Effect of Social Media on Employees Performance in Small and Medium Scale Enterprises in Nigeria

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The study examined the effect of social media on employees' performance among SMEs in North Central Nigeria. The study adopted survey research design. The population of the study includes all the SMEs registered in North Central Zone which is made of six states and Abuja making it a total of seven states. The sample size of this study was 384. The questionnaire was administered by determining the proportion of the sample size by the population of the study. The study used regression and correlation as well as mean in analysing the data with the aid of SPSS, 25.00. The study also used reliability test to ascertain that the instrument used are reliable. The study found that there is a positive association between employees commitment among SMEs in North Central Nigeria and facebook. Also, there is a positive association between employees commitment among SMEs in North Central Nigeria and youtube and there is positive association between employees commitment among SMEs in North Central Nigeria and twitter. The study also found that facebbok is significant in enhancing employees performance in terms of employees commitment in North Central Zone, Nigeria while Youtube and twitter are insignificant in enhancing employees commitment in SMEs, North Central Nigeria. The study also concluded that there is insignificant relationship between social media and employees performance among SMEs in North Central Nigeria. The study suggested that SMEs in North Central Zone, Nigeria should try to use facebook principles in communicating their business since employees who use facebook are committed to their work. The study also suggested that youtube and twitter should be carefully monitor in order to ensure that employees who use them are committed to work since there is insignificant relationship between the variables to employees performance.

Keywords: Social Media, Facebook, Twitter, Youtube, Employees Performance and Employees Commitment

INTRODUCTION

Every organization is using social network sites for their professional benefits like creating customer relationship in order to enhance employees performance in terms of employees

commitment. Every organization is using social network sites for their professional purposes and these sites are used by employees to enhance organizational performance. So it becomes the need and Organization's productivity and profits are based on its employee's performance, and its employees are strongly connecting to social media such as facebook, youtube and twitter. However, like other emerging technologies, social media, and their usage by employees have been controversial.

The increasing rate of growth of these social media has made it impossible for them to be ignored by individuals and business organisations (Omeruo 2010).Giving credence to the above, Osae-Brown & Emelike (2011:12) notes that social media are changing the way some business employees communicate with their customers; the same way that consumers are using the social media to take charge of their shopping experience and connect with others. They explain that these social media have become an instantaneous marketing tool used by ambitious marketers to create awareness for their products and services and build strong online presence and community.

Over the years social media have been used by SMEs employees in North Central Nigeria to encourage small and medium scale businesses to grow by applying the advantages of facebook, twitter and youtube in performing business activities and personal communication. Organization used social media to ensure employees communicate their services and product to customers and this may increase the employees performance in terms of commitment. Yet, employees of SMEs in North Central Nigeria are not committed to work which resulted to SMEs being deteriorated and dyeing.

From the extant literature, studied have used the social media and employees performance but none of these studied reviewed in empirical studied used small and medium scale enterprises in North Central Nigeria. However, this study used SMEs in North Central Nigeria. The study also used SMEs such as recharge cards, block making businesses, pure water, and pharmactical shops.

The objective of this study is to examine the effect of social media on employees performance among SMEs in North Central Nigeria. The specific objectives are to: determine the effect of facebook on employees performance among SMEs in North Central Nigeria, evaluate the effect of twitter on employees performance among SMEs in North Central Nigeria and examine the effect of youtube on employees performance among SMEs in North Central Nigeria.

The scope of this study is restricted to the effect of social media on employees performance among SMEs in North Central Nigeria. The period of study is 1 year, that is 2018 and the period is chosen because most employees in SMEs use social media almost and every employees in the organization used electronic phone and computer. The study is limited to facebook, twitter, youtube, employees performance. The study is also limited to recharge cards, block making businesses, pure water, and pharmactical shops. The study is also restricted to North Central Nigeria.

Concept of Social Media

The term Social Media covers the usage of online tools and web sites that allow interaction between users to share information, opinions and interests. Social media is the layout of applications and technologies that ease the productive interaction between new business forms, the encouragement of social forms and technological presentations using humans, content and data it is an online platform where the participants convey their ideas, mutual interest and experiences by conversing with each other in a natural and sincere way (Evans, 2008). Social media is defined as electronically used subscribers' activities, exercises and practices linking millions of people happening through the web by means of sharing data, information, ideas and feeling. Social media defines creation and sharing of texts, videos, pictures and other messages via an electronic platform (Ray, 2008). Social media by way of definition is any website which allows users to share their content, opinions, views and encourages interaction and community building. Examples are facebook, youtube, twitter, digg, myspace, delicious, scribd, flickr etc, (Sisira, 2011).

Social media is the social interaction among people in which they create, share or exchange information and ideas in virtual communities and networks (Ahlqvist, 2008). Andreas Kaplan and Michael Haenlein defined social media as "a group of Internet-based applications that build on the ideological and technological foundations of Web 2.0, and that allow the creation and exchange of user-generated content" (Kaplan & Haenlein 2010). Furthermore, social media depend on mobile and web-based technologies to create highly interactive platforms through which individuals and communities share, co-create, discuss, and modify user-generated content.

The following are social media platforms examples of SNSs; facebook, watsapp, QQ, Wechat, Qzone, Tumblr, Instagram, Twitter, Google+, Baidu Tieba, Skype, Viber, Sina Weibo, Line, Snapchat, Y.Y.com, Vkontakte, Pinterest, LinkedIn, Telegram, Reddit, Taringa, Foursquare, Renren, Tagged, Badoo, Myspace, Stumble upon, The dots, Kiwi box, Skyrock, Snap fish, Reverbnation, Flixster, Care2, Cafemom, Ravelry, Nextdoor, Wayn, Cellufun, Vine, Classmate, My heritage, Viadeo, Xing, xanga, we heart it, Buzznet and Flickr (Sisira, 2011).

Facebook has been described as one of the important social media networks and websites (Paxson, 2010, Abubakar, 2011). It is one of the new media networks which provides users with the mix of interpersonal and mass communication capabilities that have not existed before, and which place emphasis on interactivity and mobility (Paxson, 2010).

Twitter is an online social networking and micro blogging service that enables users to send and read short 140-character text messages, called "tweets". Registered users can read and post tweets, but unregistered users can only read them. Users access Twitter through the website interface, SMS, or mobile device app (Paxson, 2010).

Twitter advertising system is called Promoted Tweets. Promoted Tweets enable companies to speak to users that do not currently follow their account (Morrissey, 2011). Twitter allows an individual/company to share thoughts, information, links, ideas etc. with the Web at-large and to be able to communicate directly, privately or publicly, with other Twitter users (Thomases, 2010). "Twitter use is known as "microblogging", a kind of hybrid between blogging and social

networking, where users post tweets of 140 characters or less that responds to the site's orienting question of what are you doing"(Shepherd, 2009).

Youtube is a video-sharing website on which users can upload, share, and view videos. A wide variety of user-generated video content is displayed, including film and TV clips as well as amateur content such as video blogging. Media corporations including the BBC also offer some of their material via the site. Most videos enable users to leave and exchange comments (Kishokumar, 2016)

Concept of Employees Performance

Employee performance is the outcome or contribution of employees to make them attain goals (Herbert, John & Lee 2000). Employee performance is normally looked at in terms of outcomes. However, it can also be looked at in terms of behavior (Armstrong 2000). Employee performance is originally what an employee does or does not do. Performance of employees could include: quantity of output, quality of output, timeliness of output, presence at work, co-operativenesss (Güngör, 2011).

Employees performance is the degree which an employees in organization achieves it goals, the degree an organization acquires the needed resources, the degree an organization maintains internal harmony, and the degree an organization satisfies it stakeholders, (Nwanzu, 2013). Employee performance is normally looked at in terms of outcomes. However, it can also be looked at in terms of behavior (Armstrong 2000).
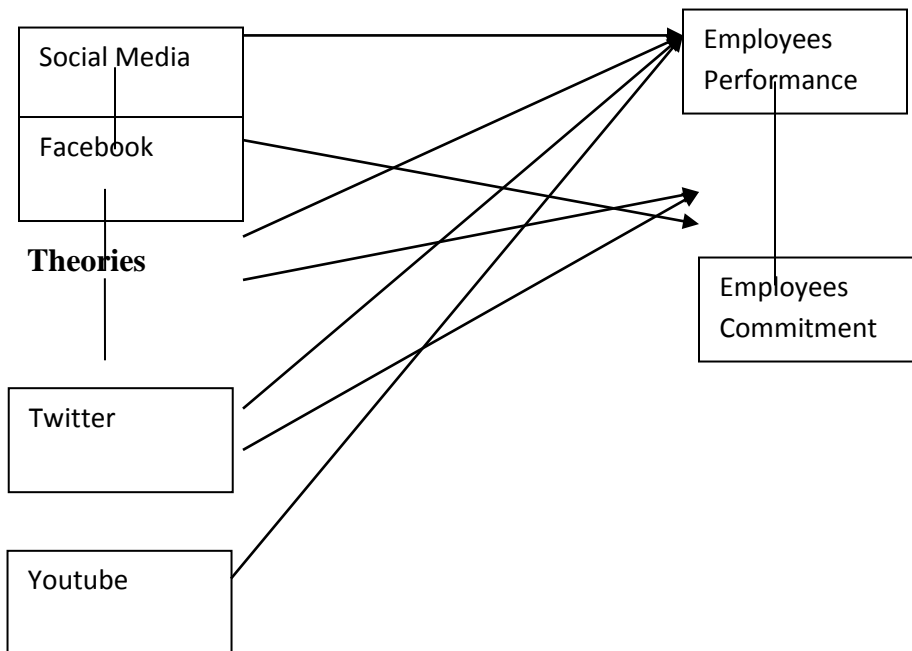
Employee's performances lead an organization and have greater opportunities for employees than those who have low performance (Vans cotter, 2000). Afshan, Sobia, kamran and Nasir (2012) define employees' performance as the achievement of specific tasks measured against predetermined or identified standards of accuracy, completeness, cost and speed. Employee performance can be manifested in improvement in production, easiness in using the new technology, highly motivated workers. The performance of employees in the organization refers to those attitudes' of employees that have been assessed or measured as to their contribution to organizational goals (Cook & Hunsaker, 2001).

According to Akintayo (2010) employee commitment can be defined as the degree to which the employee feels devoted to their organization. Ongori (2007) described employee commitment as an effective response to the whole organization and the degree of attachment or loyalty employees feel towards the organization. Zheng, (2010) describes employee commitment as simply employees' attitude to organization. This definition of employee commitment is broad in the sense that employees' attitude encompasses various components. Akintayo (2010) defines employee commitment as the degree to which an employee feels to his or her organization. In this sense, employee commitment reflects the attitude of an employee towards an organization (Zhen, Sharan & Wei, 2010). Three kinds of commitment are identified by Klan, Ziauddin and Ramay (2010) namely affective commitment, continuance commitment and normative commitment.

Affective commitment is defined as the employee's positive emotional attachment to the organization. An employee who is affectively committed strongly identifies with the goals of the organization and desires to remain a part of the organization. Continuance commitment describes an individual's need to remain with the organization resulting from her/his recognition of the costs such as tenure, pay, benefits, vesting of pens ions and family commitment associated with leaving the organization. It may also refer to an awareness of the costs associated with leaving the organization. Employees whose primary link to the organization is based on continuance commitment remain because they need to do so (Loi & Foley, 2008).

According to Lee (2010) normative commitment is a feeling of obligation that an individual has to continue with the employment. It arises from an employee obligations and personal values that the person feels towards the organization. Coetzee (2005) emphasizes that employees' with a high level of normative commitment feel that they ought to remain with the organization.

Conceptual Framework

Source: Researchers Model of Social Media and Employees Performance

The model is conceptualized in this study to indicate the effect of social media on employees performance. The model believes that social media affect the employees performance since most employees communicate their organizational products and ideas as well as their personal problems to other people or customers. They spend time in communicating the organizational products and ideas which affect their performance in the organization. The model also indicate that facebook, twitter and youtube may also affect the employees commitment in any organization. The employee who spend time on the social media such facebook, twitter and youtube may not be communicated to work such as affective commitment, continuance commitment etc.

Empirical Studies

Xiongfei, Xitong, Douglas and Xi. (2016) investigate the influence of social media on employees 'work performance, as well as the underlying mechanism for how they create value at work. Based on media synchronicity and social capital theories, the authors propose that social media can foster employees' social capital and subsequently facilitate knowledge transfer. Both social capital and knowledge transfer help promote work performance. Specifically, the authors adopt shared vision, network ties and trust to represent, respectively, the cognitive, structural and relational dimensions of social capital. The research model is tested using data collected from 379 Chinese working professionals. The empirical results reveal that social media can promote the formation of employees' social capital indicated by network ties, shared vision and trust, which, in turn, can facilitate knowledge transfer. Shared vision and knowledge transfer positively influence work performance. Although network ties and trust do not have a direct impact on work performance, the influence is partially mediated by knowledge transfer

Akinbode, Opayemi and Sokefun (2013) determine the impact of online social networking (OSNs) on employees' commitment to duties in the private and public organizations in Lagos State, Nigeria. Two (2) organizations constitute the population of study involving a total number of 100 respondents consisting of 40 senior staff and 60 junior staff whom were picked at random, as sample. The data was collected through the use of questionnaire and simple frequency distribution was used for the analysis. Findings were made and recommendations were put forward on how to manage unproductive online social networking during office hours.

Naheed and Tasawar, (2014) studied the impact of social networking like Facebook, Twitter, Slideshare, Linkedin, etc at employees performance. Model presented in this article which shows the function and format of working of key variables. Model showed that social networking affect the productivity, skills, knowledge, productivity and motivational level of employees of banks. Data is collected from different bank's employees so that the real scenario can be presented. Data collected from The Bank of Punjab Pakistan, National Bank of Pakistan and Habib Bank of Pakistan. This study shows that social networking become an integral part of everyone's life and have a strong impact. Social networking affects working situations of employees of banks too. For exploring key issue literature of different authors was studied and thoroughly discussed. Views of different authors and personalities (which as having high designations in well reputed organizations) presented in this article. Correlation and Regression analysis is done for primary collected data.

Abubaker, John and Preet (2016) explored the relationship between internal social media usage and employee engagement within the North American operations of a multinational organization. The relationship between the level and purpose of internal social media usage and company-wide self-reported competencies was also explored. Data was collected from 1694 employees and the study revealed variations in both internal social media usage and employee engagement by business division and career bands. Tasks being addressed by internal social media were also identified. The results showed that the greater the self-reported usage of internal social media, the greater the levels of self-reported employee engagement. The results provide preliminary evidence that internal social media usage is associated with the level of employee engagement.

Also, internal social media usage is associated with the level of self-reported competencies of entrepreneurship, communication, and readiness for change.

Daniel, Isaac and Janet (2017) examined the effect of Facebook usage on the productivity of employees of University of Cape Coast. A questionnaire purposely designed for the study was used to gather the data from a sample of 100 respondents purposively selected from the staff of the University of Cape Coast, after a pilot study. The time spent and the number of times people visit Facebook has both positive and negative effects on the output of workers. It also emerged that Facebook has become an important part of people's lives. The study showed that the use of Facebook during productive hours has a significant influence on staff productivity. Facebooking by employees affect their skills/ability, knowledge/qualification, and productivity/outcomes.

Sandeep (2008) studied the impact of social media on how Indian companies were adapting their marketing strategies to incorporate social media. A qualitative research study was conducted using structured interviews with 25 social media experts. Social media can be used for internal communications as well as a method of engaging with both existing and potential new customers. It states that the real business revolution occurs in the arrival of several social media sites, such as LinkedIn, Face book, and Twitter. It also discusses the use of social media websites in businesses. Social media is a genuine game changer for business. Companies that invested early to harness the power of social media claim higher returns, with even greater gains predicted to be on the way.

Theoretical Framework

The theories considered most appropriate for this study are: social information processing theory and media equation theory. Social information processing theory explains online information. The theory was developed in 1992 by Joseph Waither (Asemah 2011). Social information processing theory is an interpersonal communication theory which suggests that online interpersonal relationship development might require more time to develop than face-to-face relationships, but when developed, it has the same influence as face-to-face communication. This means, the more students use social media, the more they influence their disposition to studies, given the fact that friends from social media will begin to exert influence on each other. Media equation theory, as noted by Griffin (2000), cited in Asemah and Edegoh (2012) was propounded by Byron Reeves and Clifford Nass. The theory proposes that media are equal to real life and that electronic media in particular are being given human attributes. In most cases, people talk to computer as if they were talking to human beings. More so, in most cases, you talk to your television as if you are discussing with human beings, hence you talk to television sets as if you are discussing with people. That is, people have personalised the media of mass communication to the extent that they now see them, just the way they see human beings. Thus, Griffin (2000), cited in Asemah and Edegoh (2012) notes that media are equal to real life. He further noted that what Reeves and Nass's equation suggests is that we respond to communication media as if they were alive. This theory says that people now treat computers, television and the new media like real people and places. Going by the media equation theory, we tend to give human attributes to inanimate objects in our homes. According to Griffin (2000) the practical implication of the media equation is that once we turn on a television or boot up on computer, we follow all the rules of interpersonal interaction that we have précised throughout life. Thus, the word interface

is particularly apt when describing human media relations. This natural social response goes way beyond occasional words yelled atthe television set or our frantic play for the computer to retrieve lost data. Reeves and Nass maintain that the media equation is so basic that it applies to everyone; it applies often and it is highly consequential. The above assertion aptly captures how the audience members now tend to engage the media in a discussion as they do to human beings. The relevance of the theory to the paper cannot be overemphasised. People treat the media like human beings, so whatever people see in the media, they tend to believe because they respond to the new media, the way they will respond to human beings.

RESEARCH METHODOLOGY

The study adopted survey research design. The reason is that data required is obtained by administering structured questionnaire to the respondents who are the owners in North Central Zone, Nigeria. The population of this study includes all the SMEs registered in North Central Zone which is made of six states and Abuja making it a total of seven. According to small and medium enterprises development agency of Nigeria survey report of 2013. The population is presented below:

Table 1: Population of the Study

State	Total
Benue	1167
Kogi	844
Kwara	226
Nasarawa	1120
Niger	1357
Plateau	2180
FCT	2690
Total	**9580**

Source: Small and Medium Enterprises Development Agency of Nigeria Survey, (SMEDAN) 2013

The population of this study is 9580 SMEs owners or owner managers in North Central Zone of Nigeria and this was reduced using Taro Yamane formula as stated below:

$n = N/1+N(e)^2$
Where N is the population size
e is the margin error (assume 5%)
1= constant=
e=0.05
$n = 9580/1+9580(0.05)^2$
$n = 9580/1+9580(0.0025)$
$n = 9580/1+23.96$
$n = 9580/$**24.96**
n= 384

The sample size of this study was 384. The questionnaire was administered by determining the proportion of the sample size by the population of the study. The table below indicates the proportional method of sample size determination.

Table 2: Proportion of Sample Size

State	Population	Proportion	Sample
Benue	1167	1167x384/9480	47
Kogi	844	844 x384/9480	34
Kwara	226	226 x384/9480	9
Nasarawa	1120	1120x384/9480	45
Niger	1357	1357x384/9480	55
Plateau	2180	2180x384/9480	88
FCT	2690	2690x384/9480	109
Total	**9580**		**384**

The copies of questionnaire were administered to base on the proportion of the sample size in the study. The owner managers of SMEs is chosen because managers of SMEs understand how employees performance in the organization and also rate each employees behavior on the use of social media in the organization due to the fact that employees use the social media to improve the organization. The questionnaire was designed in five point likert scale and was administered randomly to the owners of SMEs in North Central Zone, Nigeria. The questionnaire were administered with the helped of research assistants in each states and was paid and the copies of questionnaire was returned after one week.

The study used regression and correlation as well as mean in analysing the data with the aid of econometric view 9.00. Regression is used to determine the cause and effect relationship variables while correlation was used to determine the degree of the relationship between variables. The study tested for t-statistic and f-statistic, p-statistic, coefficient of determination, and standard error. The f-statistic indicates the overall significance of the independent variables on the dependent variable. The mathematical model of this study was $Y = a+bx$ where y is the dependent variable (employees performance in terms of employees commitment) and a is the intercept or constant, b is the coefficient and x is the independent variable (social media). However, due to error that may occur since we may not be efficient, the introduction of statistical model was set in this study. Therefore statistical model of regression was stated below:

$EC= \alpha +\beta_1 FB+ \beta_2 YTB+ \beta_1 TWT+ \mu$ …………………………….. (1)
Where:-
EC= Employees commitment
FB= Facebook
YTB= Youtube Commission
BS=Bonus
α = Intercept,
β = Coefficient
μ = error term

Correlation model

$$r = \frac{n\sum xy - \sum x \sum y}{\sqrt{\{(n\sum x^2) - (\sum x)^2 \ (n\sum y^2) - (\sum y)^2)\}}}$$ …………………equation 2

Where:

r = Correlation Coefficient

x = proxies for independent variable

y = proxies for dependent Variable

n = number of observations

The copies of questionnaire administered were returned and was used to test for reliability as shown in this table.

Table 3: Reliability test

Variables	Number of items	Cronbach's Alpha
Employees commitment	3	0.78
Facebook	4	0.84
Twitter	4	0.89
Youtube	3	0.79

Source: researcher's computation (2018)

However, the Alpha values are reliable.

Discussion and Findings

Table 5: Facebook

Items- Facebook	5	4	3	2	1
I used my facebook to distribute wall stickers of my business	76(19.79)	66(17.19)	4(1.04)	188(48.96)	50(13.03)
I used my facebook as a platform to exchange business ideas	78(20.31)	23(5.99)	6(1.56)	101(26.30)	176(45.83)
My facebook page is purely used for marketing activities and I ensured that goods are displayed for public patronage	91(23.70)	44(11.46)	2(0.52)	122(31.77)	125(32.55)
I frequently used facebbok page to meet new people and share knowledge about various places, tradition and culture	77(20.05)	39(10.16)	8(2.08)	111(28.91)	149(38.80)

Source: Survey, 2018

The above table indicates the respondent percentage on each question relating to facebook. It shows that majority of the respondents disagreed and strongly disagreed on various questions. The percentage is in bracket while the number of respondents is outside the bracket.

Table 6: Mean of Price Reduction

Variables	5	4	3	2	1	FX	N	Mean	Remarks	Ranking	Sectorial mean
Distribute stickers	76	66	4	188	50	1082	384	2.82	Low	1st	
Exchange business ideas	78	23	6	101	176	786	384	2.04	Low	4th	
Marketing activities	91	44	2	122	125	1006	384	2.62	Low	2nd	2.48
Meeting new people	77	39	8	111	149	936	384	2.44	Low	3rd	

Author's Computation, 2018

The above table indicates that the sectorial mean is less than average of 3.00 which implies that facebook is poorly applied by SMEs Owners in North Central Nigeria since the sectorial mean is below average. The SMEs owners used facebook to distribute stickers of their business, exchange business ideas, marketing activities and meeting new people by sharing ideas about culture and tradition in the society poorly.

Table 7: Twitter

Items- Twitter	5	4	3	2	1
I frequently used twitter to reach a wide audience of my business	111(28.91)	12(3.13)	3(0.78)	122(31.77)	136(35.42)
twitter is used to deliver customer service and monitored a business frequently	99(2.58)	88(22.92)	11(2.86)	133(34.64)	53(13.80)
The twitter is frequently used to build Brand identity of a business	78(20.31)	100(26.84)	6(1.56)	112(29.17)	88(22.92)
Twitter is used to ensure customer feedback in the business	98(25.52)	76(19.79)	18(4.69)	101(26.30)	91(23.70)

Source: Survey, 2018

The above table indicates the respondent percentage on each questions relating to Twitter. It shows that majority of the respondents disagreed and strongly disagreed on various questions. The percentage is in bracket while the number of respondents is outside the bracket.

Table 8: Mean of Twitter

Variables	5	4	3	2	1	FX	N	Mean	Remarks	Ranking	Sectorial mean
reach a wide audience	111	12	3	122	136	992	384	2.58	Low	4th	
deliver customer service	99	88	11	133	53	1199	384	3.12	High	1st	2.90
brand identity	78	100	6	112	88	1120	384	2.92	Low	3rd	
Feedback	98	76	18	101	91	1141	384	2.97	Low	2nd	

Author's Computation, 2018

Table 8 shows that the average mean is less than 3.00 which is the acceptable, which implies that Twitter is poorly used by SMEs in North Central Zone, Nigeria since the sectorial mean is below average of 3.00 acceptable limits.

Table 9: Youtube

Items- Youtube	5	4	3	2	1
YouTube is used to display wide variety of videos and the infomercials concerning my business	89(23.18)	78(20.31)	22(5.73)	121(31.51)	74(19.27)
I used YouTube to share information concerning my business to the general public	96(25.00)	99(25.78)	6(1.56)	100(26.04)	83(21.61)
YouTube is frequently used to reach the media and is very cheap and easy in communicating product features in a video	110(28.65)	91(23.70)	4(1.04)	111(28.91)	68(17.71)

Source: Survey, 2018

Table 9 indicates the respondents' rate and percentage of the respondents on each question based on the scale and it portrait that majority of the respondents disagreed and strongly disagreed on various questions.

Table 10: Mean of Youtube

Variables	5	4	3	2	1	FX	N	Mean	Remarks	Ranking	Sectorial mean
variety of videos and the infomercials	89	78	22	121	74	1139	384	2.97	Low	3rd	
share information	96	99	6	100	83	1177	384	3.07	High	2nd	3.07
communicating product features	110	91	4	111	68	1216	384	3.17	High	1st	

Author's Computation, 2018

Table 10 indicates that there is effective application of youtube since the sectorial mean is more than average of 3.00. The table also revealed that YouTube is used to display wide variety of videos and the infomercials concerning my business and they used YouTube to share information concerning their businesses to the general public

Table 11: Employees commitment

Items-Employees Commitment	5	4	3	2	1
Employee of SMEs affectively committed by identifying the goals of the organization and desires to remain as part of the organization.	121(31.51)	101(26.30)	3(0.78)	114(29.69)	45(11.72)
Employees of SMEs link to the organization is based on continuance commitment which implies that employees remain because they need to do so	110(28.64)	122(31.77)	3(0.78)	103(26.82)	46(11.98)
Employees have a feeling of obligation that an individual has to continue with the employment (normative commitment)	123(32.03)	111(28.91)	9(2.34)	98(25.52)	43(11.20)

Source: Survey, 2018

Table 11 shows respondents' rate and percentage of the respondents on employees commitment based on the scale and it portrait that majority of the respondents agreed and strongly agreed on various questions.

Table 12: Mean of Employees Commitment

Variables	5	4	3	2	1	FX	N	Mean	Remarks	Ranking	Sectorial mean
Affective Commitment	121	101	3	114	45	1291	384	3.36	High	3rd	
continuance commitment	110	122	3	103	46	1299	384	3.38	High	2nd	3.39
normative commitment	123	111	9	98	43	1325	384	3.45	High	1st	

Author's Computation, 2018

Table 12 indicates that there is an increase in employees performance since the sectorial mean is more than the average of 3.00 which implies that the variables used to describe employees performance in terms of employees commitment in North Central Zone, Nigeria are unique.

Table 13: Normality Test

	EC	FB	YTB	TWT
Jarque-Bera	10.77290	16.63593	10.05058	15.43131
Probability	0.004578	0.000244	0.006570	0.000446
Observations	384	384	384	384

The Jargue-Bera probabilities in the respective variables showed that the data are not normally distributed since the probability is less than 5%. However, the dataset were logged and the

probabilities were greater than 5% which implies that data set are normally and was use to computed the data.

Table 14: Descriptive statistics

Descriptive Statistics

	N	Range	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Log_EC	384	3.3000	1.7000	5.0000	3.42605	.870679	-.011	.231	-.960	.459
Log_FB	384	3.2000	1.7000	4.9000	3.49366	.879929	-.174	.231	-1.007	.459
Log_YTB	384	2.5000	2.3000	4.8000	3.13577	.845195	.456	.231	-1.097	.459
Log_TWT	384	2.5000	2.3000	4.8000	3.15688	.857469	.456	.231	-1.086	.459
Valid N (listwise)	383									

The above table indicates the mean which is the average of the variables as well as the standard deviation, minimum in value and maximum in vale. The table also reveals the outcome of skewness and kurtosis in the analysis.

Table 15: Correlation Matrix

Correlations

		Log_EC	Log_FB	Log_YTB	Log_TWT
Log_EC	Pearson Correlation	1	.112	-.049	-.090
	Sig. (2-tailed)		.248	.615	.352
	N	384	384	384	384
Log_FB	Pearson Correlation	.112	1	-.042	.127
	Sig. (2-tailed)	.248		.666	.187
	N	384	384	384	384
Log_YTB	Pearson Correlation	-.049	-.042	1	.189[*]
	Sig. (2-tailed)	.615	.666		.050
	N	384	384	384	384
Log_TWT	Pearson Correlation	-.090	.127	.189[*]	1
	Sig. (2-tailed)	.352	.187	.050	
	N	384	384	384	384

*. Correlation is significant at the 0.05 level (2-tailed).

Econometric view, 9.00, 2018

Table 15 indicates that there is a positive association between the dependent variable and independent variables in the study. This implies that there is a positive association between employees commitment among SMEs in North Central Nigeria and facebook. Also, there is a positive association between employees commitment among SMEs in North Central Nigeria and youtube and there is positive association between employees commitment among SMEs in North Central Nigeria and twitter.

Table 16: Regression Result

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.155[a]	.524	.454	.872352

a. Predictors: (Constant), Log_TWT, Log_FB, Log_YTB

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1.968	3	.656	78.862	.005[b]
	Residual	79.905	105	.761		
	Total	81.873	108			

a. Dependent Variable: Log_EC
b. Predictors: (Constant), Log_TWT, Log_FB, Log_YTB

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.402	.518		6.574	.000
	Log_FB	.122	.096	.123	1.266	.008
	Log_YTB	-.025	.101	-.024	-.249	.804
	Log_TWT	-.103	.101	-.101	-1.019	.310

a. Dependent Variable: Log_EC
SPSS, 25, 2018
Decision rule: 5%

The analysis indicates that the coefficients for facebbok is significant in enhancing employees performance in terms of employees commitment in North Central Zone, Nigeria. The p-value and t-statistic values of the independent variables are significant at probability value of 0.000 for variables. Youtube and twitter are insignificant in enhancing employees commitment. However, the f-statistic value of 78.3 is significant at p statistic value of 0.00, it indicates that the model is a good fit and also provides evidence of existence of linear relationship between social media (facebook, youtube and twitter) and employees performance in North Central Zone, Nigeria. The $R^2 = 0.52$ indicates that only 52% of social media (facebook, youtube and twitter) embarked

upon by SMEs in North Central Zone, Nigeria can be explain by employees performance in terms of employees commitment but 48% can explained by other factors not noted in the regression model which is refer to as error term. Therefore we accept the alternative hypothesis that there is a insignificant relationship between social media and employees performance among SMEs in North Central Nigeria.

Post Diagnostics Test
Heteroskedasticity Test: Breusch-Pagan-Godfrey

F-statistic	8.829529	Prob. F(3,380)	0.2111
Obs*R-squared	25.02313	Prob. Chi-Square(3)	0.2103
Scaled explained SS	40.05075	Prob. Chi-Square(3)	0.2113

Source: econometric output, 2018

The Breusch Pegan Test of Heteroskedasticity given the observed R-squared of the auxiliary regression and its corresponding P-value of 0.2113 indicates that there is no problem of heteroskedasticity in the work.

Variance Inflation Factors
Date: 02/03/18   Time: 15:44
Sample: 1 384
Included observations: 384

Variable	Coefficient Variance	Uncentered VIF	Centered VIF
C	0.001772	3.747065	NA
FB	0.002660	27.25485	6.81935
YTB	0.002306	29.84952	5.61670
TWT	0.004716	28.49457	7.21486

Source: econometric output, 2018

The VIF for FB, YTB and TWT are 6.81, 5.61 and 7.21 respectively. This shows that the VIF are less than 10 respectively. Thus, the study concluded that there is no problem of multicollinearity. However, multicollinearity exists only when VIF is greater the10.

DISCUSSION OF FINDINGS

From the analysis, there is a positive association between employees commitment among SMEs in North Central Nigeria and facebook. Also, there is a positive association between employees commitment among SMEs in North Central Nigeria and youtube and there is positive association between employees commitment among SMEs in North Central Nigeria and twitter. The study also found that facebbok is significant in enhancing employees performance in terms of employees commitment in North Central Zone, Nigeria while Youtube and twitter are insignificant in enhancing employees commitment in SMEs, North Central Nigeria. The study

also found that there is insignificant relationship between social media and employees performance among SMEs in North Central Nigeria. The finding is not in tandem with the findings of Xiongfei, Xitong, Douglas and Xi. (2016) who found that there is a significant relationship between variables and the study also discovered no studied reviewed by the researchers is in tandem with the finding of this work.   The study also is in line with the The social information processing theory which explains online information in terms of interpersonal communication theory suggests that online interpersonal relationship development might require more time to develop than face-to-face relationships, but when developed, it has the same influence as face-to-face communication.

CONCLUSIONS AND RECOMMENDATIONS

The study concluded that there is a positive association between employees commitment among SMEs in North Central Nigeria and facebook. Also, there is a positive association between employees commitment among SMEs in North Central Nigeria and youtube and there is positive association between employees commitment among SMEs in North Central Nigeria and twitter. The study also concluded that facebbok is significant in enhancing employees performance in terms of employees commitment in North Central Zone, Nigeria while Youtube and twitter are insignificant in enhancing employees commitment in SMEs, North Central Nigeria. The study also concluded that there is insignificant relationship between social media and employees performance among SMEs in North Central Nigeria. The study suggested that SMEs in North Central Zone, Nigeria should try to used facebook principles in communicating their business since employees who use facebook are committed to their work. The study also suggested that youtube and twitter should be carefully monitor in order to ensure that employees who use them are committed to work since there is insignificant relationship between the variables to employees performance.

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