EFFECTS OF SOCIAL NETWORKING ON EMPLOYEE PERFORMANCE:
A SURVEY OF BANKS IN MURANG'A TOWN

BERNARD GICHIMU KARANJA
D53/CE/14493/2009

A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF BUSINESS IN
PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD
OF DEGREE OF MASTERS OF BUSINESS ADMINISTRATION AT
KENYATTA UNIVERSITY, HUMAN RESOURCE MANAGEMENT OPTION

APRIL, 2013
DECLARATION

This project is my original work and has not been presented in any other University.

Signature: ___________________________ Date: __________

BERNARD GICHIMU KARANJA
D53/CE/14493/2009

Supervisor's Approval

This project has been submitted for review with my approval as the University Supervisor.

Signature: ___________________________ Date: __________

ANN MUCHEMI
Lecturer
Department of Business Administration
Kenyatta University.

Chairman's Approval

This research project has been submitted for consideration with my approval as Chairman of department.

Signature: ___________________________ Date: __________

DR. MUATHE
Chairman
Department of Business Administration
Kenyatta University.
DEDICATION

This research project is dedicated to my dearest wife Rosemary and my lovely sons Christian and Frank for their unwavering support and prayers throughout my studies—your great love and concern overwhelms me a lot—I love you so much.
ACKNOWLEDGEMENT

I wish to thank God almighty for the gift of life and strength to go through the entire course and in particular this research project. I am grateful to my lecturers and my supervisor who professionally and skilfully took me through the studies in KU. My sincere gratitude goes to my wife and my two sons for their moral support. Lord, thanks for all the gifts you have given me.
ABSTRACT

In recent years, the Internet and specially the Web has brought major changes in the way people communicate. The ability to interact has been raised a notch higher with the new trend of online social networking (OSN). Social networking includes web based and mobile based technologies which are used to turn communication into interactive dialogue between organization, communities, and individuals. Social media refers to a group of internet based applications that are build on the ideological and technological foundation of web 2.0 and that allow exchange of user generated content. Social networking is based on this theory that there is a determinable construction to how people know each other, whether directly or indirectly (Rob Cross and Andrew Parker 2004). This study sought to establish the effect of social networking on employee’s performance of banks in Murang’a. The literature review covers a wide range of information on social networking, including its effects on job relationships as well its legal and ethical implication. The study adopted a descriptive survey to find the effects of social networking on bank employee’s performance in Murang’a town. The location for the study was restricted to Murang’a town in Murang’a County. The target population was 130 employees of eight major branches of commercial banks in Murang’a town. The total sample size comprised of 60 respondents, selected by stratified random sampling from the selected bank branches. The content validity of research instruments was ensured through expert guidance provided by the supervisor, while reliability of instruments was tested during piloting. Questionnaires were used to gather information which was analyzed. Quantitative data from the field was analyzed using descriptive statistics such as frequencies and percentages with the aid of SPSS software. Qualitative data was analyzed by putting the responses under themes consistence with research objectives. Data was presented using frequency distribution tables, measures of tendency and measures of dispersion. The study drew conclusions on the effects of OSN on employee’s performance based on the four variables of the study. These includes OSN technology was applied more for social purposes than to conduct daily business transactions during the working time. Employees did not use the sites to respond to work related issues such as responding to customers’ questions, and that professional oriented social sites were not popular amongst employees as compared to sites that were meant for social purposes. The study suggested that organizations consider developing and implementing clear and comprehensive acceptable policies when attempting to deal with OSN and that issues Organisations should establish strategies to address OSN issues such as personal usage, business relevance, site restrictions and information confidentiality without restricting employees to benefit personally as well as professionally from this social Web technology.
# TABLE OF CONTENT

Declaration .................................................................................................................. ii  
Dedication ................................................................................................................... iii  
Acknowledgement ....................................................................................................... iv  
Abstract ..................................................................................................................... v  
Table of Content ......................................................................................................... vi  
List of Tables ............................................................................................................... x  
List of Figures ........................................................................................................... xi  
Operational Definition of Terms ............................................................................... xii  
Acronyms and Abbreviations ....................................................................................... xiii  

## CHAPTER ONE

1.0 Introduction ........................................................................................................... 1  
1.1 Background of Study ............................................................................................ 1  
1.1.1 Commercial Banks in Murang’a ................................................................. 3  
1.2 Statement of the Problem ..................................................................................... 4  
1.3 Research Objectives ............................................................................................ 5  
1.3.1 General Objectives ....................................................................................... 5  
1.3.2 Specific Objectives ....................................................................................... 5  
1.4 Research Questions .............................................................................................. 5  
1.5 Significance of the Study ..................................................................................... 6  
1.6 Limitations of the Study ...................................................................................... 6  
1.7 Scope of the Study ............................................................................................... 6  

## CHAPTER TWO

2.0 Literature Review .................................................................................................. 7  
2.1 Introduction .......................................................................................................... 7  
2.2 Theoretical Review .............................................................................................. 7  
2.3 Social Networking Services .................................................................................. 8
CHAPTER FOUR

4.1 Introduction .............................................................................................................. 29

4.2 Background Information ...................................................................................... 29

4.2.1 Response Rate .................................................................................................... 29

4.2.2 Response Age and Gender Distribution .......................................................... 30

4.2.3 Gender of the Respondents .............................................................................. 31

4.2.4 Level of Education ........................................................................................... 31

4.2.4 Working Experience of Respondents .................................................................. 32

4.3 Time of Visits to Social Networking Sites ............................................................ 33

4.4 Access of Social Network through Facebook ..................................................... 34

4.4.1 Effects of Access to Social Network through Facebook ................................. 34

4.4.2 Means Used to Access Facebook ..................................................................... 35

4.4.3 Effect of Access to Social Media through Facebook ......................................... 36

4.5 Access of Social Network through Twitter .......................................................... 37

4.5.1 Access of social network through twitter in work station. ............................... 38

4.5.2 Means Used to Access Twitter at Works Station .............................................. 38

4.5.3 Effect of Accessing Social Media through Twitter .......................................... 39

4.6 Access of Social Network through LinkedIn ....................................................... 40

4.6.1 Access of Social Network through LinkedIn .................................................... 40

4.6.2 Means to Access Social Media through LinkedIn .......................................... 41

4.6.3 Effect of Accessing Social Media through LinkedIn ........................................ 42

4.7 Access of social network through MySpace ......................................................... 43

4.7.1 Access of Social Network through MySpace .................................................... 43

4.7.2 Means to Access Social Network through MySpace ......................................... 44

4.7.3 Effect of Access to Social Network through MySpace ..................................... 45
CHAPTER FIVE

5.1 Introduction ................................................................. 47

5.2 Summary of findings .................................................. 47

5.2.1 Effects of Accessing Social Network through Facebook .... 47

5.2.2 Effects of Accessing Social Network through Twitter ........ 48

5.2.3 Effects of Accessing Social Network through LinkedIn .... 48

5.2.4 Effects of Accessing Social Network through MySpace .... 49

5.3 Conclusions ............................................................... 49

5.4 Recommendations .................................................... 50

5.5 Suggestions for Further Research ................................. 50

References ........................................................................ 51

Appendix 1: Transmittal letter .............................................. 53

Appendix 2: Questionnaire for Employees of the Banks .......... 54

Appendix 3: Research Budget ............................................. 61

Appendix 4: Work Plan ....................................................... 62

Appendix 6: List of Banks in Murang’a Town ....................... 63
LIST OF TABLES

Table 2.1 Social Networking Sites and Frequency of Visits ........................................ 10
Table 3.1 Target population ..................................................................................... 26
Table 4.1 Response Rate .......................................................................................... 29
Table 4.2 Level of education .................................................................................... 32
Table 4.3 Time of visits to social networking sites .................................................. 33
Table 4.4 Means Used to Access Facebook .............................................................. 35
Table 4.5 Effects of Access to Facebook .................................................................. 36
Table 4.6 Means used to Access Twitter ................................................................. 38
Table 4.7 Effects of Access to Twitter ..................................................................... 39
Table 4.8 Means to Access Social Media through LinkedIn .................................... 41
Table 4.9 Effects of Access to Social Network through LinkedIn ......................... 42
Table 4.10 Means to Access Social Network through MySpace ............................. 44
Table 4.11 Effects of access to social network through MySpace ......................... 45
LIST OF FIGURES

Figure 2.1 Conceptual Framework ................................................................. 23
Figure 4.1 Ages of Respondents ................................................................. 30
Figure 4.2 Gender of respondents ............................................................... 31
Figure 4.3 Work experience ....................................................................... 32
Figure 4.4 Access of Social Network through Facebook ......................... 35
Figure 4.5 Access of Social Network through Twitter .............................. 38
Figure 4.6 Access of Social Network through LinkedIn ............................ 41
Figure 4.7 Access of Social Network through MySpace ............................ 44
OPERATIONAL DEFINITION OF TERMS

Blogging- A discussion or information site published on the World Wide
Communities of practice- A group of professionals informally bound to one another
Innovation- The translation of new idea into a new company, a new product a new
service, a new process, or a new method of production.
Online Social Networking - An online of people with common interest who use a
web site or other technologies to communicate and
share information.
Performance- The accomplishment of a given task measured against present Known
standards of accuracy, completeness, cost and speed. This is the
measure of how efficient and effective an organization is and how it
achieves appropriate objectives.
Pursuit of solutions, and thereby embodying themselves to a store of
knowledge, sharing and collaboration on the World Wide Web.
Social media- Array of digital tools such as instant messaging, text messaging, blogs,
videos, and social networking sites like Face book and MySpace that
are inexpensive and easy to use. Social media enable people to create
their own stories, videos, and photos and to manipulate them and
share them widely at almost no cost.
Through exposure to a common class of problems, common
User generated content- Material on websites and other media sources that is
produced by user of web sites as opposed to websites
designed by professionals.
Web 2.0- A concept that take the network as a platform for information
Web consisting of discrete entries or posts typically displayed in reverse
chronological order so that most recent posts appear first.
<table>
<thead>
<tr>
<th>ACRONYMS AND ABBREVIATIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>CMC</td>
</tr>
<tr>
<td>ENISA</td>
</tr>
<tr>
<td>HR</td>
</tr>
<tr>
<td>HRM</td>
</tr>
<tr>
<td>ICT</td>
</tr>
<tr>
<td>KCB</td>
</tr>
<tr>
<td>OSN</td>
</tr>
<tr>
<td>ROI</td>
</tr>
<tr>
<td>SNS</td>
</tr>
<tr>
<td>US</td>
</tr>
</tbody>
</table>
CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of Study

Employees' performance is the combination of structured planning and the active management choice of one's own professional career. The outcome of successful employees' performance should include personal fulfilment, work/life balance, goal achievement and financial assurance. Performance includes establishing elements and standards expected from employees. The performance of employees can be measured using their productivity. Bernolak (1997) defined productivity as how much and how well we produce from resources used. If we produce more or better goods from the same resources, we increase productivity. Or if we produce the same goods from lesser resources, we also increase productivity. In this case, productivity refers to the time spent by an employee actively executing the job he or she was hired to do, in order to produce the desired outcomes expected from the employees' job description.

In today's world, work processes have become so complex that no one can work in a vacuum. One must work with one another to get things done, and mobility adds another layer of complexity because the person to work with may not be in physical proximity. Thus, it has quickly become an accepted practice for employees to use social media internally and externally as well as to achieve organizational outcomes. Social networking sites in particular have had a profound effect by changing the nature of efficiency of communication processes in both business and private life (Beck, 2007).

A social networking service is an online service, platform, or site that focuses on building and reflecting of social networks or social relations among people who share interests or activities. According to Tapscott and Williams (2007), human interactions promote the formation of networks through social contact. A social network service consists of a representation of each user profile, social links, and a variety of additional services. Most social network services are web-based and provide means for users to interact over the Internet. Social networking sites allow users to share ideas, activities, events, and interests within their individual networks.

The main types of social networking sites (SNS) are those that contain category places such as former school year or classmates, mean to connect with friends and a
recommendation system linked to trust. An SNS connects and links people based on information gathered about them, as saved in their user profiles. These user profiles choose the way in which users are able to present themselves to others. The most significant distinguishing element between the various sites is the range of profile information that they store and can carry out operations on.

(Eagle Linda 2010) argues that the aim of any business is to be successful and profitable throughout its lifetime. The evolution of communication technology has helped to make this possible by improving a business' ability to network with its existing and potential customers. What once required face to face conversation can now be done in an entirely virtual environment with just a click of a button. Growth in communication technology such as texting, blogging, emailing, media sharing and gaming have created new social norms and revolutionized the way people communicate. In this regard, the banking industry has begun to use various forms of computer mediated communication (CMC) to enhance customer service and improve current products and services. The most popular form of CMC are social networking websites such as Twitter, Facebook, MySpace and LinkedIn which are used to build and maintain connection among users.

The four independent variables in this study are access to Facebook, Twitter, LinkedIn, and MySpace. The use of SNS is now well established among the general population. By late 2008, MySpace and Facebook each had 60 million U.S. users and according to a recent estimate they have more than 100 million users each (Forrester.com, 2012). Although some of these sites were initially directed at younger users such as college students, recently SNSs have been attracting large numbers of older audiences interested in professional networking. Use of SNSs like Face book is also becoming more observable within organizations, especially among younger employees and recent hires that joined the sites as college students. In Kenya, almost all the young people aged between fifteen and thirty five years of age are interacting through the social sites.
1.1.1 Commercial Banks in Murang’a

Many banks have started using social websites to help them with everything from healing the financial industry to promoting their latest credit cards. By embracing the most popular tools available, the industry has also been embracing the best of what social media culture has to offer, and smaller, community banks seem to be leading the charge when it comes to social media innovation. Some Kenyan banks have used social media in their marketing and communications plans in some interesting and successful ways. These banks have tapped into the root of what social media means to the community, enjoying success in the way of returning real value for their institutions (Onsondo Michael, 2011).

Banks in Kenya have harnessed the power of social media to reach out and engage with clients. Social media offers a vital and cost effective way for banks to build close relationships and even loyalty from clients through engaging and sharing. It is also powerful in converting loyal customers into brand advocates who can influence others into buying your products. Currently there are 43 licensed commercial banks in Kenya (Central Bank, 2012). A look at the largest banks shows that they do venture out into social media space, but again with uneven results. Equity Bank has around 15 unofficial Facebook pages. K.C.B Twitter account, @KCBGroup, is well managed. Barclays twitter account, @Barclays-Kenya, has 494,257,240 followers. Co-operative bank has a Facebook profile that seems more internal (Onsondo Michael, 2011).

In Murang’a town, there are approximately eight major commercial banks, which include: Equity Bank, Consolidated Bank, cooperative Bank, K.C.B, Barclays, Post Bank, Family Bank, and Faulu Kenya. These banks are well served with internet and computer systems. The employees, therefore, have an access to internet even when they are in the offices or their place of work. They are also allowed to use cell phones and laptops when in work implying that they can still access these pages using these gadgets. The employees’ population comprises of young people with an average age of 27 years. Since the employees start interacting while in college through the social nets, they continue doing so even at work for fear of missing out on significant events or losing contacts of their friends (Onsondo Michael, 2011).
1.2 Statement of the Problem

More and more employees are yearning for and emphasizing on use of social network in their workplace. In a world of organizational restructuring, outsourcing and a growing contingent workforce, traditional approaches to communication, based on notions of lifelong employment and hierarchical development have become obsolete. Face to face interaction has now been replaced with online social networking. Whether an institution implements a social media policy or not, the institution needs to realize that social media is no longer a luxury. It has become a necessity that almost every employee cannot live without. New advancements with social media come out every day. The ipad, iphones, Facebook modifications, and wifi to name just but a few are widely used. If a company chooses to ban all types of social media access, they could lose the chance to potentially hire the best employees for their company. Irrespective of the company’s policy on social media, some employees will devise ways of accessing these sites as they have become part of their life (Gupto, 2010).

Towards this end, bank employees in Kenya in general and Murang’a town in particular have embraced the need for signing up to Facebook, twitter LinkedIn, MySpace, and other social networking sites in their communication for both work related and unrelated activities. This sites offer potential benefits to employees. Great ideas and innovative behavior can be enhanced through use of social sites. Fraser and Dutta (2008) suggest that social networking technology can offer opportunities to banks to involve customers in a more collaborative way.

Despite the benefits of these social networks to the well being of organizations and individuals, these networks pose several challenges and threats to employees’ performance in banking sector. These challenges include; lack of privacy of employees social life, use of work time in browsing these pages, and the sharing as well as comparing terms and conditions of services. As highlighted there is a considerable debate among academics on the value of social networking sites use by employees. Some claim that it lowers employee’s performance while others believe it leads to improvement in job performance. The use of social networking in Kenya in general and by employees of banks in Murang’a in particular is rampant and has raised concerns of whether it improves performance or affects the employees’ performance. This study, in turn, attempts to fill the gap by looking into the direct
and mediating effects of social networking on employee performance in banks in Murang’a.

1.3 **Research Objectives**

1.3.1 **General Objectives**

The general objective of this study was to establish the effect of social networking on employee’s performance of banks in Murang’a.

1.3.2 **Specific Objectives**

I. To investigate the effect of accessing Facebook on Murang’a bank’s employee performance.

II. To investigate the effect of accessing Twitter on Murang’a bank’s employee performance.

III. To investigate the effect of accessing LinkedIn on Murang’a bank’s employee performance.

IV. To investigate the effect of accessing MySpace on Murang’a bank’s employee performance.

1.4 **Research Questions**

Based on the research objectives, the following research questions were advanced to guide the study:-

I. Does accessing Facebook affect Murang’a banks employee’s performance?

II. What is the effect of Murang’a bank employees accessing Twitter on their performance?

III. How does an employee access to LinkedIn affect Murang’a banks employee’s performance?

IV. What are the effects of employees accessing MySpace on employee’s performance in banks in Murang’a town?
1.5 Significance of the Study

This study shall be significant to a number of stakeholders. Professionals in charge of human resource departments will benefit from understanding the associations elicited by this study. Understanding the relationship between social networking site use and job performance can help reveal the underlying rationale for banks to either allow or disallow the use of social networking site in the workplace. The majority of employees in banks are youngsters who are fond of social networks. The banks will therefore be aware of how to exploit this in achieving their objectives. If banks find it useful in improving employees’ performance other organizations can incorporate it. In a changing world, employers will be enlightened on the need of embracing social networking in their management. The study will also be of great use to the scholars who will be interested in undertaking a research on social networks and other related areas.

1.6 Limitations of the Study

Lack of co-operation from the respondents was a limitation to the study due to the high level of confidentiality required in banks. However, when confidentiality was assured, the employees responded to the questionnaires. Time was the other limitation. The researcher is a full-time employee hence may add difficulties in getting time to conduct the research. However, the researcher is intending to take a three months study leave to enable him undertake a thorough research.

1.7 Scope of the Study

The study was carried in Murang’a town. It targeted the bank employees and bank managers from eight selected bank branches namely; Equity, Barclays, Consolidated bank, Post bank, KCB, Family bank, Co-operative bank and Faulu Kenya. The town was chosen because use of social media is rampant amongst urban dwellers areas than rural dwellers. The numbers of the banks in the town provided an ideal scope for the study.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 INTRODUCTION

This chapter covers a review of literature related to the study. First will be theoretical review of the study. Different features of social networking sites will then be discussed. It will also review the impact of OSN in organizations. Previous studies and their findings will also be looked at.

2.2 Theoretical Review

Social media include web-based and mobile based technology which is used to turn communication into interactive dialogue among organisations, communities and individuals. Social media is a group of internet based applications that build on ideological and technological foundations of web 2.0 (Andreas Kaplan and Michael Haeleim, 2010). The social media allows the creation and exchange of user-generated content. Commonly used Social media websites includes sites like Facebook, Twitter, MySpace and LinkedIn.

The honey comb framework defines how social media services focus on the seven areas which include; identity, conversations, sharing, presence, relationships and groups. These building blocks help understand the engagement needs of the social media audience. For instance, LinkedIn users are about identity and relationships, whereas YouTube users build blocks on sharing, conversations and reputations. Those who sign in to MySpace are interested to music and movies. Twitter and Facebook focus mainly on linking friends. This means that an individual can access more than one social media sites because each one of them has unique features and target group. (Berkowitz S.D, 1988).

Motivation is an extrinsic or intrinsic driving force that lead a person to achieve a goal related behavior. Motivation has become a very important factor in today’s highly competitive business world. Organizations are facing retention services due to lack of motivation. According to Maslow’s need hierarchy theory, employees have five level needs; physiological, safety, social, self esteem and self actualization. Lower level needs must be satisfied before the next higher level need would motivate employees.
Social media is seen as a social need in Maslow’s hierarchy of needs (Maslow, 1954). This is because it has become so attractive and employees desire to interact online increasingly becoming a need. If employees are restricted to access to social networks at work, they become bored at work and look forward to go home. This affects their job performance and their motivation negatively. Social networking in the work place can satisfy employees’ higher needs such as a sense of belonging. Higher order needs are at the top of Maslow’s hierarchy of needs. Porter (1967) argues that the satisfaction of higher order needs such as the social need is closely related to performance.

There is a special kind of relationship between employers and employees and between employers and potential employees. In this relationship, demands and obligations are diametrically opposed. The employer’s demands in terms of work performance, which can simultaneously be seen as the employee’s obligation, are balanced against the employee’s demands for remuneration. That is, wage and salary, for job security, self-realization, participation, as well as technical and social conditions (Dlugos et al., 1987). These conflicting interests can be interpreted in terms of New Institutional Economics. Following on from Principal-Agent Theory, there is a relationship between principal (employer) and agent (employee) in which the employee has scope for opportunistic behaviour based on the asymmetrical distribution of information and a general uncertainty about future conditions (Jensen and Meckling, 1976).

2.3 Social Networking Services

Ellison, Steinfeld, and Lampe (2007) classified social networking sites into several categories: The first category is the work-related contexts such as LinkedIn. The other one is the romantic relationship initiation such as the original goal of Friendster. Others connect those with shared interests such as music or politics; for example, MySpace. Fraser and Dutta (2010) classified social networking sites into five categories; egocentric or identity construction social networking sites such as Facebook and MySpace; opportunistic social networking sites for business connections such as LinkedIn; community social networking sites representing cultural or neighbourhood groups; media-sharing social networking sites such as YouTube and Flickr; and passion-centric social networking sites for sharing common interests such as Dogster (Wilson, 2010).
Social networking sites can also be divided into two types: public social networking sites and internal social networking sites (Rooksby et al, 2009). Public social networking sites, such as Facebook, Twitter, and LinkedIn, are run by commercial providers and are often free. The social networking sites communication revolution phenomena started to become popular in the mid 1990s. One of the first social networking sites was Classmates, a site initiated in 1995 (Rooksby et al, 2009). Friendster is another social networking site established in March 2003 and focused on dating through one’s friends (Boyd and Ellison, 2007).

There are four major social networking sites commonly used. Facebook, introduced in February 2004, is one of the most popular social networking websites today. This website was originally open only to students at Harvard University, but is now open to persons who state their age to be over 13 years. Facebook has reached a membership of over 200 million. LinkedIn was started in May 2003, and is less focused on social networking. LinkedIn is used to network within a desired professional atmosphere and allows individuals to build professional, career-oriented relationships. LinkedIn is the most business-oriented of the four big social networking websites. It has a membership of about 36 million. LinkedIn also facilitates business inquiries and expertise requests, as well as job postings by recruiters (Leader-Chivée and Cowan, 2008).

MySpace was started in August 2003 (Boyd and Ellison, 2007). It is more directed toward the musically inclined. This social networking website is no longer solely for social networking. It is more about connecting different bands and groups, rather than connecting individuals. It allows teenagers to build, share, and launch their multimedia as well as invite friends to their networks. MySpace appeals to friends with mutual interests. The membership for MySpace is about 126 million.

Twitter, a micro-blogging site that focuses on status updates with posts limited to 140 characters, is a social networking site launched in July 2006 (Boyd and Ellison, 2007). Twitter is described as a service for friends, family, and co-workers to communicate and stay connected through the exchange of quick, frequent answers to one simple question (Clark and Roberts, 2010). Twitter has become a self-promotional tool used by celebrities and politicians. For those who like to follow their favorite celebrities, they can get instant updates about where their favorite singer or actor is, what they are
doing and how they are feeling, Twitter has around 10 million members (Wilson, 2009). YouTube is yet another social networking site and was founded in 2005. It allows individuals to post video clips containing music, political speeches, sporting events, and public events, among others.

The typical Internet user spends an average of six hours per month on Facebook, and more than 50 percent of Internet users use Facebook on their mobile phones (Shepherd, 2011). The main types of social networking services are those that contain category places such as former school year or classmates, mean to connect with friends and a recommendation system linked to trust. Popular methods now combine many of these, with Facebook, Google+, LinkedIn, MySpace and Twitter widely used worldwide. The table below shows the visitors for the popular sites (comscore, 2011).

Table 2.0.1 Social Networking Sites and Frequency of Visits

<table>
<thead>
<tr>
<th>Social Networking Site</th>
<th>Visitors</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facebook.com</td>
<td>792,999</td>
<td>55.1 %</td>
</tr>
<tr>
<td>Twitter.com</td>
<td>167,903</td>
<td>11.7 %</td>
</tr>
<tr>
<td>LinkedIn.com</td>
<td>94,823</td>
<td>10.6 %</td>
</tr>
<tr>
<td>Google Plus</td>
<td>66,756</td>
<td>4.6 %</td>
</tr>
<tr>
<td>MySpace</td>
<td>61,037</td>
<td>4.2 %</td>
</tr>
<tr>
<td>Others</td>
<td>255,539</td>
<td>17.8 %</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1,438,877</strong></td>
<td><strong>100 %</strong></td>
</tr>
</tbody>
</table>

Source: (Comscore, 2011)

2.3 Pros and Cons of Online Social Networking

Being linked or connected to others can lead to potential benefits such as improved collaboration, information sharing, greater productivity and enhanced communications among employees, business partners and customers (Boyd and Ellison, 2007). OSN allows people to articulate their relationship to others in a way that is visible to anyone who can access their profile (Baker et al, 2008) review recent studies of OSN in the work place and conclude that OSN allows a robust blend of
member profile and contact information, rich presence information, collaborative
document creation, distribution tracking and other features that build a pulse inside
the organization. In this environment individuals know who knows who, what each
member is currently involved in and how they can be reached. OSN thus provides a
more intuitive approach for members of the same community of employees to find
each other on complementary knowledge or need for knowledge.

OSN has also risks that come with its usage in an organization. The European
Network and Information Security Agency (ENISA, 2007) Summarised the major
risks of OSN. It spurs social activity and associated with developing addictive
behaviour thus lowering employee’s productivity. OSN poses privacy issues and
security risks such as identity fraud. It may also lead to social networking spam, that
is, the propagation of unsolicited messages. Organisations can expose their
intellectual property and other proprietary information to the outside world or to
people within the organization with negative results. OSN may expose the company’s
hardware to malware such as viruses and worms. Many social networking members
share pictures, videos, music, high definition movies which results in bandwidth and
storage consumption. Many individuals who use the social media do so at work for
both non work and work related purposes. Even though the risks highlighted are not
all inclusive, it suffices to stress the need to understand the effect of OSN in work
place.

Now the discursive issues is, organizations focusing on marketing tools mostly and
ignore to use social networking as business tools because they believe this tool reduce
productivity and profitability. These sites do not cause any problem for organizations,
because they are applications, the worry is about the user, the people who use them.
Organizations believe employees spend a great deal of time on social networking sites
for updating their profiles or some other activities daily. If every employee spent more
time on a social networking sites every day, that would work out to a loss of hours of
productivity in one year. Except of this matter which is a main intellectual concern for
employers, employees also might suffer when they see their colleagues spending
hours on social networking sites while they are being involved with overload tasks.
Therefore, it also affects the employee morale (Williamson, 2009).
Another issue which is also of concern is the messages that employees may post on social networking sites. People usually post messages which explain their feeling about work place and they usually do not think through what they have written. For example, they may write "I have to work this weekend because we've found a problem in our production line" or "My job is boring". These kinds of comments could enhance concern among customers who may involve in the system thus these simple issues may leave a bad influence on organizations and make problem for their reputation (Williamson, 2009).

2.4 Social Networking and Performance

Employee performance is defined and measured by the amount of work an employee does each hour (Warner Russ, 2012). Increased collaboration through social network can stimulate knowledge sharing between individuals who share a common interest which may help the performance of an employee to improve. With the increasing popularity of social networks such as Twitter and Facebook, it is tempting for employees to spend valuable time during the day on these sites. Risks associated with OSN should be noted such a knowing the kind of information shared through social sites, measuring of return on investment and capital factors on modern economy.

2.4.1 Information Shared through Social Networking Sites

The theoretical foundation of performance is based on the idea that the structure of social interactions enhances or constrains access to valued resources (Ibarra, 1993). Resources exchanged through informal networks have substantial value, including work-related resources of task advice and strategic formation. This resource exchange is likely to be positively related to job performance (Sparrowe, 2001). For knowledge workers like bank professionals, their social capital and networks are a valuable source of information and knowledge that can substantially influence their performance. Individuals with a high degree of social capital have privileged access to knowledge and information, preferential opportunities for new business, reputation and influence, and enhanced understanding of group norms (Inkpen and Tsang, 2005). Certain types of social networks can enhance knowledge transfer and learning (Hansen, 1999). Interaction is a manifestation of the structural dimensions of social
capital and trust is significantly related to the extent of inter unit resource exchange, which in turn has a significant effect on an employee’s performance.

With the popularity of social media, it is no surprise that bank employees are using social networking to connect to other employees. Social media is becoming an important strategic tool for human resources and management in keeping employees engaged. Critical to employee morale is ensuring employees stay informed and interactively participate in the decision-making process. Social networking is an effective way for employers to do this. Some banks prefer social media tools such as blogs and podcasts, while other banks lean toward Twitter or Facebook. The choice of which social media forum to use will be banks specific. Any information that can be distributed to employees via a paper memo can be communicated via social media. However, human resources information is often the most relevant and important information sought by employees. Along these lines, it is important for a bank to have policies and procedures in place and to communicate them to employees. Furthermore, employees must be provided information and training on the use of social media. Banks should consider including employees in the policy creation and education process (Hansen, 1999).

Sometimes the most outspoken employees can become the best resource and strongest advocate for change. Social media and interactive web communication is evolving and the management will learn as it goes. When an organization opens up a social media channel, it should be prepared to listen to the feedback of employees. An organization can do this in a variety of ways such as instant polls, online focus groups, and by responding to comments and messages quickly and responsibly. Social media can be an excellent channel for employee rewards and recognition. Organizations can feature individual employees or departments and allow peers to nominate each other for excellent work. Organizations can even have department safety competitions and introduce new initiatives. However, if an organization chooses to use social media to communicate with employees it should make content interesting, be consistent, and listen to employee’s feedback (Hansen, 1999).

There may some challenges to communicating with employees through social media. Open criticism by employees can be uncomfortable for employers. Organizations need to make employees aware of how their opinions and comments on social
networking sites may adversely affect the employment relationship. This should be done through education and introduction of an organization’s social media policy. Organizations should set clear policies that include how employees reference their employer online, especially if these references are inappropriate or disparaging. This can be a difficult balance to strike because employees’ freedom of speech must be considered when developing such policies (Hansen, 1999).

A company can face lawsuits, bad publicity, and decreased employee morale because of employees’ use of social networks. According to Greenwald (2009), 55 percent of employees visit a social networking site at least once a week. Possible areas of company liability include sexual harassment, bullying, and threats of workplace violence, all potentially occurring during these visits. Sexual harassment occurs when one employee or supervisor makes continued, unwelcome sexual advances, requests for sexual favours, and other verbal or physical conduct of a sexual nature to another employee or supervisor, against his or her wishes. This behaviour can, and does, happen online. The increased risk of liability can decrease productivity and cost the company a large amount of money in defending against lawsuits and possible revenue lost due to damage to the reputation of the company (Greenwald, 2009).

Social networking can be of use in resolving HR problems by bridging external and internal communications. Social networking empowers and enables employees to express their thoughts and ideas freely. Companies use social network when creating a good corporate culture which leads to increased levels of trusts among employees. Communities of practice also known as COPS are groups of people who share passion for something that they know how to do, and who interact regularly in order to learn how to do it better (Wenger, 2004). Boothby 2006 argues that today’s employees can work efficiently in large virtual teams, and SNS crates such electronic platform.

2.4.2 Return on Investment

Of all measurement instruments in business, Ward (2006) regards the measurement of Return on Investment (ROI) as the most important. In some organizations, ROI is everything whereas other organizations aim to measure employee satisfaction and productivity. To this extent Ward suggests the adaption and integration of OSN technology into the organization’s intranet to provide employees with a social
platform for communication, collaboration, and innovation. Some of the quantifiable outcomes to be measured would include; paper use, hardware costs, head count and sales figures. Softer outcomes are customer satisfaction, employee satisfaction and employee productivity.

2.4.3 Capital Factors in Modern Economy
In the modern economy, there are factors that are becoming increasingly important. These include; the human capital, the social capital, organizational capital, intellectual capital and network capital. Human capital refers to the knowledge, skills and capabilities people possess. The social capital refers to the relationships between the people and collective knowledge possessed by the people. Organizational capital relates to the workplace management skills. The knowledge the people possess and can be exploited for financial gain or any other useful purpose to the organization is known as intellectual capital. Lastly is the network capital which includes the contacts individuals draw on a source of trusted information (Boarse H et al, 2006).

Combined, these factors can be referred to as knowledge capital which refer to people as key organizational assets. People should therefore be the main focus of knowledge-based economy as they are the most valuable resource it has. Effective interaction between individuals is of great importance so that they can share the knowledge. The internet through the rise of OSN has a unique capacity to break down the boundaries of distance and aid in interactions (Berners Lee, 2007).

The effective combination of human capital is thus required to increase productivity. Organizations therefore have to optimize this knowledge capital by facilitating interaction of communities and networks through OSN and business automated technologies. This is necessary to increase what people know, how they perform and how they apply their knowledge and energy in organizational context (Arvantis and Loukis, 2008).

2.5 Social Networking and Employee’s Privacy
Privacy concerns with social networking services have been raised growing concerns amongst users on the dangers of giving out too much personal information. Privacy on
social networking sites can be undermined by many factors. For example, users may disclose personal information, sites may not take adequate steps to protect user privacy, and third parties frequently use information posted on social networks for a variety of purposes. Users of these services also need to be aware of data theft or viruses. However, large services, such as MySpace and Facebook often work with law enforcement to try to prevent such incidents. In addition, there is a perceived privacy threat in relation to placing too much personal information in the hands of large corporations or governmental bodies, allowing a profile to be produced on an individual's behaviour on which decisions, detrimental to an individual, may be taken. Furthermore, there is an issue over the control of data. Information that was altered or removed by the user may in fact be retained or passed to third parties. For the Net generation, social networking sites have become the preferred forum for social interactions, from posturing and role playing to simply sounding off. However, because such forums are relatively easy to access, posted content can be reviewed by anyone with an interest in the users' personal information (David Rosenblum, 2007).

2.6 Issues Arising from Employees Use of Social Networking Sites

When organizations adopt social media, they are usually concerned about people saying bad things about them. Their first reaction is to issue a policy that dictates what people can say and what they cannot say. When employees access social media, there are modern human resource practices that could arise that are challenging to employers especially in ensuring that employees work within the legal and ethical framework (Bussing Heather, 2012). It is imperative therefore for companies to consider the legal and ethical implication of use of social media.

2.6.1 Legal Issues

The consensus among HR professionals and employment lawyers is that it is possible for employers to take action against employees who make comments using social media sites. This is particularly the case where employee comments can be clearly considered defamatory (Whincup, 2011). On the other hand, a number of high-profile cases of employees being fired for usage of social media have resulted in the dismissals being overturned by courts (Schoneboom, 2008). It is important for
employers to have some kind of social media policy in place to determine what is acceptable and what is not. Such a policy would be intended to discourage employees from making certain kinds of adverse comments using social media. In the event that employers find evidence of objectionable comments written by an employee it would make it easier from a legal point of view for employers to take action against such an employee (Brimelow, 2005).

2.6.2 Ethical Issues

Two issues have been identified as important in considerations of the ethicality of employees using social media. These are first, the subjects which are discussed on social media by employees and second, the balance between the wider rights of individuals and the more specific explicit and implicit expectations of behaviour at work which could be upheld through employment law. Valentine et al. (2010) find that dismissing an employee for comments in the social networks is more likely to be considered ethical if the subject of the blog is work-related than if it is non-work-related. However, a key factor to be considered in both kinds of blogging is the moral intensity of the content. The concept of moral intensity covers a range of factors, including the potential consequences of the comments made, for example the likelihood of an employee’s comments harming the company and the scale of any harm.

One distinction between high and low moral intensity activity online might be between employee’s using social media to sound off about certain aspects of their employment and an employee making deliberately defamatory comments about their employers. As Richardson (2007) has noted, many work bloggers explain that the purpose of their blog is not to maliciously attack their employers, but rather to provide them with a space to vent when they become frustrated with work. The blog represents a free space in which they can express their feelings about work.
Banning access to social networking sites may be an optimal solution for some organizations. Some businesses believe social networking tools are pointless and have banned their use in the workplace or in some cases they have not supported them enough. Companies still fear employees spending lots of time on social networking pages such as Facebook or Tweeting. Use of internal controls to limit employees' activities on social networking sites leads to employees posting at home or even using hand devices such as smart phones to access the social nets and this is the dilemma that most of businesses face today. Businesses require rebuilding in their culture which means they should implement social networking as a business tool, not as marketing tool. It is increasingly becoming an opportunity for employees and clients to transfer knowledge and have communication through social networking. In other words, as mentioned before the organizations which implement social networking have changed their culture from information gathering to information participation. Actually, it is difficult for organizations to make balance between advantages and disadvantages of social networking.

A ban on Web 2.0 technology may cut off a primary means of communication that is deeply entrenched in the younger lifestyle. A ban will likely cause frustration and resentment among younger employees, and it might also deprive them of the means where they can most comfortably and skillfully deal with important business contacts and customers, develop prospects or market their company's products. In other words, successfully do their jobs. Talented job candidates are beginning to consider such restrictions when deciding on their employment options. Internet policy use can influence potential employee's decision to join one employer over another. If executives want to attract the best talent, they should definitely be considered (Emery Daniel, 2009). Completely blocking employees from their favorite social networking sites may prompt technology-savvy employees to devise ways around the ban through anonymous proxies which could potentially damage corporate defenses.

A moderate use of social networking sites actually increases productivity. Discussions on social networks enable workers to brainstorm with both company colleagues and interested friends, and this process prompts innovative approaches to
seemingly intractable problems. Social networking allows employees to leverage the collective knowledge of contacts with expertise and similar interests. Moreover, social networking helps employees stay connected with friends and other professionals who have careers in a variety of industries and may turn into valuable partners or customers. These sites also provide access to otherwise inaccessible people and opportunities. Connections count in business, and given there are over 300 million active users on Facebook alone and growing numbers of members of business-oriented sites such as LinkedIn, social networks provide an opportunity to make and sustain worthwhile connections. Social networks can be a tremendous resource for critical information about customers, employees, job candidates, competitors, the current state of an industry and what others are saying about your organization (Frazer M. and Dutta S, 2009)

Network sites enable sales and marketing professionals to engage in more intimate and interactive dialogue with potential customers. A two-way communication that is not possible when companies rely exclusively on ordinary Websites and advertisements. Even non-business-related social networking can increase productivity because small breaks allow employees to reset their concentration. If a company can successfully manage the other issues associated with social networks such as data leakage, confidentiality, malware, bandwidth it should allow employees to take the breaks they most enjoy when they interact with friends and colleagues through the social nets. Employees who waste time on such sites are likely to find other ways to waste time if the sites are banned. Time wasting in the workplace did not begin with social networking (Sarah Perez, 2009).

2.8 Empirical Review

Recent studies have found that social networks are typical characterisations of human behaviour to fulfil the need to communicate and connect with people they know, meet new people who share a common interest, collaborate, participate and share information and knowledge as well as gain new knowledge. Generally, these are also the reasons why individuals engage in social behaviour through the Internet. To many, the Internet provides effective social networking opportunities and their online behaviour includes building individual relationships, expanding their personal
network of friends, finding people who have had similar experiences, discussing common topics of interest, dating and finding potential life partners, staying connected to old friends or distant family and virtually meeting peers, including work colleagues, to discuss current issues or topics of interest (Wilkinson and Huberman, 2007).

Douglas Baker et al (2011), researched on the rising use of social network by people while on job in the University of Johannesburg. The variables of the study were the potential benefits, problems they create, employers’ views and the employees’ views of the social networking. The study concluded that most organizations were struggling with using social networking sites and there is need to educate employees on how to efficiently utilise the social networks while at working place. Organizations should also establish a social networking policy.

A research by Leidner et al (2010), found that the ability of employees to access Facebook at work was a great incentive for retention particularly of new employees. This is because employees can be socially connected with family, friends and other co-workers in their workplace. The research concluded that the use of social networking offered individual and organizational benefits such as a strong sense of organizational commitment, higher morale among new Generation Y employees, and a high retention rate of entry-level of employees.

North (2010) examined the use of social networking sites in the workplace by prospective and current employees. He found that although some participants find social networking site use to have negative aspects, they believe that its use at work is worthwhile because socializing online while at work makes them happier and, therefore, more productive. A study done by Nucleus Research showed that, on average, 47 percent of the 237 office workers interviewed used Facebook in the workplace for 15 minutes every day. That study concluded that the use of Facebook at work results in a 1.5 percent decrease in productivity (Nucleus, 2009).

Concerns about data security are examined in a study by Jones and Soltren (2005). This study shows that using simple techniques, data from thousands of profiles can be collected within a short period, and that there is thus the possibility to exploit this information for commercial purposes. But the risks are not only technical. Often, it is
the users themselves who disregard their own data security by reckless disclosure of private information without any form of data protection. In the results of a content analysis of 4,540 Facebook profiles, it was shown that 87% of the members publicly display their date of birth, half of them their address, and almost 40% display their phone numbers. The basic elements for identity theft and tracing a user's movements are thus readily available. About half of the users also provided information about sexual orientation, relationship status and political views (Gross and Acquisti, 2005).

A study by Dwyer et al. (2007) showed that violations of privacy are not only theoretically possible but also happen in practice. In an Internet survey of 222 users of MySpace and Facebook, 20% of respondents reported to have experienced a situation within the previous 12 months in which the users were concerned about their privacy. This included receiving unwanted spam messages, unauthorised access into personal accounts or online stalking. Only 19 of the 42 respondents whose privacy had been violated stated that they had checked or modified their data security settings. This finding is backed by Madden et al. (2007). Using a telephone survey of 1,623 U.S. Internet users, it was shown that a majority of 43% of the respondents was not worried about the security of their personal information online and thus did not take any active measures to limit the type and amount of personal information that was available on the Internet. Only 21% were concerned about their data security and took active measures to limit the amount of personal information. Although considerable doubts about the security of data in SNS remain, few users think about or attempt to control the extent of their personal data on the web valuing the visibility of their profile (Liu, 2007)

A number of studies show how use of social networking sites is affecting the lives of Kenyans. National survey from market research Company Synovate (2010) on access and usage found that the digital divide has began to narrow with time. The study describes the digital divide in terms of current monthly usage, potential users especially those with mobile phones and some secondary or above education and those that are completely cut off low levels of education, are older, no access to phone, mainly live in rural areas and are in the lower income groups. It concludes that there is significant interest in the Internet with half the non-users saying they would use it if it was available, but three out of ten Kenyans may never use the Internet
because of literacy level, age and attitudinal barriers. It shows that access to the Internet on mobile phones is growing at the expense of the public access routes. This is more visible in the rural areas. Social networking and entertainment tops the list for what Kenyans are doing online. 2 million persons are said to be on Facebook. The study concludes that Internet users are reaching out to get higher quality and more varied content.

The Kenya ICT Board through Research International (2010) carried out research on the online lives of Kenya. Dubbed Digital Kenya it was carried out to help organizations understand how people in Kenya use the Internet; provide new analysis of the consumer and what motivates them to behave in particular ways when they are on-line; and understand the needs of users to harness opportunities and drive innovation of services. The Internet is used more than any other media among respondents. People’s workplaces facilitate access with the mobile phone acting as backup for access outside of work. There is demand for phone browsing but small screens and low content are barriers. Cost and speed is still a hindrance. In terms of usage, this study differs from the previous one in that it shows that communication/social networking comes second to seeking knowledge and information

2.9 Research Gap

The reviewed literature has shown that the use of online social networking all over the world has both positive and negative effect on users. A study by Nucleus (2009) considers social networking site use a reason for reduced productivity since it can waste time and be addictive. It looked only at the time wasted as a result of social networking in the workplace and ignored the possible indirect benefits such as enhanced job satisfaction, higher innovative behaviour, and increased productivity. As for the study by North (2010) which examined the use of social networking sites in the workplace as adding value to organizations, it did not research on the positive effects of social networking site use on employee’s performance. The use of social networking in Kenya in general and by employees of banks in Murang’a in particular is rampant and has raised concerns of whether it improves performance or affects the employees’ performance. This study, in turn, attempts to fill the gap by looking into
the direct and mediating effects of social networking on employee performance in banks in Murang’a.

2.10 CONCEPTUAL FRAMEWORK

<table>
<thead>
<tr>
<th>Independent Variables</th>
<th>Dependent Variable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee Access to Facebook</td>
<td>Bank Employee performance</td>
</tr>
<tr>
<td>Employee access to Twitter</td>
<td>• Professional interaction</td>
</tr>
<tr>
<td>Employee access to LinkedIn</td>
<td>• Job satisfaction</td>
</tr>
<tr>
<td>Employee access to MySpace</td>
<td>• Instant Feedback</td>
</tr>
</tbody>
</table>

Intervening Variables

- Banks policy
- Personality

Figure 2.1 Conceptual Framework

Source (researcher, 2013)

There are four independent variables to be considered in the study. These are employees accessing Facebook, Twitter, LinkedIn, and MySpace. The main reasons for organizational failure are the inability to adapt to rapidly changing environment. The research is intended to establish the relationship that exists between these independent variables and the performance of banks employees of Murang’a which is the dependent variable.

Time used browsing social network sites: Use of time social networking can be detrimental to the productivity of employees who spend increasing amount of time on these websites. Employers get worried when employees waste time on websites during working hours. Social networking sites are addictive because the employees
don't want to miss out on what is happening elsewhere. If some employee finds out that other employees are just interacting on the social media while he or she has a lot of work, they may be reluctant to complete their task. Knowing the average time used social networking and if it has an effect on performance is important to help chart the way forward.

A ban on social networking can be necessitated by the negative effects of social networking. However, it can cause frustration and resentment among employees because it deprives them of their social need to interact with others within and outside the organisation. Restricting use of social network can therefore have positive or negative effect on performance of employees.

Use of social networking websites allows employees to post a great deal of information about them which is accessible to the public including their managers. The manager is therefore in a position to access a wide range of information about an employee's personal life via the sites. Access of private information can affect the working relationship of management and employees due to prejudice formed.

Interacting through the social networking sites social media is becoming an important strategic tool for human resources and management in keeping employees engaged. Critical to employees' morale is ensuring employees stay informed and interactively participates in the decision making process. On the other hand, social networking allows for open criticism and hence it may adversely affect employment relationship.
CHAPTER THREE
3.0 RESEARCH METHODOLOGY

3.1 Introduction
The chapter focused on the research design, the target population of the study, the sampling design, data collection instruments and techniques, and the data analysis techniques.

3.2 Research Design
This study employed a descriptive survey design. This involved using a survey design as a strategy for collecting and analyzing data that answer research questions, to gather information, summarize, present and interpret data for the purpose of classification. According to Bryman (2008), a research design provides a framework for collecting and analyzing data. According to Orodho (2003), descriptive survey research is intended to produce statistical information about aspects of population that interest policy makers without manipulating any data. The method collects information by interviewing or administering a questionnaire to a sample of individuals. According to Gay (1992) this method determines and reports the way things are such as public opinion and attitudes whereby a clear layout of pertinent and precise information on the study aspect and phenomena are obtained and general conclusion drawn. The researcher used primary data.

3.3 The Target Population
The study was carried out in the commercial banking institutions in Murang'a town, Central province of Kenya. All the 8 banks in the town were used in the study forming a census study. The study targeted key informants like the bank managers, operations managers, credit managers and bank clerks who have an understanding on the operations of the banks.

3.4 Sampling Design
Stratified Random sampling was used in the study to select a sample. According to Tromp (2006), a population is divided into subgroups called strata and a sample is selected from each stratum. The target population was in strata consisting of Branch
managers, operation managers, credit managers, and bank clerks. The sample should be small enough to be economical and ensure representation of all in the population proportionately (Mugenda and Mugenda, 2003). All managers were sampled due to their small number while the bank clerks formed 40% of their population.

### Table 3.1 Target Population

<table>
<thead>
<tr>
<th>Group</th>
<th>Population</th>
<th>Sample</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bank Managers</td>
<td>8</td>
<td>8</td>
<td>100%</td>
</tr>
<tr>
<td>Operations Managers</td>
<td>8</td>
<td>8</td>
<td>100%</td>
</tr>
<tr>
<td>Credit Managers</td>
<td>8</td>
<td>8</td>
<td>100%</td>
</tr>
<tr>
<td>Bank clerks</td>
<td>106</td>
<td>43</td>
<td>40.56%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>130</strong></td>
<td><strong>67</strong></td>
<td><strong>51.54%</strong></td>
</tr>
</tbody>
</table>

Source: (Researcher, 2013)

The sample was above the 30% minimum sample (Mugenda and Mugenda, 2003) for statistical analysis.

### 3.5 Data Collection Instruments

Primary data was collected using questionnaires. The questionnaires comprised of questions which sought to answer questions related to the objectives of this study. The questions were both closed to enhance uniformity and open ended to ensure maximum data was obtained. Secondary data was obtained from books, internet and journals as indicated in the literature review. Questionnaires are the most commonly used when respondents can be reached and are willing to cooperate. The method can reach a large number of subjects who know how to read and write independently (Peil, 1995). According to Orotho (2004) questionnaires are widely used in educational studies to obtain information about current conditions and practices. They assist in making enquiry concerning attitudes and opinions quickly and in precise form.
3.6 Piloting

Questionnaires were tried out in Family bank, Kiriani branch which is not within the actual target population. Piloting refers to pre-testing of questionnaires to a selected sample which is similar or identical to the actual sample to be used in the study. The selected sample for piloting in is not the actual sample.

3.7 Data Collection Procedure

The researcher got an introduction letter from the school of business at Kenyatta University ascertaining that he is a bona fide student of the university. The researcher then booked an appointment with the branch managers of banks. Explanation of the purpose of the study was given. Assurance that results and information collected are confidential and is only for the purpose of the study was made. Questionnaires were left for 3 days for the respondents to fill. The researcher collected the instruments later for analysis.

3.8 Validity

According to Wiersna (1995) validity is the extent to which an instrument measures what it is intended to measure or the degree to which results obtained from the analysis of data actually represent the phenomenon under study. Validity was ensured by the repeated advice from my supervisor who assisted in assessing the concepts, the instruments measuring and determining whether the items accurately represented the concepts of the study.

3.9 Reliability

Mugenda and Mugenda (2003) define reliability as a measure of the degree to which a research instrument yields consistent results or data after repeated trial. The study used split-half method. In this approach an instrument is designed in such a way that there are two parts. Subjects’ scores from one part are correlated with scores from the second part. This helps to eliminate chance error.
3.10 Data Analysis and Presentation

The results of the research were analyzed using qualitative and quantitative methods. The quantitative data generated was subjected to the descriptive statistics. SPSS was used to aid the analysis. Data was presented by using frequency distribution and measures of tendency such as mean, mode and median as well as measures of dispersion such as percentages, range, standard deviation, mean deviation and quartile range. Data was also presented using tables, pie charts, and graphs (Pals, 1993). Qualitative data was coded and themes that related to the research questions in the study identified. The qualitative data was interpreted by attaching significance to the themes and the patterns observed. Alternative explanations were considered by looking at differences in responses recorded in data collection (Mugenda and Mugenda, 2003).
CHAPTER FOUR
DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter represents data analysis and discussion of the study findings and effects of social networking on employee’s performance. Analysis of data was carried out using description statistics with the aid of Statistical Package for Social Scientists (SPSS)

4.2 Background Information

This section deals with response rate, the background information of the respondents on gender, ages, level of education and work experience.

4.2.1 Response Rate

The study targeted 67 respondents, however only 55 respondents managed to respond to the questionnaires. This translated to 82.09% response rate which was good response as it was above 70% threshold. The respondents were distributed as follows.

Table 4.1 Response Rate

<table>
<thead>
<tr>
<th></th>
<th>Sample size</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bank managers</td>
<td>8</td>
<td>6</td>
<td>8.96%</td>
</tr>
<tr>
<td>Operation managers</td>
<td>8</td>
<td>5</td>
<td>46.7%</td>
</tr>
<tr>
<td>Credit managers</td>
<td>8</td>
<td>7</td>
<td>10.45%</td>
</tr>
<tr>
<td>Bank clerks</td>
<td>43</td>
<td>37</td>
<td>55.22%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>67</strong></td>
<td><strong>55</strong></td>
<td><strong>82.09%</strong></td>
</tr>
</tbody>
</table>

Source (Survey data, 2013)
Table 4.1 above shows that 8.96% of the respondents were bank managers, 7.46% were operation managers, 10.45% were credit managers and 55.22% were bank clerks. This translated to 82.09% of the target sample.

4.2.2 Response Age and Gender Distribution

The study sought to establish the ages of the respondents. Respondents were asked to indicate their age bracket. Figure 4.1 gives a description of the age distribution.

Figure 4.1 Ages of Respondents.

Source (Survey data, 2013)

From figure 4.1 above, 14.5% of the respondents were below 25 years, 29.09% were between 25 – 30 years, 32.73% were between 31-35 years, 12.73% were between 36-40 years and 10.91% were over 40 years. This was an indication that majority of the respondents were between the ages of 31 – 35 years and therefore belonged to generation Y which had a higher proximity to use of social networking sites. Thus the employees of the bank belong to the youthful technological-savvy generation which is likely to adopt modern technologies such as social media.
4.2.3 Gender of the Respondents

The researcher sought to establish the genders of the respondents. Respondents were asked to state their gender. Figure 4.2 gives a description of the gender.

![Gender of respondents](image)

**Figure 4.2 Gender of respondents**
Source (Survey data, 2013).

From figure 4.2 above, majority of the respondents were male with a percentage of 54.55% while 45.55% were female. This indicates that there is gender parity in the bank sector.

4.2.3 Level of Education

Banks require a staff with high academic qualification who will be able to perform their duties and interact with customers well. The researcher therefore sought to establish the academic qualification of the respondents. The results are as shown in table 4.2 below.
Table 4.2 Level of education

<table>
<thead>
<tr>
<th>Level</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Certificate</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Diploma</td>
<td>6</td>
<td>10.91%</td>
</tr>
<tr>
<td>Graduate</td>
<td>42</td>
<td>76.36%</td>
</tr>
<tr>
<td>Masters</td>
<td>7</td>
<td>12.73%</td>
</tr>
<tr>
<td>Any other</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>55</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Source (Survey data, 2013)

From table 4.3 above, it was evident that none of the respondents had a certificate qualification. 10.91% were Diploma holders, 76.36% were Graduates, 12.73% were Masters Holders and none had any other academic qualifications. This was an indication that the respondents were well educated and in a position to utilize new technology including the use of Online Social Networking.

4.2.4 Working Experience of Respondents

The study sought to establish the working experience of the respondents. The respondents were asked about their working experience. Figure 4.3 below shows the results of the question.

![Figure 4.3 work experience](image)

Source (Survey data, 2013)

32
From figure 4.1 above, 36.36% of the respondents had worked for less than 5 years, 45.45% had worked between 5-10 years, 12.73% had worked between 10-15 years and 5.45 years had worked between 15-20 years while none of the respondent had worked for more than 25 years. The results indicated that a large number of the respondents had a good working experience and therefore they were a good source of knowledge on the use of Social Networking Sites in the work place and the effect it has on employee’s performance.

4.3 Time of Visits to Social Networking Sites

The researcher sought to establish whether employees visited the social networking sites during working hours. The respondents were asked what time they visited the social networking sites during the day.

<table>
<thead>
<tr>
<th>Social Networking Sites</th>
<th>Time of Visit to Social Networking Sites</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>7.00am-9.00am</td>
</tr>
<tr>
<td>Face book</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>18.18%</td>
</tr>
<tr>
<td>Twitter</td>
<td>8</td>
</tr>
<tr>
<td></td>
<td>14.55%</td>
</tr>
<tr>
<td>MySpace</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>09.09%</td>
</tr>
<tr>
<td>LinkedIn</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>5.45%</td>
</tr>
<tr>
<td>Others</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>00.00%</td>
</tr>
</tbody>
</table>

Source (Survey data, 2013)
From table 4.3 above, Facebook was visited by 18.18% of respondents between 7.00 am-9.00am, by 5.45% between 9.00am-11.00am, by 3.64% between 11.00-1.00pm, by 18.18% between 1.00pm-3.00pm and it was visited by 10.9% between 3.00pm and 5.00pm of the respondents. Twitter was visited by 14.55% of respondents between 7.00 am-9.00am, by 3.64 % between 9.00am-11.00am, by 5.45% between 11.00-1.00pm, by 12.37% between 1.00pm-3.00pm and it was visited by 7.27 % between 3.00pm and 5.00pm. MySpace was visited by 09.09% of respondents between 7.00 am-9.00am, by 05.45 % between 9.00am-11.00am, by 10.90% between 11.00 am-1.00pm, by 14.55% between 1.00pm-3.00pm and it was visited by 20.00% between 3.00pm and 5.00pm. LinkedIn was visited by 5.45% of respondents between 7.00 am-9.00am, by 7.27 % between 9.00am-11.00am, by 12.37% between 11.00-1.00pm, by 3.64 % between 1.00pm-3.00pm and it was visited by 5.45 % between 3.00pm and 5.00pm, while other SNSs were not visited between 7.00am and 11.00am though they were visited by 01.82 % between 11.00am-1.00pm, by 03.64 % between 1.00pm-3.00pm and by 05.45% between 3.00pm and 5.00pm of the respondents.

From the findings it seemed that many respondents engaged in OSN at work. The organisation should exploit this opportunity and direct this activity to the organisation's advantage. Respondent's preferences may have been influenced by the contrasting nature of the visited OSN sites. For instance, the social focus of Facebook compared to the business focus of LinkedIn. This may indicate that OSN technology was applied more for social purposes than to conduct daily business transactions during the working time. From the findings, it can be concluded that employees spend much time accessing social media for non work related purposes. This can adversely affect the employees productivity.

4.4 Access of Social Network though Facebook

4.4.1 Effects of Access to Social Network through Facebook

The researcher sought to establish whether the employees preferred accessing social media through Facebook. Respondents were asked whether they access social network through Facebook in their work station. The results are as shown by figure 4.4 below.
From figure 4.4 above, majority of respondents at 76.36% access social network through Facebook while 23.64% said they do not access social network through Facebook. It can be concluded that Facebook was a popular site among the employees.

4.4.2 Means Used to Access Facebook.

The researcher further sought to establish the means employees use to access Facebook. Respondents were asked what they use to access Facebook. Table 4.4 gives the means used by the respondents to access Facebook.

Table 4.4 Means Used to Access Facebook.

<table>
<thead>
<tr>
<th>Means</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office computers</td>
<td>10</td>
<td>23.81</td>
</tr>
<tr>
<td>Cell phone</td>
<td>28</td>
<td>66.67</td>
</tr>
<tr>
<td>Personal laptop</td>
<td>4</td>
<td>9.52</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>42</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source (Survey data, 2013)
From Table 4.4 above, 66.67% access Facebook through their cell phone. 23.81% access through office computers while 9.52% access through personal laptop. The results indicate that employees use multiple devices to access Facebook. This means that employers may find it difficult to efficiently impose restriction on access to Facebook as employees will use any of the devices. It can also be concluded that access to Facebook is personalised as majority use their cell phones.

### 4.4.3 Effect of Access to Social Media through Facebook.

The study sought to establish the effect that access to Facebook had on employees’ performance of duties. Respondents were asked to rate the effect of access to Facebook during working hours. The results are as shown in Table 4.5.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Frequency</th>
<th>A</th>
<th>AA</th>
<th>D</th>
<th>SD</th>
<th>TOTAL</th>
<th>MEAN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees timely service delivery will be lowered</td>
<td>%</td>
<td>60</td>
<td>18.1</td>
<td>14.54</td>
<td>5.45</td>
<td>1.82</td>
<td>100</td>
</tr>
<tr>
<td>Employee’s timely completion of operations will be lowered</td>
<td>%</td>
<td>43.64</td>
<td>36.7</td>
<td>12.73</td>
<td>7.27</td>
<td>3.64</td>
<td>100</td>
</tr>
<tr>
<td>Employee rate of meeting sales target lowered.</td>
<td>%</td>
<td>32.73</td>
<td>25.45</td>
<td>16.36</td>
<td>14.55</td>
<td>10.91</td>
<td>100</td>
</tr>
<tr>
<td>Employee spirit of competition for market share will be lowered.</td>
<td>%</td>
<td>3.64</td>
<td>7.27</td>
<td>12.73</td>
<td>36.7</td>
<td>43.64</td>
<td>100</td>
</tr>
</tbody>
</table>

Table 4.5 Effects of Access to Facebook
From table 4.5 above, 60% strongly agreed that Facebook lowered employees timely service delivery to customers, 18.1% agreed, 14.4% a little agreed, 14.54% disagreed while 1.82% strongly disagreed. The respondents were asked whether access to Facebook lowered employees' timely completion of routine operations. 43.64% strongly agreed, 36.7%, 12.73% a little agreed, 7.27% disagreed, while 3.4% strongly disagreed. The respondents were asked whether access to Facebook lowered employees rate of meeting sales targets in time. 32.73% strongly agreed, 25.45% agreed, 16.36% a little agreed, 14.55% disagreed, while 10.91% strongly disagreed. The respondents were asked whether access to Facebook lowered employees spirit of competition for market share. 3.64% strongly agreed, 7.27% agreed, 12.73% a little agreed, 36.7% disagreed, 43.64% strongly disagreed.

The respondents were asked whether access to Facebook lowered employees’ timely response to customers’ enquiries. 27.27% agreed, 21.82% agreed, 25.45% a little agreed, 14.55% disagreed, 10.91% strongly disagreed. The respondents were asked whether access to Facebook lowered employees productivity in terms of profit. 38.18% strongly agreed, 30.91% agreed, 21.82% a little agreed, 5.45% disagreed while 3.64% strongly disagreed. Most of the respondents commented that access to Facebook had a negative effect to delivery services to customers, timely completion of operations, response to customer enquiries and profits. However, they commented that Facebook can be used in improving the market share. Thus, it can be concluded that accessing Facebook negatively impacted on the performance of employees.

4.5 Access of Social Network through Twitter.

This section shows the effects of access of social network through Twitter.
4.5.1 Access of social network through twitter in work station.

The researcher sought to establish whether employees accessed Twitter during work. The respondents were asked whether they access social network though twitter in their work station. The results are shown in figure 4.5

From figure 4.4 above, majority of the respondents at 69.09% use Twitter to access social network while 30.91% use other networks. This is an indication that employees interaction through Twitter was high.

4.8.2 Means Used to Access Twitter at Works Station

The respondents were asked what they use to access Twitter while at work. The results are as shown in table 4.6 below.

Table 4.6 means used to access Twitter

<table>
<thead>
<tr>
<th>Means</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office computers</td>
<td>10</td>
<td>26.32</td>
</tr>
<tr>
<td>Cell phone</td>
<td>21</td>
<td>55.26</td>
</tr>
<tr>
<td>Personal laptop</td>
<td>7</td>
<td>18.42</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>38</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source (Survey data, 213)
From table 4.6 above, 55.26% used cell phone to access Twitter, 26.32% used office computers while 18.42% used personal laptop. This re-affirms that multiple devices are used to access the social media. Thus it is impossible impose restriction on use of Twitter.

4.5.3 Effect of Accessing Social Media through Twitter

The researcher sought to establish the effect of employees accessing social network through Twitter during work. Respondents were asked to rate the effect of access to social network through Twitter during working hours as shown in table 4.7

<table>
<thead>
<tr>
<th>Statement</th>
<th>Frequency</th>
<th>SA</th>
<th>A</th>
<th>AA</th>
<th>D</th>
<th>SD</th>
<th>TOTAL</th>
<th>MEAN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees timely service delivery will be lowered</td>
<td>Frequency</td>
<td>28</td>
<td>12</td>
<td>9</td>
<td>4</td>
<td>2</td>
<td>55</td>
<td>4.09</td>
</tr>
<tr>
<td></td>
<td>%</td>
<td>50.91</td>
<td>21.82</td>
<td>16.36</td>
<td>7.27</td>
<td>3.64</td>
<td>100</td>
<td></td>
</tr>
<tr>
<td>Employees’ timely completion of operations will be lowered</td>
<td>Frequency</td>
<td>26</td>
<td>19</td>
<td>5</td>
<td>3</td>
<td>2</td>
<td>55</td>
<td>4.16</td>
</tr>
<tr>
<td></td>
<td>%</td>
<td>47.27</td>
<td>34.55</td>
<td>9.10</td>
<td>5.45</td>
<td>3.64</td>
<td>100</td>
<td></td>
</tr>
<tr>
<td>Employee rate of meeting sales target lowered</td>
<td>Frequency</td>
<td>20</td>
<td>12</td>
<td>7</td>
<td>10</td>
<td>6</td>
<td>55</td>
<td>3.33</td>
</tr>
<tr>
<td></td>
<td>%</td>
<td>36.36</td>
<td>21.82</td>
<td>12.73</td>
<td>18.18</td>
<td>10.91</td>
<td>100</td>
<td></td>
</tr>
<tr>
<td>Employee spirit of competition for market share will be lowered</td>
<td>Frequency</td>
<td>5</td>
<td>6</td>
<td>9</td>
<td>20</td>
<td>15</td>
<td>55</td>
<td>2.38</td>
</tr>
<tr>
<td></td>
<td>%</td>
<td>9.10</td>
<td>10.91</td>
<td>16.36</td>
<td>36.36</td>
<td>27.27</td>
<td>100</td>
<td></td>
</tr>
<tr>
<td>Employees timely response will be lowered</td>
<td>Frequency</td>
<td>18</td>
<td>15</td>
<td>8</td>
<td>9</td>
<td>5</td>
<td>55</td>
<td>3.58</td>
</tr>
<tr>
<td></td>
<td>%</td>
<td>32.73</td>
<td>27.27</td>
<td>14.55</td>
<td>16.36</td>
<td>9.10</td>
<td>100</td>
<td></td>
</tr>
<tr>
<td>Employees productivity will be lowered</td>
<td>Frequency</td>
<td>18</td>
<td>17</td>
<td>13</td>
<td>4</td>
<td>3</td>
<td>55</td>
<td>3.78</td>
</tr>
<tr>
<td></td>
<td>%</td>
<td>32.73</td>
<td>30.91</td>
<td>23.64</td>
<td>7.27</td>
<td>5.45</td>
<td>100</td>
<td></td>
</tr>
</tbody>
</table>

Source (Survey data, 2013)
From table 4.7 above, 50.91% strongly agreed that access to Twitter lowered employees timely service delivery to customers, 12.82% agreed, 16.36% a little agreed. When asked whether access to Twitter lowered employees timely completion of routine operations, 47.27% strongly agreed, 34.55% agreed, 9.1% a little agreed, 5.45% disagreed, 3.64% strongly disagreed. When asked whether access to Twitter lowered employees rate of meeting sales targets in time, 36.36% strongly agreed, 21.82% agreed, 12.73% a little agreed, 18.18% disagreed while 10.91% strongly disagreed. When asked whether access to Twitter lowered employees rate of meeting sales targets in time, 36.36% strongly agreed, 21.82% agreed, 12.73% a little agreed, 18.18% disagreed while 10.91% strongly disagreed. When asked whether access to Twitter affected employees spirit of competition for market share 9.1% strongly agreed, 10.91% agreed, 16.36% a little agreed, 36.36% disagreed while 27.27% strongly disagreed. When asked whether access to Twitter lowered employees timely response to customers' enquiries' 32.73% strongly agreed, 27.27%, 14.55% a little agreed, 16.36% disagreed while 9.1% strongly disagreed. When asked whether access to Twitter lowered productivity of employees in terms of profit margins, 32.73% strongly agreed, 30.91% agreed, 23.64% a little agreed, 7.27% disagreed, while 5.45% strongly disagreed. Most of the respondents commented that access to twitter negatively impacted on employee's productivity. From the findings, it can be concluded that employees accessed Twitter for non work related purposes thereby lowering their performance.

4.6 Access of Social Network through LinkedIn.

This section shows the effects of access to social network through LinkedIn on employees' performance.

4.6.1 Access of Social Network through LinkedIn.

The study sought to establish whether employees' accessed social media through LinkedIn. The respondents were asked whether they accessed social network through LinkedIn their work station. The results are shown in figure 4.6
Figure 4.6 Access of Social Network through LinkedIn

Source (Survey data, 2013)

From figure 4.6 above, majority of the respondents at 65.46% said they don’t use LinkedIn to access social network through LinkedIn while 34.54% agreed that they access social network through LinkedIn. This implies that LinkedIn was not a popular site as compared to Facebook and Twitter. It can be concluded that professional sites such as LinkedIn are not as popular as social sites such as Facebook and Twitter.

4.6.2 Means to Access Social Media through LinkedIn

The study sought to establish the means used to access LinkedIn by employees. The respondents were asked what they use to access social media through LinkedIn. The results are shown in table 4.8 below.

Table 4.8 Means to Access Social Media through LinkedIn

<table>
<thead>
<tr>
<th>Means</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office computers</td>
<td>5</td>
<td>26.32</td>
</tr>
<tr>
<td>Cell phone</td>
<td>11</td>
<td>57.89</td>
</tr>
<tr>
<td>Personal laptop</td>
<td>3</td>
<td>5.45</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>19</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source (Survey data, 2013)
From table 4.8 above, 57.89% of the respondents who use LinkedIn to access social network said they use cell phone, 26.32% used office computers, while 5.45% used personal laptops. It can be concluded that employees preferred to use office while accessing professional social sites such as LinkedIn.

4.6.3 Effect of Accessing Social Media through LinkedIn

The researcher sought to establish the effect of accessing LinkedIn. Respondents were asked to rate the effect of access to social network through LinkedIn during working hours. The results is as shown in table 4.9

Table 4.9 Effects of Access to Social Network through LinkedIn

<table>
<thead>
<tr>
<th>Statement</th>
<th>Frequency</th>
<th>A</th>
<th>AA</th>
<th>D</th>
<th>SD</th>
<th>TOTAL</th>
<th>MEAN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees timely service delivery will be lowered</td>
<td>Frequency</td>
<td>1</td>
<td>6</td>
<td>8</td>
<td>13</td>
<td>27</td>
<td>55</td>
</tr>
<tr>
<td></td>
<td>%</td>
<td>1.82</td>
<td>10.91</td>
<td>14.55</td>
<td>23.64</td>
<td>49.1</td>
<td>100</td>
</tr>
<tr>
<td>Employees’ timely completion of operations will be lowered</td>
<td>Frequency</td>
<td>2</td>
<td>2</td>
<td>6</td>
<td>17</td>
<td>28</td>
<td>55</td>
</tr>
<tr>
<td></td>
<td>%</td>
<td>3.64</td>
<td>3.64</td>
<td>10.91</td>
<td>30.91</td>
<td>50.91</td>
<td>100</td>
</tr>
<tr>
<td>Employee rate of meeting sales target lowered</td>
<td>Frequency</td>
<td>6</td>
<td>9</td>
<td>8</td>
<td>13</td>
<td>19</td>
<td>55</td>
</tr>
<tr>
<td></td>
<td>%</td>
<td>10.91</td>
<td>16.36</td>
<td>14.55</td>
<td>23.64</td>
<td>34.55</td>
<td>100</td>
</tr>
<tr>
<td>Employee spirit of competition for market share will be lowered</td>
<td>Frequency</td>
<td>5</td>
<td>8</td>
<td>10</td>
<td>15</td>
<td>17</td>
<td>55</td>
</tr>
<tr>
<td></td>
<td>%</td>
<td>9.10</td>
<td>14.55</td>
<td>18.18</td>
<td>27.27</td>
<td>30.91</td>
<td>100</td>
</tr>
<tr>
<td>Employees timely response will be lowered</td>
<td>Frequency</td>
<td>19</td>
<td>14</td>
<td>9</td>
<td>7</td>
<td>6</td>
<td>55</td>
</tr>
<tr>
<td></td>
<td>%</td>
<td>34.55</td>
<td>25.45</td>
<td>16.36</td>
<td>12.73</td>
<td>10.91</td>
<td>100</td>
</tr>
<tr>
<td>Employees productivity will be lowered</td>
<td>Frequency</td>
<td>2</td>
<td>5</td>
<td>14</td>
<td>15</td>
<td>19</td>
<td>55</td>
</tr>
<tr>
<td></td>
<td>%</td>
<td>3.64</td>
<td>9.19</td>
<td>25.45</td>
<td>27.73</td>
<td>34.55</td>
<td>100</td>
</tr>
</tbody>
</table>

Source (Survey data, 2013)

From table 4.9 above, 1.82% strongly agreed that access to LinkedIn lowered employees timely service delivery to customers, 10.91% agreed, 14.55% a little agreed 23.64% disagreed while 49.1% strongly disagreed. When asked whether
access to LinkedIn lowered employees’ timely completion of routine operations
3.64% strongly agreed, 3.64% strongly disagreed. When asked whether access to
LinkedIn lowered employees rate of meeting sales target in time, 10.91% strongly
agreed, 16.36% agreed, 14.55% a little agreed, 23.64% disagreed while 34.55%
strongly disagreed. When asked whether access to LinkedIn lowered employees’
spirit of competition for market share, 9.1% strongly agreed, 14.55% agreed, 18.18%
a little agreed, 27.27 %, while 30.91% strongly disagreed.

On whether access to LinkedIn lowered employee timely response to customer’s
enquiries, 34.55% a strongly agreed, 25.45% agreed, 16.36% a little agreed 12.73
percent disagreed while 10.91 percent strongly disagreed. When asked whether access
to LinkedIn lowered productivity of employees in terms of profit margins 3.64%
strongly agreed, 9.10 agreed, 25.45% a little agreed, 27.27 percent disagreed while
34.55% strongly disagreed.

It can be concluded that most of the respondents did not find a big impact of the
access to social network through LinkedIn on the employees timely service delivery
to customers, employees timely competition of routine operation, employees rate of
meeting sales targets, employees spirit of competition for market share and their
productivity in terms of profit margins. This means that employees valued the
importance of professional social sites on improving employee productivity.

4.7 Access of social network through MySpace.

This section shows the effects of access to social network through my space on
employees’ performance.

4.7.1 Access of Social Network through MySpace.

The researcher sought to establish the effects of employees accessing MySpace .The
respondents were asked whether they accessed social network through MySpace. The
results are shown in figure 4.6 below.
From figure 4.7 above, 54.46% of the respondents said they access social network through MySpace while 45.54% said they don’t access social networks through MySpace. This results indicates that MySpace was fairly popular amongst the employees.

4.7.2 Means to Access Social Network through MySpace.

The researcher sought to establish the means the employees used to access MySpace. The respondents were asked the means they use to access social network through MySpace. The results are shown in table 4.10

<table>
<thead>
<tr>
<th>Means</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office computers</td>
<td>7</td>
<td>23.33</td>
</tr>
<tr>
<td>Cell phone</td>
<td>17</td>
<td>56.67</td>
</tr>
<tr>
<td>Personal laptop</td>
<td>6</td>
<td>20.00</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>30</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

From table 4.10 above, 56.67% of the respondents used phone to access social network through MySpace, 23.33 % use office computers while 20 % use personal
laptops. The use of office computers by employees to access MySpace implies that the speed of operation in the software's office equipment could be slowed due to consumption of storage capacities by the voluminous files from MySpace.

4.7.3 Effect of Access to Social Network through MySpace.

The study sought to establish the effect of MySpace on employees' performance. The respondents were asked to rate the effect of access to social network through MySpace during working hours. The results are shown in Table 4.11

**Table 4.11 Effects of access to social network through MySpace**

<table>
<thead>
<tr>
<th>Statement</th>
<th>Frequency</th>
<th>SA</th>
<th>A</th>
<th>AA</th>
<th>D</th>
<th>SD</th>
<th>TOTAL</th>
<th>MEAN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees timely service delivery will be lowered</td>
<td>%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Frequency</td>
<td>12</td>
<td>13</td>
<td>11</td>
<td>9</td>
<td>10</td>
<td>55</td>
<td>3.15</td>
<td></td>
</tr>
<tr>
<td>%</td>
<td>21.82</td>
<td>23.64</td>
<td>20.0</td>
<td>16.36</td>
<td>18.18</td>
<td>100</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employees' timely completion of operations will be lowered</td>
<td>%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Frequency</td>
<td>11</td>
<td>19</td>
<td>8</td>
<td>14</td>
<td>13</td>
<td>55</td>
<td>3.56</td>
<td></td>
</tr>
<tr>
<td>%</td>
<td>20.0</td>
<td>34.55</td>
<td>14.55</td>
<td>25.45</td>
<td>23.64</td>
<td>100</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee rate of meeting sales target lowered.</td>
<td>%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Frequency</td>
<td>10</td>
<td>13</td>
<td>11</td>
<td>9</td>
<td>12</td>
<td>55</td>
<td>3.00</td>
<td></td>
</tr>
<tr>
<td>%</td>
<td>18.18</td>
<td>23.64</td>
<td>20.00</td>
<td>16.36</td>
<td>21.82</td>
<td>100</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee spirit of competition for market share will be lowered</td>
<td>%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Frequency</td>
<td>12</td>
<td>14</td>
<td>8</td>
<td>10</td>
<td>11</td>
<td>55</td>
<td>3.11</td>
<td></td>
</tr>
<tr>
<td>%</td>
<td>21.82</td>
<td>25.45</td>
<td>14.55</td>
<td>18.18</td>
<td>20.0</td>
<td>100</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employees timely response will be lowered.</td>
<td>%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Frequency</td>
<td>13</td>
<td>10</td>
<td>11</td>
<td>11</td>
<td>10</td>
<td>55</td>
<td>3.09</td>
<td></td>
</tr>
<tr>
<td>%</td>
<td>23.64</td>
<td>18.18</td>
<td>20.0</td>
<td>20.0</td>
<td>18.18</td>
<td>100</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employees productivity will be lowered.</td>
<td>%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Frequency</td>
<td>12</td>
<td>12</td>
<td>9</td>
<td>10</td>
<td>12</td>
<td>55</td>
<td>3.04</td>
<td></td>
</tr>
<tr>
<td>%</td>
<td>21.82</td>
<td>21.82</td>
<td>16.36</td>
<td>18.18</td>
<td>21.82</td>
<td>100</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source (Survey data, 2013)

From table 4.11 above, 21.82% strongly agreed that access to MySpace lowered employees timely service delivery to customers, 23.64% agreed, 20% a little agreed, 18.18% disagreed while 16.36% strongly disagreed. On whether access to MySpace
lowered employees' timely completion of outline operations 20% strongly agreed, 34.55% agreed, 14.55% a little agreed, 25.45% disagreed while 23.64% strongly disagreed. When asked whether access to MySpace lowered employees rate of meeting sales targets in time 18.18 % strongly agreed 23.64% agreed, 20% a little agreed, 16.36% disagreed, while 21.82% strongly agreed.

On whether access to MySpace lowered employees' spirit of competition for market share 21.82 % strongly agreed, 25.45% agreed, 14.55% a little agreed, 18.18% disagreed while 20 % strongly disagreed. When asked whether access to MySpace lowered employees timely response to customers' enquiries, 23.64% strongly agreed, 18.18 % agreed, 20% a little agreed, 20% disagreed, and 18.18% strongly disagreed. When asked whether access to MySpace lowered productivity of employees in terms of profit margins 21.82% strongly agreed, 21.82 % agreed, 16.36% a little agreed, 18.18 % disagreed, while 21.82 % strongly disagreed. From the mean, most of the respondents a little agreed that access to MySpace lowered employees timely service delivery to customers, completion of routine operations rate of meeting sales targets in time, spirit of competition for market share, timely response to customers enquiries and productivity of employees in terms of profit margins.
CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter gives a summary of the research conclusions. It also offers a number of recommendations useful to the bank managers, scholars, policy makers and Human Resource managers who may want to implement the use of social networking sites as channel to improve their performance. This study therefore collected data to find out now accessing Facebook, Twitter, LinkedIn and MySpace affects the performance of employees of banks in Murang’a.

5.2 Summary of Findings

Based on the study objectives the findings are summarized as per the variables. The study revealed that majority of the respondents was male with a percentage of 54.55% while the female were 45.55%. The study also revealed that majority of the respondents were graduates at 76.36%, none had certificate, 10.91% were diploma holders, and 12.73% had master while none had other qualification. This implies that bank employees are high skilled people who are able to adapt to modern technology. Majority of the respondents were between the age of 31-35 years at 32.73%. This represents a youthful segment of the population in this unit. This means that the young and vibrant employees are needed to help the banks achieve their objectives.

5.2.1 Effects of Accessing Social Network through Facebook

Based on the first objective, 76.36% of the respondents accessed Facebook while 23.64% did not. This implies that majority of employees were accessing Facebook. Majority of the respondent visited the Facebook between 7am – 9am and between 1pm – 3pm at 18.18%, 5.45% between 9-11am, and 3.64% between 11-1pm while 10.9% between 3-5pm an indicator those employees visited Facebook throughout the day. When the respondents were asked what means they used to visit Facebook 66.67% gave cell phone, 23.81% use office computers. While 9.52% use personal laptop. This re-affirms the challenges of banning the use of social sites since multiple devices are used to access the sites. When the respondents were asked whether accessing Facebook lowered employees timely service delivery to customers, 60% strongly agreed. When asked whether accessing to Facebook lowered employees’
timely completion of routine operations majority at 43.64% strongly agreed. When asked whether accessing Facebook lowered employees' rate of meeting sales targets in time majority at 32.73% strongly agreed. When asked whether accessing Facebook lowered employees' spirit of competition for market share majority at 43.64% strongly disagreed. When asked whether accessing Facebook lowered employees' timely response to customers' enquiries, majority at 27.27% strongly agreed. When asked whether accessing Facebook lowered employees' productivity in terms of profit margins, majority at 38.18% strongly agreed. This implies that employees were aware that they did not access Facebook for job related purpose.

5.2.2 Effects of Accessing Social Network through Twitter

Based on the second objective, 64.09% access social network through Twitter. This implies that Twitter was the second most accessed site after Facebook. Majority at 55.26% use cell phone to access social network through Twitter. This means that Twitter is mostly used for social purposes rather than work related issues. When asked whether access to Twitter lowered employees timely service delivery to customers, majority at 50.91% strongly agreed. When asked whether accessing Twitter lowered employees' timely completion of routine operations majority at 47.27% strongly agreed. When asked whether accessing Twitter affects meeting sales targets in time majority at 36.36% strongly agreed. When asked whether accessing Twitter lowered employees spirit of competition for market share majority at 36.36% disagreed. When asked whether accessing Twitter lowered employees' productivity in terms of profit margins, majority at 32.73% strongly agreed. This re-affirms that employees recognise the negative impact the social media has while it used during work hours for non related purposes.

5.2.3 Effects of Accessing Social Network through LinkedIn

Based on the third objective, 65.46% access social network through LinkedIn. Majority at 57.89% use cell phones to access social network through LinkedIn. When asked whether accessing social network through LinkedIn lowered employees timely service delivery to customers, 49.1% strongly disagreed. When asked whether accessing social networks through LinkedIn lowered employees’ timely completion of routine operations 50.91% strongly disagreed. When asked whether accessing
LinkedIn lowered employees’ spirit of competition for market shares 30.91% strongly disagreed. When asked whether accessing LinkedIn lowered employees’ timely response to customer’s enquiries 34.55% strongly agreed. When asked whether accessing LinkedIn lowered productivity of employees in terms of profit margins 34.55% strongly disagreed.

5.2.4 Effects of Accessing Social Network through MySpace

Based on the fourth objective, 54.46% of the respondents access social networks through MySpace while 56.67% use their cell phones to access the network. When asked whether accessing MySpace lowered employees timely service delivery to customers 23.64% agreed. When asked whether accessing MySpace lowered employees’ timely completion of routine operation 34.55% agreed. When asked whether accessing MySpace lowered employees’ rate of meeting sales targets in time 23.64% agreed. When asked whether accessing MySpace lowered employees’ spirit of competition for market share 25.45% agreed. When asked whether accessing MySpace lowered employees’ timely response to customers enquiries 23.64% strongly agreed. When asked whether accessing MySpace lowered productivity of employees in terms of profit margins 21.82% strongly agreed.

5.3 Conclusions

It can be concluded that Facebook was the most visited site followed by Twitter and MySpace LinkedIn which is a professional site was the least accessed site. Preference may have been influenced by the contrasting nature of the OSN sites. This indicates that OSN technology was applied more for social purposes than to conduct or advice respondents business or daily work functions. The findings also indicate that respondents visited the social networking sites at any time of the day. This signifies that there is virtual interaction within the organization throughout the day.

It can be concluded that employees spent much time accessing social networks thereby not offering time service delivery to customers, not completing routine operations in time, not meeting sales target, failing to compete for market shares in town, these leads to poor customer service and therefore affects the profits. It can be concluded that access to Facebook, twitter, LinkedIn and MySpace among employees is on the increase among employees but it is not being used to market the bank,
advertise products and attract new customers. Employees are mainly using the social networking sites for social purposes.

5.4 **Recommendations**

To maximize the potential of OSN within the organization, it is recommended that organizations come up with specific networks for organization wide social networking. It is also recommended that banks should formulate policies on the use of social networking sites. Such as policies should be designed in a way to include a designated member of staff at senior management level, with appropriate professional qualifications, to be responsible for the planning, implementation, operation and monitoring of services of the OSN in the banks. It is also recommended that periodic evaluation of the social networking sites should be carried to determine areas requiring attention.

Organization should establish strategies to address OSN issues such as personal usage, business relevance, sites restrictions and information confidentiality without restricting employees to benefit personally as well as professionally form this social web technology.

5.5 **Suggestions for Further Research**

Further studies in Kenya need to be done to find out how the formulation of social media policy can be used to enhance the performance of banks. This is because banks have not prioritized formulating social media policies use in banks despite the increase in its use. Further studies also need to be done on the effects of social media on Human Resource practices. This is because social media use by organizations has adversely affected HR practices such as recruitment and training and development.
REFERENCES


Charter Merill Publishing Company.


Appendix 1
Transmittal letter

BERNARD GICHIMU

KENYATTA UNIVERSITY
P.O BOX 43844
NAIROBI

Dear Sir/Madam,

RE: PERMISSION TO CONDUCT RESEARCH

I am an MBA student at Kenyatta University undertaking a research project as a partial fulfilment of the MBA degree course.

I am researching on “Effects of Online Social Networking on Employees Performance: Banks in Murang’a Town.”

I am therefore seeking your assistance in providing the necessary information in the above area. Your participation will assist me in gathering information related to the study. Any information collected will be treated with utmost confidentiality and used solely for academic purposes.

Yours faithfully,

BERNARD GICHIMU.
APPENDIX 2:

Questionnaire for Employees of the Banks

Introduction

The questionnaire seeks information on Effects of accessing social networking sites on employee performance in banks. The information you will give will be treated confidentially and for academic purpose only. Please respond to all items in the questionnaire.

Section A: Background information.

Please tick [✓] against the applicable answers.

1. Gender
   a. Male [ ]
   b. Female [ ]

2. Age
   a. Below 25 years [ ]
   b. 26-30 years [ ]
   c. 31-35 years [ ]
   d. 35-40 years [ ]
   e. Over 40 years [ ]

3. Your highest level of education/training.
   a. Certificate [ ]
   b. Diploma [ ]
   c. Degree [ ]
   d. Masters [ ]
   e. Any other (specify)..........................

4. For how long have you worked for the bank?
   a. 0-5 years [ ]
   b. 5-10 years [ ]
   c. 10-15 years [ ]
   d. 15-20 years [ ]
   e. Over 25 years [ ]

5. What is your current position in the bank
   a. Branch manager [ ]
   b. Operation manager [ ]
c. Credit manager [ ]

d. Cashier [ ]

e. Credit officer [ ]

Level of access to workplace social network sites and employees' performance

6. From the table, tick the time(s) that you access the following social network sites at your work station:

<table>
<thead>
<tr>
<th>Social Network Site</th>
<th>7.00am-9.00am</th>
<th>9.00am-11.00am</th>
<th>11.00am-1.00pm</th>
<th>1.00pm-3.00pm</th>
<th>3.00pm-5.00pm</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facebook</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Twitter</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MySpace</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>LinkedIn</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

7. How do you think too much time of access to the above mentioned social network sites during working hours would affect employees' performance of duties and that of your bank?

Effect of access to social network through Facebook on employees' performance

8. Do you access social network through Facebook in your work station?
   a. Yes [ ]
   b. No [ ]

9. If yes, what do you use to access Facebook in your work station?
   a. Office computers [ ]
   b. On cell phone [ ]
   c. Personal laptop [ ]

Use the key given as the 5-point scale rater to rate your level of agreement with each of the statement given in the table by ticking on your appropriate chosen column:

SA- (Strongly agree) = 5  A- (Agree) = 4  AA- (A little agree) = 3
D-(Disagree) = 2  SD- (Strongly disagree) = 1
Rate the effect of access to Facebook during working hours based on the statements given in the table below:

<table>
<thead>
<tr>
<th></th>
<th>SA</th>
<th>A</th>
<th>AA</th>
<th>D</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Access to Facebook may lower employees timely service delivery to customers</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Access to Facebook may lower employees timely completion of routine operations</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Access to Facebook may lower employees rate of meeting sales targets in time</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Access to Facebook may lower employees spirit of competition for market share</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Access to Facebook may lower employees' timely response to customers' enquiries</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Access to Facebook may lower employees' productivity in terms of profit</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

10. Based on your general assessment give a comment on how access to facebook during working hours may affect the employees' performance in your work station?

Effect of access to social network through Twitter on employees' performance

11. Do you access social network through Twitter in your work station?
    a. Yes [    ]
    b. No [    ]
12. If yes what do you use to access Twitter in your workstation?

a. Office computers

b. On cell phone

c. Personal laptop

Use the key given as the 5-point scale rate to Rate your level of agreement with each of the statement given in the table by ticking on your appropriate chosen column:

SA- (Strongly agree) = 5
A- (Agree) = 4
AA- (A little agree) = 3
D- (Disagree) = 2
SD- (Strongly disagree) = 1

How do you rate the effect of access to twitter during working hours based on the statements given in the table below:

<table>
<thead>
<tr>
<th></th>
<th>SA</th>
<th>A</th>
<th>AA</th>
<th>D</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Access to Twitter may lower employees timely service delivery to customers</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Access to Twitter may lower employees timely completion of routine operations</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Access to Twitter may lower employees rate of meeting sales targets in time</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Access to Twitter may lower employees spirit of competition for market share</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Access to Twitter lowers employees timely response to customers’ enquiries</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Access to Twitter may lower productivity of employees in terms of profit margins</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

13. Based on your general assessment comment on how access to Twitter during working hours may affect the employees’ performance in your workstation?

-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------
-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------
-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------
-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------
-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

57
Effect of access to social network through LinkedIn on employees' performance

14. Do you access social network through LinkedIn in your work station?
   a. Yes [ ]
   b. No [ ]

15. If yes what do you use to access LinkedIn in your work station?
   a. Office computers [ ]
   b. On cell phone [ ]
   c. Personal laptop [ ]

Use the key given as the 5-point scale rater to Rate your level of agreement with each of the statement given in the table by ticking on your appropriate chosen column:

SA- (Strongly agree) = 5       A- (Agree) = 4       AA-(A little agree) = 3
D-(Disagree) = 2       SD- (Strongly disagree) = 1

Rate the effect of access to LinkedIn during working hours based on the statements given in the table below:

<table>
<thead>
<tr>
<th></th>
<th>SA</th>
<th>A</th>
<th>AA</th>
<th>D</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Access to LinkedIn may lower employees timely service delivery to customers</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Access to LinkedIn may lower employees timely completion of routine operations</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Access to LinkedIn may lower employees rate of meeting sales targets in time</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Access to LinkedIn may lower employees spirit of competition for market share in town</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>access to LinkedIn may lower employees timely response to customers’ enquiries</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Access to LinkedIn may lower productivity of employees in terms of profit margins</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

16. Based on your general assessment give a comment on how access to LinkedIn during working may affect the employees' performance in your work station?
Effect of access to social network through MySpace on employees’ performance

17. Do you access social network through MySpace in your work station?
   a. Yes [ ]
   b. No [ ]

18. If yes what do you use to access MySpace in your work station?
   a. Office computers [ ]
   b. On cell phone [ ]
   c. Personal laptop [ ]

Use the key given as the 5-point scale rater to Rate your level of agreement with each of the statement given in the table by ticking on your appropriate chosen column:

<table>
<thead>
<tr>
<th></th>
<th>SA</th>
<th>A</th>
<th>AA</th>
<th>D</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Access to MySpace may lower employees timely service delivery to customers</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Access to MySpace may lower employees timely completion of routine operations</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Access to MySpace may lower employees rate of meeting sales targets in time</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Access to MySpace lowers employees spirit of competition for market share in town</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>access to MySpace lowers employees timely response to customers’ enquiries</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Access to MySpace lowers productivity of employees in terms of profit margins</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
19. Based on your general assessment comment on how access to MySpace social site during working hours may affect the employees' performance in your station?

THE END

Thank you for your co-operation
Appendix 3:

Research Budget

<table>
<thead>
<tr>
<th>ITEM</th>
<th>SUB-TOTAL (SHS.)</th>
<th>TOTAL (SHS)</th>
</tr>
</thead>
<tbody>
<tr>
<td>a)</td>
<td>Stationary</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Reams 1000</td>
<td>1000</td>
</tr>
<tr>
<td>b)</td>
<td>Laptop 40000</td>
<td>40000</td>
</tr>
<tr>
<td>c)</td>
<td>Typing and printing</td>
<td>8000</td>
</tr>
<tr>
<td></td>
<td>Cost @ 20 per page</td>
<td></td>
</tr>
<tr>
<td>d)</td>
<td>Photocopies charges</td>
<td>2500</td>
</tr>
<tr>
<td>e)</td>
<td>Report binding costs</td>
<td>1500</td>
</tr>
<tr>
<td>f)</td>
<td>Travelling costs when meeting the respondents</td>
<td>7000</td>
</tr>
<tr>
<td></td>
<td>14 days @ 500</td>
<td></td>
</tr>
<tr>
<td></td>
<td>11)Questionnaire pretesting for 4 respondents@500</td>
<td>2000</td>
</tr>
<tr>
<td>g)</td>
<td>Consultations</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Travelling costs</td>
<td>4000</td>
</tr>
<tr>
<td>h)</td>
<td>Telephone and e-mail services</td>
<td>3000</td>
</tr>
<tr>
<td>i)</td>
<td>10% contingencies</td>
<td>3500</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>72,500</strong></td>
</tr>
</tbody>
</table>
## Appendix 4

### Work Plan

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>Week 1</th>
<th>Week 2</th>
<th>Week 3</th>
<th>Week 4</th>
<th>Week 5</th>
<th>Week 6</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Pilot testing</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 Data collection</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3 Data editing</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4 Data coding and entry</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5 Data analysis</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6 Report writing and submission</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Appendix 6

List of Banks in Murang'a Town

1. Barclays Bank
2. Consolidated Bank
3. Cooperative Bank
4. Equity Bank
5. Family Bank
6. Faulu Kenya Bank
7. Kenya Commercial Bank
8. Post Bank