

Experience with Social Media

Based on the study recommendation of Wang et al. (2016), we employ experience with social media usage a moderator to test its interaction effect on the relationship between knowledge transfer and work performance. Based on this assertion, our study sets out to explore the potency of the variable, and therefore hypothesize that;

H5. Experience with Social Media as a moderator influences the relationship between knowledge transfer and work performance.

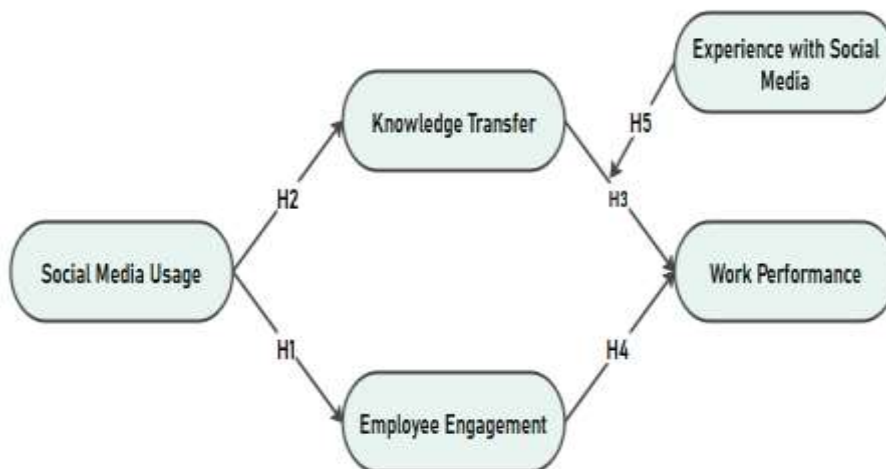


Figure 1 - Proposed research framework.

RESEARCH METHODOLOGY

Sample and data collection

The study utilizes the structural equation modeling technique to construct and evaluate the research model, and further illustrate the nomological relationships among the five constructs (Figure 1). Questionnaires were used to elicit data from workers of GCB in Ghana. And as the GCB is large, and as such composed of different branches, we strategically selected 5 cities as our target samples to represent the various diversifications in corporate compositions. The selection was also done with the consideration to obtain a representative sample. The purpose of the study was explained to the targeted population and institutional approval sought for the conduct of the research. The study distributed 305 printed questionnaires to designated contacts across the branches, for further distribution to the GCB employees. In all, out of the 305 questionnaires distributed, 269 were received. After reviewing the questionnaires, 20 questionnaires were discarded for the reason that they were incomplete or invalid. The response rate of 249 questionnaires were 81.6%. The demographic characteristics of participants is presented in Table 1.

Table 1 - Demographic profile of respondents.

	Frequency (n)	Percent (%)
Age		
20 – 30	49	19.7
31 – 40	97	39.0
41 – 50	98	39.4
More than 50 years	5	2.0
Education		
WASSCE holder	5	2.0
Diploma	77	30.9
Undergraduate	92	36.9
Masters	68	27.3
PhD	7	2.8
Total	249	100%

MEASURES

The research employed multiple variables for the research model and to verify the robustness of experience with social media, on the relationship between knowledge transfer and work performance. Our study employed five constructs composed of one independent variable (social media usage), two mediators (knowledge transfer and employee experience), one dependent variable (work performance) and one moderator (experience with social media). These constructs were measured with multiple items scales. Study items were adapted from prior studies which had established their validity and reliability. Items were refined to fit the context of the current study. All items were anchored on a five-point Likert scale ranging from "strongly disagree" to "strongly agree". Measurement items for social media usage were adapted from (Kankanhalli et al., 2005). Furthermore, measurement items for "knowledge transfer" were also adapted from Dhanaraj et al. (2004). Moreover, items for "employee engagement" were also adapted from Tsai and Ghoshal (1998). Similarly, items for measuring "work performance" were adapted from Kuvaas (2006). And finally, items for "experience with social media" were also adapted from Ma and Agarwal (2007). Appendix A captures the construct and measurement items developed. Prior to the conduct of questionnaire survey, the study conducted a pilot study to validate and refine the instrument. In view of the suggestions gathered from the pilot study, modifications and refinements were made in the questionnaire.

DATA ANALYSIS METHOD

The research employed the structural equation modeling technique to test the proposed model which is anchored on: (a) examining series of dependent variables at the same time, especially in a situation where there exist direct and indirect effects among constructs; (b) Analysing inter-relationships between latent and observed variables; (c) modeling errors within observed variables and providing exact measurements; and (d) measuring latent variables using multiple indicators and testing hypotheses at construct, rather than item level. In carrying our data analysis, Partial least square (PLSmart) version 3.2.8 and Statistical Package for Social Scientist (SPSS) version 24 software packages were selected. In SEM analysis, there are two kinds of model analysis, namely;

the measurement and structural model (Anderson and Gerbing, 1988). Actually, our data analysis employed a two-step approach in this respect. Whereas the measurement model was employed to test the validity and reliability of constructs in the first step, the structural model was assessed by using the hypothesis method in the second step.

The study utilized a crossed-sectional data and considering that common method bias can trigger false responses (Podsakoff et al., 2003), the researchers applied Koch (2015) and Hair et al., (2017) methods by assessing the value of variance inflation factor (VIF) to be at most 3.3 for the inner and outer model as shown in Table 2. This table indicates that all the values are below the recommended threshold, hence common method bias is non-existent in the current study.

Table 2 - Collinearity test VIFs.

Constructs	Items	Variance Inflation Factor (VIF)	
Employment Engagement (EENG)	EENG2	1.524	1.392
	EENG3	1.616	
	EENG4	1.746	
Experience with social media (EXP)	EXP1	1.463	1.266
	EXP3	1.756	
	EXP4	1.629	
	EXP5	1.534	
Knowledge Transfer (KT)	KT1	2.486	1.463
	KT2	1.924	
	KT3	2.133	
	KT4	2.812	
	KT5	3.116	
Social Media Use (SMU)	SMU2	1.448	1.000
	SMU3	1.802	
	SMU4	2.248	
Work Performance (WP)	WP1	1.434	1.000
	WP2	1.543	
	WP4	1.523	

ANALYSIS AND RESULTS

Measurement Model (outer model testing)

Test of the measurement model anchored on the SEM technique through the use of PLS took into cognizance the four-factor proposition recommended by Henseler, et al. (2015). They include; Cronbach alpha and composite reliability (CR), Average Variance Extracted (AVE), Discriminant analysis and t-test analysis. Cronbach alpha values present the established internal reliability (Table 3). The study presents a Smart PLS path diagram capturing latent variables and measurement indicator variables. The estimation for PLS algorithm was chosen with recourse to a path weighing scheme which is applied in reference to structural equation modeling Henseler, et al. (2015) Standardized factor loadings, composite reliability scores (CR) and average variance extracted (AVE) are presented below.

Table 3 - Construct indicators and measurement model.

Constructs	Indicators	Factor Loadings	Cronbach Alpha	Composite Reliability	AVE
Employee Engagement (EENG)	EENG1	0.789	0.779	0.871	0.693
	EENG2	0.845			
	EENG3	0.862			
Experience with Social Media (EXP)	EXP1	0.709	0.787	0.860	0.606
	EXP2	0.835			
	EXP3	0.750			
	EXP4	0.814			

Knowledge Transfer (KT)	KT1	0.837	0.885	0.916	0.685
	KT2	0.813			
	KT3	0.798			
	KT4	0.815			
	KT5	0.872			
Social Media Usage (SMU)	SMU1	0.703	0.773	0.867	0.688
	SMU2	0.854			
	SMU3	0.916			
Work Performance (WP)	WP1	0.858	0.748	0.853	0.659
	WP2	0.787			
	WP3	0.788			

The loadings were highly significant at the recommended threshold of 0.70 (Sarwar et al., 2019). Score of composite reliability was reconcilable with the proposed benchmark of 0.70 (Nunnally 1978; Hair et al., 1998). The study further employed Smart PLS to generate AVE scores for the respective constructs (Table 3). Essentially, AVE values were used to measure variations explained by the latent variables to random measurement error (Hair et al., 1998). AVE values range from .606 to .693 for proposed constructs, signifying their satisfaction with the recommended threshold of 0.50 (Fornell and Larcker, 1981). AVE values below this threshold implies that error variance exceeds explained variance (Garson, 2016). To this end, the convergent validity of the scales was attained by estimating factor loadings, CR and AVE (Anderson and Gerbing, 1988).

Table 4 - Mean, Standard deviation and correlation.

Constructs	Mean	SD	EENG	EXP	KT	SMU	WP
EENG	4.008	.840	0.832				
EXP	3.968	.653	0.319	0.779			
KT	3.771	.948	0.501	0.397	0.828		
SMU	4.005	.883	0.450	0.460	0.526	0.829	
WP	3.121	.469	0.311	0.478	0.292	0.318	0.812

In respect of discriminant validity, the study considered the Fornell and Larcker criterion (Fornell and Larcker, 1981). Factor correlations between latent variables and other constructs should be less than the square root of AVE of each variable as captured in Table 4. The evaluation of these revealed AVE square roots (diagonally presented in bold fonts) to be greater than correlation values for any set of variables.

Table 5 - Heterotrait-Monotrait (HTMT) Ratio.

Constructs	EENG	EXP	KT	SMU	WP
EENG					
EXP	0.403				
KT	0.612	0.438			
SMU	0.548	0.587	0.614		
WP	0.390	0.575	0.342	0.375	

In view of the shortcomings raised by Garson (2016) and Henseler et al. (2015) about Fornell and Larcker criterion, our study evaluated the heterotrait-monotrait criterion. A suitable model requires heterotrait correlations to be lesser than monotrait correlations, signifying heterotrait-monotrait to be lesser than 1.0. Henseler et al. (2015) proposed heterotrait-monotrait to be below 0.90. Results of PLS revealed outcome to be below 0.85, signifying its adequacy with even more stringent threshold.

Structural Model (Inner model testing)

In checking the validity of the structural model using PLS, Hair et al. (2017) and Ringle et al. (2014) proposed an examination of R², effect size (f²) or Cohen's indicator, predictive validity (Q²) or stone-Geisser indicator and verification of path coefficients. From Table 5, while employee

engagement (EENG) and knowledge transfer (KT) explain 20.2% and 27.7% of the variations in employee social media usage, work performance (WP) explains 27.4% of the changes that occurred in both knowledge transfer and employee engagement.

Table 6 - Hypotheses Testing and Quality Criteria.

Structural Path	Coefficient (β)	T values	Conclusion	f ²
H1: SMU → EENG	0.450***	6.962	Supported	0.254
H2: SMU → KT	0.526***	10.801	Supported	0.382
H3: KT → WP	0.043	0.550	No Supported	0.002
H4: EENG → WP	0.174*	2.352	Supported	0.030
H5: KT × EXP → WP	-0.128*	2.170	Supported	–
Constructs	R ²	Q ²		
EENG	0.202	0.133		
KT	0.277	0.179		
WP	0.274	0.155		

Note: SMU = Social Media Usage, EENG = Employee Engagement, KT = Knowledge Transfer, EXP = Experience with Social Media, WP = Work Performance, *p < 0.05, ***p < 0.001

According to Cohen (1988), an f² value range from small (2%), medium (15%) and large (35%). Our study reveals that social media usage has a medium to large and large effect on employee engagement and knowledge transfer respectively. However, employee engagement and knowledge transfer recorded a small effect size each on work performance. To further strengthen our results, we evaluated the accuracy and quality of the model prediction by computing the Q² value through blindfolding techniques. As a benchmark for evaluation, values greater than zero should be obtained (Hair et al., 2017). As such, our model has a predictive accuracy of 13.3%, 17.9% and 15.5% for employee engagements, knowledge transfer and work performance respectively. Similarly, a verification of the path model showed a four-out-of-five (4/5) significant relationships among the variables. In Table 6, we present the results of specific indirect effect and bias corrected and accelerated confidence interval (BCa CI). Aside the use of p-value to test for significant relationships, the absence of zero between this interval shows a significant relationship among the variables implying employee engagements mediate the relationship between employee social media usage and work performance.

Table 7 - Specific indirect effect.

Structural Path	Estimate	95% BCa CI		Mediate?
		Lower	Upper	
SMU → EENG → WP	0.078*	0.008	0.144	Yes
SMU → KT → WP	0.023	-0.059	0.108	No

*p < 0.05

Moderating Effect of Experience with Social Media

The study further investigated how experience with social media influences the relationship between knowledge transfer and work performance using SmartPLS. Moderation analysis is used for evaluating interaction effects because it facilitates the establishment of variables in order of significance (Hair et al., 2017). Figure 2 presents moderation results of interaction effects.

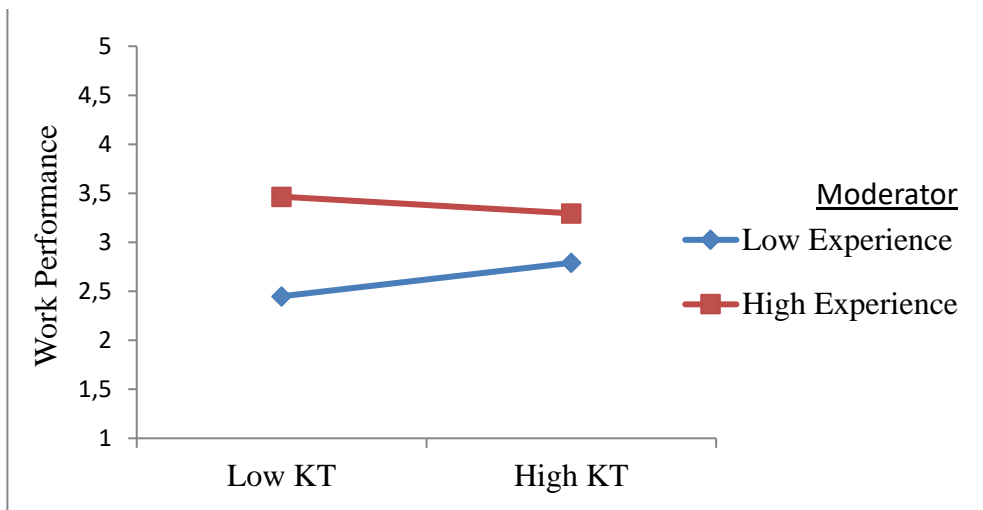


Figure 2 - Moderating effect of experience with social media on the relationship between knowledge transfer and work performance.

In this instance, the independent variable (i.e., knowledge transfer) is the one whose interaction with the dependent variable (i.e., work performance) is being moderated. The interaction then becomes the product outcome (Hair et al., 2017). The results of moderation indicate that, experience with social media significantly moderates the relationship between knowledge transfer and work performance.

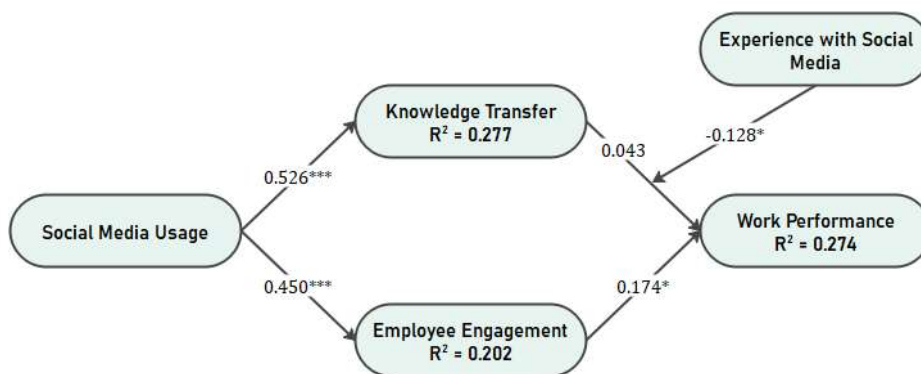


Figure 3 - Results of Structural Equation Modeling.

DISCUSSION

Our study seeks to probe social media usage and work performance of employees. Our study reveals some interesting findings. Firstly, our finding indicated that, social media usage has a significant positive relationship with employee engagement ($\beta = 0.450^{***}$, $t = 6.962$, $p < 0.001$). This result confirms social media usage as an efficacious resource with an overwhelming potential that could be harnessed to ensure employee constant productivity within the work settings. Alternatively, the outcome could be explained within the context of social media usage as a social capital. In this respect, it becomes apparent that, the use of social media could help in bringing corporate sector work force together to attain a common vision, aim or goal or driving output, pushing the set targets (Henderson and Bowley, 2010). The outcome of this study finds support in prior studies of Henderson and Bowley (2010) and Wang et al. (2016a).

In addition, the empirical results of our study revealed social media usage to have significant positive relationship with knowledge transfer ($\beta = 0.526^{***}$, $t = 10.801$, $p < 0.001$). This supported our proposed hypothesis 2. This finding could imply that, social media usage could help in pooling a broad-based work force together and with its flexibility and dynamics, it could the same way foster the dissemination of knowledge of both within and even beyond organizational settings. Moreover, the findings support the potency of social media usage in facilitating knowledge transfer enhance communication of essential organizational vision, goals and other matters concerning performance and welfare of organizations. This outcome supports effective deployment and use of social media in organizations as supported by Wang et al. (2016a).

However, despite the significant positive relationship between the afore mentioned constructs,

the relationship between knowledge transfer and work performance was insignificant ($\beta=0.43$, $t=0.550$, $p > 0.05$), underscoring that, knowledge transfer does not guarantee a spontaneous performance within organization. This outcome is in contrast with the study's proposed hypothesis 3 (see figure 1). This outcome is unexpected and could be explained from two perspectives, thus individual and organizational. Juxtaposing these, it could be inferred that, in corporate settings like the banking sector, though the use of social media to transfer knowledge, for the purposes of improving work performance, may be informed by a mix of individual principles and beliefs, as well as organizational vision, goals, targets etc.

Though individuals within organizational settings are to comply with and share in organizational goals, there are instances when and where the pursuit of organizational goals may conflict with individual principles and beliefs. As a result, there is the need for organizations to try to synergize and synchronize individuals' beliefs and principles, relative to social media usage (Leftheriotis and Giannakos, 2014), with that of organizations pursuit of social media usage for improving work performance (Ahmad et al., 2019).

Moreover, in support of hypothesis 4, our study confirmed a significant positive relationship between employee engagement and work performance ($\beta=0.174^*$, $t=2.352$, $p < 0.05$) indicating the need to synthesize diverse social media platforms with significant bearing on creating work related value. A careful evaluation of various forms of social media attests that, there are platforms with characteristics that can guarantee employees access to a pool of knowledge management skills, which can equip them with sufficient resources that can be harnessed to significantly impact on organizational performance. It is imperative for organizations to engage employee via social media, to enhance work performance, synergize human resources and to support knowledge management technologies. Not ending there, corporate entities should prioritize the exploitation of social media as an avenue to promote employee work related activities and overall performance and this lends credence to the work of Ali-Hassan et al. (2015).

Finally, our study found that, social media usage experience significantly moderated the relationship between knowledge transfer and work performance ($\beta=-0.128^*$, $t=2.170$, $p < 0.05$). This corroborated proposed hypothesis 5. This is an indication that, the degree at which an individual employee is well versed and abreast with social media usage, help the individual to gain a significant degree of skills and control over the use of the technology. By this, the individual could utilize social media to disseminate knowledge among work mates within organization and further help improve work performance (DiMicco, et al., 2009). Precisely within the banking sector, it could be generalized that, the use of social media for disseminating new banking technologies and their management would help foster knowledge sharing, thereby impelling work performance. Our result is consistent with Wang et al. (2016b).

Implications

This study significantly contributes to research on corporate use of social media in a developing country like Ghana. In respect of the proposed theoretical framework, it becomes apparent that, social media usage and employee engagement, social media usage and knowledge transfer, as well as employee engagement and work performance constitute significant paths, within the context of social media usage and work performance. Thus, our study contributes to theory by validating, and further establishing the theoretical model. On this score, the study will facilitate the identification of influencers of social media usage and their impacts on work performance.

Furthermore, the empirical findings of this study may also provide insights with respect to the development and subsequent deployment of practical guidelines for any successful integration of social media in enterprise activities not only in Ghana, but also in other parts of the world. The study found SMU to be significantly related with EENG and KT. On the other hand, the study results indicate that, EENG has a significant relationship with WP. Taking together, these possibly suggest that, social media platform managers and policy makers within the banking sector should proactively harness the platform and utilize it as a basis to share not only best use practices, but also for beneficial corporate purposes while at the same time, devising countervailing measures against any unintended negative use. Therefore, banking authorities and allied stakeholders should also ensure that workers are adequately trained to ensure sufficient and positive inclination to social media usage.

The study found an insignificant relationship between KT and WP. This finding may be significant for policy makers and corporate sector information technology workers in Ghana, since they underscore unappealing social media usage underpinnings such as poor strategies, lack of sufficient skills and training regarding social media usage and dearth of corporate priority for social media usage. More so, experience with social media usage has a moderating impact on KT and WP. This indicates that, persistent social media usage could facilitate the use of social media for transferring knowledge and improving work performance. As such continuous use of social media within the banking sector must be promoted, since it is likely a potential spur for positive outcomes. At this point, it is important to emphasize that, as much as any successful integration of social media usage may come with excesses, it constitutes a cost-effective measure relative to yielding positive outcomes, and generally informing an appreciation in enterprise growth.

CONCLUSION

This study proposed an empirical framework to investigate social media usage and employee

work performance in GCB. The incoming of social media has resultantly generated wide usage in diverse work settings around the world. And the consequential groundswell of research focus on social media, mixed results have been generated. Particularly given the dearth of research priority on social media usage in the banking sector, our study set out for this inquisition. Corporate entities are likely to adopt and utilize social media to expedite corporate undertakings and other. Therefore, social media may be useful to banking sector employees around the world. And bank employees in Ghana are not an exception in this regard. Our study puts forward a model. The empirical results of this study revealed social media usage to have a significant positive relationship with employee engagement. Furthermore, social media usage was revealed to have a positive relationship with knowledge transfer. Knowledge transfer was however revealed to have an insignificant relationship with employee engagement. Employee engagement was further revealed to have a positive relationship with work performance. And experience with social media usage was finally revealed to have a significant effect on the relationship between knowledge transfer and work performance. The findings provide valuable information for banking sector stakeholders, management, information technology department, decision and policy makers as well as planners for successful policy implementation geared towards accelerating sector, and overall employee workforce performance.

Limitations and recommendations for future research

Though our paper reveals insightful findings about social media usage on employee work performance, it equally has limitations worth highlighting to guide future studies. First, although the study captures the perspectives of a diverse population, it must be admitted that, the sample is a representation of employees from the GCB. Future studies may consider sample of employees from different banks. Second, the study employed a quantitative approach. Further studies may consider either qualitative or mixed method study to gather more responses to investigate the subject matter under review. And considering that the study was conducted in Ghana, future studies may focus on drawing data from a host of countries or utilize longitudinal data to probe and further unravel the causal relationships among study constructs. In view of these limitations, we advise for the exercise of caution in the generalization of the study findings, we also posit that, these shortcomings do not in any way invalidate or weaken the study findings.

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Appendix A - survey items and sources.

Constructs	Survey items	Sources
Social media usage	I often use social media to obtain work-related information and knowledge	Kankanhalli <i>et al.</i> (2005)
	I regularly use social media to maintain and strengthen Communication with colleagues in my work	
	The frequency of usage of social media in my Work is appreciable	
Knowledge transfer	I learned written knowledge about the technology effectively from my colleagues	Dhanaraj <i>et al.</i> (2004)
	I learned business manuals effectively from my colleagues in an effective way	
	I learned written knowledge about management techniques effectively from my colleagues	
	I learned new working expertise effectively from my colleagues	
Employee engagement	I learned knowledge about corporate culture effectively from my colleagues	Tsai and Ghoshal (1998)
	I maintain close social relationships with my colleagues through social media	
	I spend a lot of time interacting with my colleagues through social media	
Experience with social media	I have frequent communication with my colleagues through social media	Ma and Agarwal (2007)
	On average, how many hours per week do you spend in social media?	
	How many months have you been (through knowledge)? transferring, integration, etc.) participating in social media?	
	On average, how many hours per day do you spend on social media?	
Work performance	How much is the duration spent during a single log in?	Kuvaas (2006)
	I almost always perform better than an acceptable level	
	I often perform better than can be expected from me	
	I often put in extra effort in my work	