

SOCIAL MEDIA AND STRATEGIC MANAGEMENT IN PUBLIC SECTOR ORGANIZATIONS (PSOs): A STUDY ON KADUNA STATE

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ABSTRACT

Strategic management enables effective strategizing in and by Public Sector Organizations (PSOs) or other entities (e.g., cross-boundary functions, collaborations, communities). Each approach consists of a set of concepts, processes, procedures, tools, techniques, and practices to be drawn selectively and tailored to specific contexts, even with the dynamism of the environment. Strategy in PSOs is not necessarily about competitive advantage but the main idea is to actually achieve important goals and, subsequently, create public value. Strategic design creates the chance to innovate and provide creative solutions for upcoming challenges. PSOs can benefit from this higher pay off when their strategy fits these negotiations and enhance quality delivery of public goods. Social media can help PSOs improve the manner in which it engages citizens whilst offering cost savings and flexibility; the tools should enhance performance and meet the information needs of the community, especially for service delivery, accountability, transparency and feedback to inform the decision-making process of government. PSOs are still experimenting with social media and they rarely measure their digital interactions with users or their performance on these platforms. The main objective of this study was to evaluate the constructs that drive social media adoption (technology, organization and environment) by PSOs and the impact of the adoption on their performance in Kaduna State. A survey was carried out on three hundred and eighty-five employees of Kaduna State government and data was analyzed using the Pearson Correlation tool to test the stated hypotheses. The study found out that technology, organization and environment positively influenced PSOs to adopt social media as a strategic tool at p-value (0.05) is <0.0042, 0.0001, 0.0035 respectively and this strategic move, leads to improved performance by PSOs at (p-value 0.05<0.0154). This study offers insights for organizations (private and public)

to better understand social media adoption and its prerequisite advantages for organizational performance.

Keywords: social media, strategic management, public sector organizations.

1.0 INTRODUCTION

The 21st-century policymaker or public manager is indeed confronted with myriad challenges which require effective strategies. Strategies link aspirations and the capabilities needed to solve these challenges in our ever-dynamic environment. Strategizing implies the deliberate alignment or realignment of aspirations and capabilities of an organization by taking into account the possibilities needed for achieving set goal and objectives, efficiently and effectively. Strategizing is not limited, of course, to single organizations but is relevant to any entity where aspirations and capabilities need to be aligned (e.g., individuals, teams, organizations, coalitions, communities).

Strategic planning and management are specific approaches that can enable effective strategizing in and by public organizations or other entities (e.g., cross-boundary functions, collaborations, communities). Each approach consists of a set of concepts, processes, procedures, tools, techniques, and practices drawn selectively and tailored to specific contexts, even with the dynamism of the environment.

First, strategies are needed and emerge in any context where aspirations and capabilities should be aligned. For example, many authors have discussed successful strategies in the context of complex networks (Kickert, Klijn, & Koppenjan, 1997) and collaborations (Emerson & Nabatchi, 2015). Second, strategy in public administration is not necessarily, or even often, about competitive advantage. Rather, the main idea underlying strategy is that public organizations and related entities through their strategies can actually achieve important goals and, subsequently, create public value (Moore, 1995). Third, strategy elucidates how aspirations can be achieved in a given context taking into account current or needed capabilities. The quality of a strategy should thus be judged by the nature of the aspirations, the capabilities needed to meet the aspirations, and how well the aspirations and capabilities are linked within the given context (Bryson, Ackermann, & Eden, 2007). In other words, strategies can vary greatly in how well they align aspirations and capabilities.

Taking this argument further, one can identify four broad types of strategists (as individuals, teams, organizations, collaborations) in public administration: The reactor (low aspirations, low capabilities), the dreamer (high aspirations, low capabilities), the underachiever (low aspirations, high capabilities) and the savvy strategist (high aspirations, high capabilities).

The **reactor** is a public organization or other entity that does not really have a strategy. It has low aspirations and is not focused on developing high capabilities. A reactor is typically a follower awaiting instructions from its institutional environment before acting. Research has shown that a reactor strategy is an unlikely pathway to effective public service performance and can even result in decreased performance (Andrews, Boyne, Law, & Walker, 2012). The **dreamer** is a public organization or other entity that has high aspirations but does not have or is not developing the capabilities needed to meet these aspirations. Such a strategy is unrealistic, and set goals, unlikely to be achieved. The **underachiever** is a public organization

or other entity that has low aspirations despite having (or being able to develop) high capabilities. Such a strategy is not ambitious and is unlikely to result in the creation of substantial public value. The final category is the **savvy strategist** which is a public organization with both high aspirations and existing or developing high capabilities. Savvy strategy is likely the preferred strategy for effective alignment of high aspirations, potent capabilities for the creation of public value, quality delivery of public good, accountability, transparency and feedback from citizens to inform the decision-making process of government

Poister (2010) argues that strategic management comprises strategic planning; budgeting, performance measurement, management and evaluation of implementation; and feedback to enhance fulfillment of the mission, the meeting of mandates, and sustained creation of public value via strategic learning. Strategic management approaches are meant to aid the strategizing efforts of public leaders and managers to coordinate important decisions across levels and functions within an organization and across organizations (Talbot, 2010).

Strategic design creates the chance to innovate and provide creative solutions for upcoming challenges (Ansell & Torfing, 2014). These approaches rely on many of the same components of the other approaches such as stakeholder analysis and issues management. What differentiates these approaches is their emphasis on fostering innovation and creating a more entrepreneurial culture within the organization. Andrews et al. (2012) found that “organizations that emphasize a strategy of innovation get an even higher pay off when they fit this strategy to a process characterized by flexibility and negotiation with powerful stakeholders. Social media innovation and adoption by Public Organizations (POs) has brought a number of opportunities to public sector organizations (PSOs), including democratic participation, engagement, co-creation, and crowdsourcing (Bertot et al. 2012). Social media help PSOs in fostering participatory dialogue and provide a voice in discussions about policy development and implementation. It can be used to engage citizens in developing government services through co-creation processes involving public servants and citizens. Co-creation happens when PSOs and citizens work together to create new public services or improve existing ones by offering suggestions through social media conversations. Finally, social media can be used as an online space for crowdsourcing, that is, virtual environment where multiple actors, publics, public administrators etc. are invited to develop innovative solutions addressing public sectors’ activities by drawing from collective knowledge and experiences. Crowdsourcing represents a high-involvement activity, since PSOs enable citizens to come up with their own solutions through an open, collaborative approach. In this latter usage, participation is facilitated when PSOs make public data and information available to citizens so that they have the necessary knowledge to generate new ideas.

Engagements between national and subnational governments with their citizens are requisite to obtain true, reliable and fast information. There is increased social media diffusion in government organizations worldwide including local governments (Antiroiko, 2010). Social media can help local governments to become more responsive to its citizens, engage with the community and promote accountability and transparency (Accenture, 2009; Eggers, 2007). Social media offers cost savings and flexibility (Lim & Palacios-Marques, 2011) to governments and citizens whilst providing opportunities for improving service delivery and

obtaining citizens feedback effectively and efficiently (Chang & Kannan, 2008). Accurate and reliable government communication can help meet the information needs of citizens, when it comes to facts about rights, obligations and life in a democratic society (Gintova, 2019; Hong et al, 2018). With the increased use in the last decade and their central status in various countries, they are perceived as providing effective ways to directly transfer up-to-date knowledge in order to meet citizens' various information needs (Aburumman & Szil Agyi, 2020).

O'Reilly (2006) defined web 2.0 "as the harnessing of collective intelligence, in which Web 2.0 provides platforms and fills the Web with user-generated content where all individuals are able to take part in decision making instead of important decisions made by a few people". Web 2.0 is a platform whereby content and applications are continuously modified and exchanged by all users in participatory and collaborative manner and no longer merely created and published by individuals (Kaplan & Heinlein, 2010). Smith & Zook, (2011) suggest that social media has facilitated and enhanced communication flow by making it easier to reach more people and to spread useful information with potentially vast online audiences in which these conversations may take place on media locally but has a global impact. Nonetheless, social media expedites the flow of communication by encouraging contributions and feedback from everyone who is interested. It is a two-way conversation when comparing to the traditional media because social media outlets are open up to feedback and participation (Mayfield, 2008); more importantly, social media is the democratization of content (Solis, 2007). Examples of social media applications include blogs and micro blogs (e.g twitter), social networking (e.g facebook, linkedin), multimedia sharing services (e.g you tube), content syndication (e.g RSS feeds), podcasting (e.g iTunes) and content tagging services (Anderson, 2007; Hansen, Schneiderman & Smith, 2010).

Despite the growing number of governments adopting social media applications in developed countries, PSOs in Nigeria are slow at leveraging the social media platforms for better public engagements. The Knowledge gaps and their inability of to be proactive with social media, keep them at the base in terms of citizens' engagement and information dissemination (Adepetun, 2017). Kaduna State has made deliberate efforts to improve local accountability to citizens through 'Gov Tech' enabled citizen engagement platforms which informs decision making; increase public spending effectiveness and link citizen engagements to government implementation, monitoring and evaluation of its projects, programs and activities in order to ascertain their status and results (performance) (<http://kadunaeyesandears.org/>). However, the impact of adopting this social media innovation and the type of changes provoked by its adoption remain relatively under-researched. Hence, this research will attempt to evaluate the adoption of the 'Gov Tech' apps by Kaduna State on its performance by using the Technology, Organisation and Environment Framework (TOE).

2.0 LITERATURE REVIEW

2.1 SOCIAL MEDIA AND PUBLIC ORGANISATIONS (POs)

Social media is an internet-based technology that is built on the ideology and technological advances of Web 2.0 that encourage users to create and link content to other content creators (Kaplan & Haenlein, 2010). Social media technology facilitates the process of social interaction that can encourage collaboration and deliberation between stakeholders. These types of

technologies include blogs, wikis, media sharing tools (audio, photos, videos, text), network platforms (including Facebook), and virtual worlds (Bryer & Zavattaro, 2011). Budi et al., 2020, mentions that “government 2.0” is part of Web 2.0 innovation. Developing “government 2.0” requires interaction between the users (citizens) and the government as a platform maker. The presence of “government 2.0” is considered to be able to change the model of public organization, which was initially rigid and one-way to become more efficient, flexible and interactive as a consequence of the use of technology that can process information. The use of social media in public organizations is now increasingly relevant, especially its function in reaching the broader dissemination of government information to the public. The use of social media applications by the government can be called a continuation of the government's digitalization efforts which some consider it a new wave of the e-government era. However, there is a distinction from the previous e-government process which only focused on the service or implementation of government programs. In addition, the difference with other e-government applications is the higher level of interactivity and the content produced by the government and citizens is usually more (Mergel, 2013). Social media is now more used as an additional channel of government interaction with other stakeholders, especially the community. In social media, individuals and groups interact with each other online through the internet network (Indriyani, 2020). With the internet, citizen media is able to disseminate information in the form of text, audio, video, photos, comments and analysis (Saragih, 2020). The internet server is provided by a third party, so the technological features are outside the direct control of government organizations. In some views, social media applications are considered not to completely replace offline services or even e-government. Instead, all social media applications are used to complement the existing communication mechanisms in government. Social media allows two-way interaction within the government, both intra-organizational, between government organizations and between organizations, which allows new forms of interaction with citizens.

Feeney & Porumbescu, 2021, reviewed at least three benefits of the function of social media to PSOs namely; increasing transparency, supporting collaboration between government organizations and the wider public while providing a format that allows innovation models from the form of public participation and involvement. Therefore, social media is considered to have the potential to improve the quality of good governance. Bertot et al (2010) mention that social media can create good governance practices covering several aspects. First, democratic participation and involvement in government decision processes. Second, joint production or creation (co-creation) by which social media users and government can jointly develop, design, and encourage government services. Third, is the crowd sourced model by which the government can create knowledge, innovations and get feedback from ideas and "public talent" (usually, to facilitate crowd sourcing, the government takes the initiative to share the data). Fourth, transparency and accountability through the open government model; informed through social media-built trust and to encourage accountability.

The study of Eom, Hwang & Kim (2018) also reviews the benefits of social media for public organizations broadly by categorizing two aspects. First, transparency and accountability to control deviations from government officials. Second, the form of participation and deliberation to encourage citizen involvement in the policy process and the public sphere. Furthermore, the process allows for increased transparency by paving the way for the public to control potential corrupt practices by officials and irregularities in political and legal

institutions, thereby contributing to greater accountability. Second, social media has the potential to open up barriers to citizen participation in several crucial public issues, as well as a space for deliberation in accommodating "collective intelligence" that comes from citizen feedback on complex public issues.

Wirtz, Daiser, & Mermann (2018) explain how social media can be applied strategically to implement the principles of open government, increase citizen-government interaction, and encourage open government. The study highlights the features of social media and the potential linkages with open government, showing that social media has a strong tendency to promote interest in government-citizen interactions. The presence of social media also makes citizens no longer just consumers of public services but prosumers (producers and consumers). So far, the public has only been positioned to express dissatisfaction with public services through the complaint mechanism; however, with the popularity of social media, a new type of civic activism emerged. More and more citizens now participate in the policy process by providing information and suggestions to the government through social networking services (June et al., 2011).

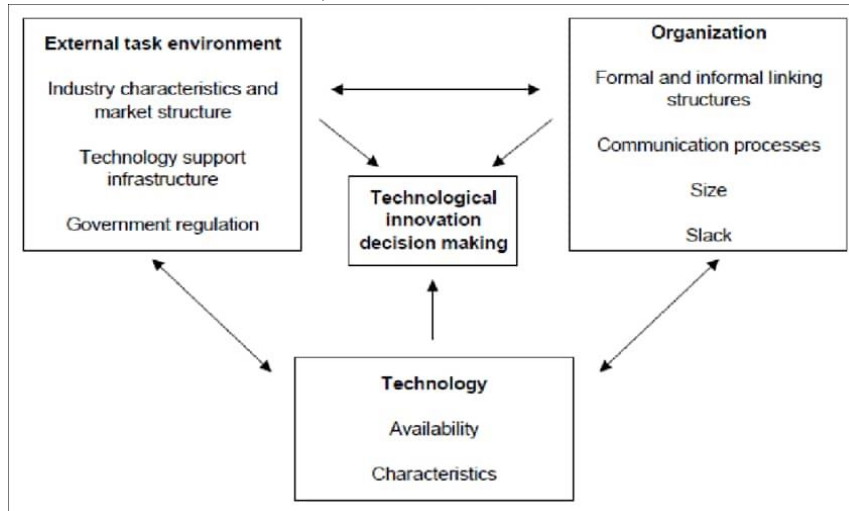
2.2 SOCIAL MEDIA AND KADUNA STATE GOVERNMENT

The current Kaduna State administration inherited a governance environment marked by limited public access to information, minimal involvement of citizens in the governance process, weak execution of the capital budget and pervasive corruption (Enterprise Survey for Nigeria, 2014). A 2015 audit indicated that delivery of public infrastructure was seriously off track due to data gloat on implementation of its projects, programs and activities. The government signaled that making Kaduna more accountable and responsive to citizens, technology adoption and innovation strategies were central to its development vision. In the Kaduna State Development Plan 2016 – 2020, the government pledged to 'set the standard for transparent decision making, citizens' engagement and a competent and responsive public service'. In 2018, Kaduna State became the first Nigerian State to join the global Open Government Partnership, as a subnational government. Its OGP Action Plan includes developing a "Permanent Dialogue Mechanism" through technology based citizens' feedback app on all projects, programs and activities of government. Kaduna state developed the 'Gov Tech' Strategy that; puts citizens' engagement and transparency at the core of the state development plans; use digital tools and low tech methods to enable broad participation by stakeholders; build mutual trust and confidence between government and citizens; promote inclusiveness and accountability.

Kaduna State undertook a World Bank supported 'Gov Tech' strategy built on the principles of transparency, accountability and civic engagement. A mobile app, 'citifeed' also called, Eyes and Ears (public expenditure tracking system) was extended to citizens to allow users identify nearby public infrastructure via GPS coordinates, upload the photos and make comments on project status. Citizens can provide feedback on service availability, quality and delivery, investment priorities, etc. Other participatory mechanisms include a toll free call center, town hall engagements and radio phone-in programmes adopted to complement the 'Eyes and Ears' in addressing lack of internet coverage. These avail government comprehensive information on status and quality of government projects, programs and activities. It has given the government greater insights into citizens' perception of public investment through a government generated perception index tool for communities to ensure

that public investment and planning reflect community peculiarities. All seventy two (72) Ministries, Departments & Agencies (MDAs) of government have face book accounts, twitter accounts and websites; “the Kaduna State Eyes and Ears on facebook”; “Open Kaduna Radio on facebook”(a co-creation app); “Kaduna State Governor on twitter” and “Kaduna State Government on facebook.”

2.3 TECHNOLOGY, ORGANISATIONAND ENVIRONMENT (TOE) MODEL



Louis G. Tornatzky and Mitchell Fleischer (1990)

The Technology-Organization-Environment (TOE) model explains technology adoption in organizations and describes how the process of adopting and implementing technological innovations are influenced by the technological context, organizational context and environmental context. Louis G. Tornatzky and Mitchell Fleischer published the model in 1990 and it's consistent with the Diffusion of Innovations theory (Rogers, 1983). However, the diffusion of innovation theory by Rogers considers the technological context of innovation adoption; unlike the TOE, that further explains the organizational and environmental contexts. Numerous application examples of the TOE framework have been summarized by Olivera & Martin (2011).

Awa, Ojiabo&Oroko (2017) reiterated that the framework is for organizational level analysis. It focuses on higher level attributes (technology, organisation and environment) instead of detailed behaviors of individuals in the organization. To understand technology adoption at individual level, behavioral models such as the theory of reasoned action, theory of planned behavior and technology acceptance model should be applied. The acceptability of the classification of the organisation and individual level theory still leads to difficulty in investigating the higher level attributes. Hence information can only be obtained from individuals in the target organisation and be biased by individual viewpoints.

Despite the TOE theory being used widely, it has undergone limited theoretical development since its introduction. According to Zhu & Kraemer (2005), the reason for the lack of development is that the TOE framework is “too generic” and offers a high degree of freedom to vary factors and measures; so there is little need to change the theory itself. Another reason by Baker (2012) is the theory aligns “too well” with other technology adoption theories and does not offer competitive explanations. Thus, there is very limited tension to modify the

framework. This study proposes to investigate to the extent to which technology, organisation and environment influence the adoption of SM by PSOs (**RQ1**)

TECHNOLOGY:

This context of technology as explained by Qalati et al., 2020, include cost effectiveness, interactivity, compatibility, visibility, and relative advantage. Technology will be developed by reducing one visibility support variable, and this is because visibility is still limited to technology variables that have a significant relationship with social media adoption. The results of researchers who reviewed several studies posit that the variables that are often used are cost effectiveness, interactivity, compatibility, and relative advantage (Ahmad, et al., 2019; Odoom, et al., 2017; Purwantini & Anisa, 2018). The following are some explanations of each predictor:

- **Cost Effectiveness** is an important variable in determining the adoption of new technologies (Chong&Chan, 2012). Where the new technology used is the social media cost-effectiveness itself means low costs; low barriers to participation as they do not require high technology mastery for their use (Derham et al., 2011).
- **Interactivity** is the level of interaction between two or more parties in communication media and the ability to respond to the communicant (Liu & Shrum, 2002). The “social” context of social media emphasizes interaction at the individual/interpersonal level or the collective inter group level (Kietzmann et al., 2012) which often requires some level of responsiveness especially during the communication process.
- **Compatibility** has an understanding as whether the innovation is consistent with the technology that has been used previously by the company. According to (Chong & Chan, 2012) compatibility is defined as the degree to which an innovation matches the values, practices and needs of potential adopters. Previous research has shown that MSMEs’ tend to consider adopting and using social media based on the compatibility of the company's values and goals (Ainin, et al, 2005).
- **Relative advantage** is defined as the extent to which a potential adopter can perceive an innovation to have advantage compared to previous ones (Ahmad et al., 2019).
- **Observability** is interpreted as the visibility of expected outcomes of an innovation (Rogers, 2003). Innovation utilization will provide visible and tangible results. Prior studies asserted that the greater the observability of an innovation, the more likely it is to be adopted by a firm (Jilani, et al, 2022). Maroufkhani et al (2022) showed a positive relationship between observability and adoption intention toward big data analytics. Meaning that firms’ visibility of the successful factor of others, foster big data adoption decisions. When the positive results are visible, firms are likely to engage, espouse, and express these innovations.

H1: Technology has no significant relationship with Social Media adoption by PSOs

ORGANISATION:

The context of organization includes variables such as top management support, entrepreneurial orientation and technological orientation (Qalati et al., 2020; Tajudeen et al., 2018):

- **Top management** is important in building supportive environment and providing sufficient resources for the adoption of new technologies (Lin, 2014). In the literature on the assimilation of innovations, Lin views top management as the institution responsible

for changing norms, values, and culture in an organization; in turn, this allows other organizations to adapt new technological artifacts.

- **Entrepreneurial orientation** is defined as the methods, practices, and decision-making styles used by managers to act entrepreneurially (Tajudeen et al., 2018). Entrepreneurial firms are the ones that engage in technological innovations, undertake somewhat risky ventures and are first to come up with proactive innovations beating competitors to the punch (Miller, 1983). Firms with high entrepreneurial orientation eagerly perform experiments, support new ideas, and depart from existing practices. Prior studies pinpointed that entrepreneurial orientation translates into adoption intention toward various innovations. Susanto et al., (2020) demonstrated a strong relationship between entrepreneurial orientation and social media use for business performance under the pandemic. Overall, when entrepreneurial firms perceive the technologies to be innovative, risk-taking, and proactive in enhancing business performance and dealing with competitors, they are willing to embrace these technologies.
- **Technological orientation** reflects firms' capabilities to recognize and adopt an innovation. It can boost firm acceptance of experiments with technological innovations. In the current context of digital transformation, firms raise their awareness of developing digital technologies in shaping business offerings (Rupeika-Apoga, et al 2022). Technology is especially vital in developing new products and addressing issues that are not addressable without technology (Costa, et al, 2015); developing new ideas and upgrading processes and systems. Hadikusuma et al, (2022) posit that technological capability reinforces innovation usage for operational performance as it can improve quality, delivery, flexibility and lower costs.

H2: Organisation has no significant relationship with Social Media adoption by PSOs ENVIRONMENT:

- **Perceived trend** reflects the extent to which businesses perceive themselves to be involved in the latest innovative technology trends. Preceding studies asserted the positive role of perceived trends and regarded them as a pivotal pillar in choosing and implementing an innovation (Kim & Ko, 2012). Moutinho & Smith., 2000 showed customers' attitudes, satisfaction, switching, and loyalty behaviors depend largely on the perceived trend toward ease of automated banking. Logically, perceived trends tempt firms to utilize online methods to provide modern selling modes and to transform into new retail styles.
- **Government support** portrays the support and guidance that firms receives from the government to develop an innovation (Hsu, et al, 2014). Government encouragement includes technical support, training, and funding for innovation (El-Haddadeh et al, 2021). Researchers confirmed that government support is important to trigger the use of new technologies. El-Haddadeh et al, (2021) argued that it inspires top-tier managers to understand the benefits and to incite their willingness toward big data analytics. Abdullahi et al., (2022) examined a Facebook adoption model among service-based enterprises and revealed the strong relationship between government support and Facebook adoption, as the government provides training assistance programs, tax subsidies, and data subscription subsidies. Overall, governmental financial and non-financial support would increase the firm's probability of innovation acceptance.

- **Legal framework** reflects laws, guidelines, and specifications that pertain to its operations that a firm obeys (Hiran&Henten, 2020). In the Internet environment, it is necessary to be aware of laws that are enforced pertaining to a given industry. In the Online Retail Enterprise (ORE) field, firms may be subject to laws and policies that drive their adoption to utilize ORE for business performance. Hiran&Henten, 2020 showed that the legal framework is a decisive dimension of the environmental context that stimulates cloud computing adoption. The research premised that imposing a legal framework boosts SM adoption.

H3: Environment has no significant relationship with Social Media adoption by PSOs

2.4 SOCIAL MEDIA ADOPTION AND PUBLIC SECTOR PERFORMANCE

Social media channels are utilized by SMEs without additional resources due to its ease of accessibility, low cost of setup and use as well as minimal technical manageability and its ability to reach and connect many consumers (Ahmad et al., 2019). The use of social media in business management has seen exponential growth due to its benefits in increasing value for enterprises. Social media adoption is becoming a critical business management tool (Almotairy et al., 2020; Vithayathil et al, 2020).

The benefits of social media to businesses and its impact have been investigated in many settings. For example, social media has been deployed in analytics, publishing, conversion tracking, content management, automated publishing and customer targeting (Ali Qalati et al, 2021). Ahmad et al. (2019) notes that social media has become increasingly popular among SMEs because it allows for communication to go beyond private one-to-one conversations to become many-to-many. Studies have investigated the effects of social media on several organizational variables. For instance, the impact of social media has been reported in consumer purchase decisions (Bodam, et al, 2021), its impact on purchasing intention and brand awareness (Wang et al, 2019), customer retention, digital word of mouth and purchase decision involvement (Alalwan, 2018).

According to Cicea et al. (2019), SMEs' performance can be understood from a quantitative stand point to imply: efficiency, financial results, level of production, number of customers (Anggadwita &Mustafid, 2014) market share, profitability, productivity, dynamics of revenues, costs and liquidity (Gupta & Batra, 2016),etc; in contrast, from a qualitative perspective: goals achievement, leadership style, employee behavior; customer satisfaction product and process innovation, organizational and marketing innovation (Cicea et al., 2019). Certain variables from these qualitative and quantitative standpoints can also be used to understand Public Sector performance. Public Sector performance reflects transparency, accountability, efficiency & productivity, results on set goals, missions and visions of development plans, dynamics of revenue generation, cost effectiveness in deploying resources, innovation in government processes and procedures, favorable behaviors of civil servants, effective citizens' engagements, etc. This research proposes to investigate the extent to which SM adoption enhances PSOs (**RQ2**).

H4: Social Media adoption has no significant relationship with PSOs' Performance

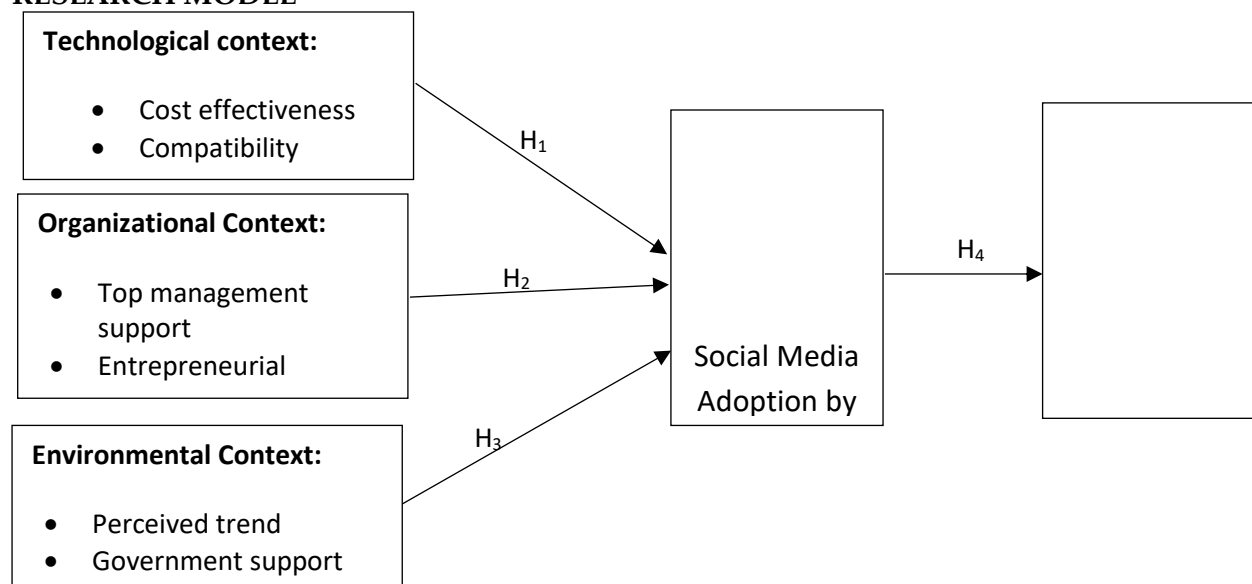
3.0 METHODOLOGY:

Material and Methods

A survey design was adopted and data was collected by purposive random sampling technique using Google form structured questionnaire whose link (www.docs.google.com/forms) was delivered to respondents through WhatsApp and emails after obtaining their consents to participate in the survey. Kaduna State Government has a total of 32, 659 staff (total population) in its employ (KDBS, 2022) and using the Yamane sampling technique; a total of 385 respondents (sample size) filled the questionnaire. Based on discarding the erroneous answers, 358 responses were retained for data analysis. This correlational research attempts to determine the extent of relationship between the stated hypothesis using SPSS statistical data. The setting of the study is non-contrived with minimal interference during investigation. The unit of analysis is at the organizational level as the researcher tries to evaluate the factors that influenced Kaduna State adoption of social media as a strategic tool for its processes, procedures and operations for efficiency and effectiveness in achieving set goals. Descriptive statistics were used for analysis while Pearson Correlation was also used to measure the relationship and test the stated hypotheses between the variables of interest. The hypotheses were tested at 0.05(5%) level of significance and the decision rule was, reject the null hypothesis (H0) if the p-value (probability value) is less than the level of significance; do not reject H0, if otherwise.

The researcher proposed a research model for this study in order to evaluate the factors that influence the adoption of social media as a strategic tool and its impact on public sector performance in Kaduna State Public Sector. These constructs had been discussed in the earlier part of this study.

RESEARCH MODEL



4.0 PRESENTATION OF RESULT AND FINDINGS

A total of 385 questionnaires were filled and retrieved for this study; however, we discovered missing values (unanswered questions) in the course of coding. 358 questionnaires were coded, analyzed and tested for reliability and validity of instrument. The Cronbach Alpha test was used to check for the reliability of the questionnaire. A value of 0.60 shows that the

instrument is reliable and good for further analyses. The Cronbach Alpha for constructs/variables of the study is all above the value of 0.70. This is shown in table 1.

Table 1. Reliability Statistics Cronbach's Alpha

Construct

Technology	.716
Organisation	.694
Environment	.760

Social Media Adoption	.698
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TABLE 2: PERSONAL PROFILE

AGE GROUP	18-30YRS	31-40YRS	41-50YRS	50 ABOVE	TOTAL
	11.7%	55.3%	22.9%	10.1%	100%
EDU LEVEL	DIPOLMA	UNDER GRA-DUATE	GRADUATE	POST GRAD.	TOTAL
	17%	5.9%	66.8%	25.7%	100%
YEARS OF EXP.	3-5 YRS	6-10 YRS	10-15 YRS	>15 YRS	TOTAL
	39.7%	31.8%	13.4%	15.1%	100%
GRADE LEV	GL 6-9	GL 13-15	GL 14-16	-	TOTAL
	34.4%	55.9%	9.8%	-	100%

TABLE 3: RESPONSE TO THE QUESTIONAIRES

	SD	D	N	A	SA	TOTAL
TECHNOLOGY CONTEXT						
Social media adoption is more cost-effective for Kaduna State Government than traditional media	27	27	3	144	154	355
Social media makes it possible for government to engage citizens through controlled message content for feedback	22	6	29	163	137	357
It's easy for Kaduna State to integrate/incorporate social media with its existing governance strategy	20	16	62	117	137	352
Social media adoption enables Kaduna State to be efficient and more productive	13	3	22	139	167	344
The benefits of Social media adoption can be easily observed in Kaduna State	15	16	9	176	129	345
ORGANISATION CONTEXT						
Kaduna State government effectively communicates its support for the use of Social media for its processes.	15	28	30	155	119	347
Kaduna State often tries new ideas/innovations in achieving set goals	18	17	81	136	106	358
Kaduna State uses state-of-the-art of technology for Social media development in digital transformation.	20	30	99	101	102	352
ENVIRONMENT CONTEXT						

Social media technologies are becoming a trend in digital transformation in Nigeria.	15	25	58	216	38	352
Kaduna State government provides seminars, courses, workshops, etc regarding Social media adoption in its practices	15	19	19	123	176	352
Kaduna State agencies collaborate to deliver public goods and services	22	10	60	221	39	352
Kaduna State government provides incentives for Social media adoption in government procurement and contracts such as technical support, training, and funding	9	10	114	137	71	341
SOCIAL MEDIAL ADOPTION						
Social media adoption by government has improved cost effectiveness.	20	14	69	149	106	358
Social media adoption by government has improved operational efficiency in the public sector.	14	26	41	127	144	352
Social media adoption by government has improved citizens' engagements and feedbacks used for decision making.	20	34	85	189	24	352
Social media adoption by government has improved accountability and transparency in government budgeting processes, procedures and operations.	15	18	18	128	196	352
Social media adoption by government has improved quality of service delivery.	15	23	36	250	34	352
Social media adoption by government has enabled it to get value for money spent.	17	19	44	194	79	353

Note: Respondents' opinions are expressed in a 5-point likert scale (1- strongly disagree (SD), 2- disagree (D), 3 – Neutral (N), 4 - agree (A) and 5 - strongly agree (SA)

5. INTERPRETATION

The table 2 above shows the profile of the respondents on the usage and adoption of social medial by public organizations in Kaduna. Among the 358 respondents from the sample, 55.3% fall within the age bracket of 31-40 years, 66.8% of them are graduates, 54% have not less than 7 years working experience and 71% are on grade levels 9-13. From table 3 above, it could be seen that, social media adoption is more cost-effective for Kaduna State Government than traditional media due to the fact that 352 of the respondents opted for that, under the relevant questions for technology construct. By implication, it then means that technology for social media adoption is cost-effective. From the organization construct perspective, Kaduna State often tries new ideas/innovations in achieving set goals due to the fact that all the respondents attested to this. To ascertain their attitudes towards environmental construct, 352 of the respondents observed that Kaduna State government provides seminars, courses, workshops, etc regarding Social media adoption in its practices, signifying positive attitudes. Also, the results in the table indicated that 358 respondents (coded responses) agreed that social media adoption can always be used to solve different problems if enough effort is made

by public organizations to adopt it as a strategy. This was further established when all the respondents picked, social media adoption by government has improved cost effectiveness.

TABLE 4: RESEARCH HYPOTHESES

HYPOTHESES	PATH	ESTIMATE	P-VALUE (0.05)	REMARKS
H1: Technology has no significant relationship with Social Media adoption by PSOs.	TC → P SOs	0.684	0.0042	REJECT
H2: Organisation has no significant relationship with Social Media adoption by PSOs.	OC → P SOs	0.635	0.0001	REJECT
H3: Environment has no significant relationship with Social Media adoption by PSOs.	EC → P SOs	0.556	0.0035	REJECT
H4: Social Media adoption has no significant relationship with PSOs' Performance.	SMA → P SOs	0.658	0.0154	REJECT

6. DISCUSSION

Table 4 provides the hypotheses results of the influence of technology, organization, environment and social media adoption on PSOs performance in Kaduna State. The relationship between technology and social media adoption by PSOs is positively related ($r = 0.684$, $p < 0.0042$) to media adoption. This finding contravenes our hypothesis 1 that there is no significant relationship between technology and adoption of social media. The result supports the findings of scholars (Ahmad et al, 2019; Odoom et al, 2017; Purwantini & Anisa, 2018) which revealed a very strong influence of technology on social media adoption. In addition, the result for H2 is rejected since it reveals a positive and significant relationship ($r = 0.64$; $p < 0.0001$) between organizational construct and social media adoption. This result is in tandem with the previous findings of scholars (Rupeika-Apoga, et al 2022, Costa, et al, 2015, Hadikusuma et al, 2022, Susanto et al., 2020 and Tajudeen et al, 2018). This therefore means that, organization construct plays vital role in the adoption of social media by public organizations. The relationship between environmental construct and adoption of social media was tested in hypothesis 3; the finding rejected the null hypothesis due to large positive relationship at ($r = 0.556$; $p < 0.0035$). It therefore means that, environment construct has significant relationship with social media adoption by PSOs. This is in agreement with the work of scholars (Kim & Ko, 2012; Moutinho & Smith, 2000; El-Haddadeh, et al, 2021, Haddadeh et al., 2022, Hiran & Henten, 2020), which states that environment plays laudable role in social media adoption. Finally, H4 indicated a positive and significant relationship between social media adoption and performance of the PSOs ($r = 0.658$; $p < 0.0154$), hence is rejected the null hypothesis. This goes to show that the direct effect of social media adoption on the performance of consumers, private or public organizations is significant as documented by (Almotairy et al., Vithayathil et al., 2020; Ali Qalati et al., 2021;

Ahmad et al. 2019; Bodam et al, 2021; Alalwan, 2018; Cicea et al, 2019; Anggadwita&Mustafid, 2014; Gupta & Batra, 2016)

7. CONCLUSION

The significant and positive relationship between technology, organization, environment contexts on adoption of social media has significant relationship on PSOs' performances most especially in Kaduna state. Studying social media adoption on organizational performance is crucial today since the impacts of social media adoption on organizational performance are recognized all over the world. The major result from the analysis revealed that there is a positive relationship between the dependent variables and independent variable of this study. Furthermore, most organizations are benefiting from at least two or more social media handles.

8. LIMITATIONS OF THE STUDY

The study is only restricted to Kaduna State, Nigeria; further research could be conducted to cover all other states in Northern Nigeria. The study employed the cross-sectional approach; however, a longitudinal approach should be employed to study this trend over a period of at least five years. The study harmonized the factors in each TOE construct rather than evaluating each factor; a study to measure each factor should be carried out to understand their impact in the relationship. Finally, the four (4) factors identified as predictors of social media adoption as relates to PSOs may not be sufficient enough in explaining the phenomenon. Hence, there are other factors that may contribute in influencing adoption of social media by both private and public organizations that were not part of this study.

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APPENDIX

