AN ASSESSMENT OF THE IMPACT OF SOCIAL MEDIA USE IN THE WORKPLACE ON PUBLIC SECTOR SERVICE DELIVERY: A CASE OF ZIMBABWE GOVERNMENT DEPARTMENTS IN HWANGE DISTRICT

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ABSTRACT

Zimbabwe has witnessed a phenomenal growth in social media use over the past few years. The use of these social networking sites has infiltrated the workplace, with a potential impact on employee productivity and work quality. Employees are spending more time on social media engaging in non – work-related activities. The study sought to assess the impact of social media use in the workplace on service delivery in the public sector. Specifically, the study set out to establish the extent of social media use in the workplace by public sector employees, and examine policy initiatives that the respective departments were taking on the use of social media in the workplace. The study was conducted in Hwange with a population frame of 351 public sector employees. Data were collected using the questionnaire and interview schedule and analysed using Microsoft Excel both qualitatively and quantitatively. The study found out that the civil servants in Zimbabwe visit social media sites while at work engaging in non-work-related activities, mainly through their own devices. None of the public sector departments had a social media policy in place to regulate the use of social media in the workplace. The frequent use of social media in the workplace by government employees compromises public sector service delivery. The study recommends that the Zimbabwe government should come up with a social media policy to guide the use of social media in the workplace.

Keywords

Social media, Impact, Workplace, Public service, Public service delivery

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1. INTRODUCTION

Zimbabwe has witnessed a phenomenal growth in social media use over the past few years. Zimbabweans are now among the world's most prolific social media users. As a result of the soaring popularity that social media have, their use has infiltrated the workplace and most employees are visiting social networking sites at work. Employees are arguably spending more time on social media engaging in non – work-related activities. The popularity of social networking sites and their increasing use in the workplace present some challenges for employers, such as work distractions, reduced boundaries between work and personal life and related issues of addiction, which are taking a toll on employee productivity and work quality. This paper assesses the impact of social media use in the workplace on public sector service delivery in Hwange district of Zimbabwe. It establishes the extent of social media use in the workplace by public sector employees and examines policy initiatives that public sector managers in the district were taking on the use of social media in the workplace in their respective departments.

2. BACKGROUND TO THE STUDY

Public sector service delivery in Zimbabwe has been deteriorating in unprecedented proportions in recent years. There is a concern about increasing levels of lacklustre performance by public sector employees who appear disinterested in their jobs, and citizens' frustration thereof at poor public sector service delivery (Chigudu, 2020). The public sector employees have a greater role to play in ensuring sustainable public sector service delivery. The success of any organisation depends on the productivity of its employees (Thondhlana, 2018). The government of Zimbabwe has adopted several policies to address public sector service delivery deficiencies, among them, the Information and Communication Technology (ICT) policy (ICT Policy, 2016). The government of Zimbabwe has taken advantage of the explosion of ICT services in the economy to implement mechanisms to improve service delivery by promoting digital literacy and internet connectivity within the civil service.

Through the ICT policy, the government of Zimbabwe seeks to ensure that each department was connected to the Internet and ultimately ensuring that all Government departments were interlinked. According to Makiwa & Steyn, (2016), the power of ICTs, which lies in the unprecedented growth of the worldwide network of computers, is envisioned to streamline and better public service delivery, drive the economy to greater heights and facilitate access to information for citizens. To date, massive developments have been made by both government and the private sector in the ICT sector. These investments include the terrestrial

link and optic fibre cable connected to the undersea cable in the Indian Ocean, which has enabled high-speed Internet access. The development has been complemented by local network operators - Econet Wireless, NetOne and Telecel Zimbabwe. The three network providers have expanded wireless broadband coverage to link major cities and towns, while TelOne has also come in with the ADSL fixed broadband.

The growth of Internet connectivity in Zimbabwe resulted in a corresponding growth in the use of social networking technologies and Internet innovations like Facebook, Twitter, LinkedIn, YouTube and WhatsApp. The increasing popularity of social media has invaded the workplace as social networking has become part and parcel of people's lives. Innovative online social communities such as Facebook, Twitter, LinkedIn, YouTube and WhatsApp have crept into the employees' personal space and by extension the workplace. Employees have Internet access, not only through desktops at work but also on their laptops, tablets and mobile smartphones, which are increasingly becoming sophisticated as a result of convergence possibilities of new ICTs. Through the new technology of Wi-Fi, social networking sites are accessible using mobile phone-based applications. Most Government departments are now connected to Wi-Fi services, which has enhanced workplace internet leisure browsing and subsequently the use of social networking sites in the workplace.

The introduction of Internet connectivity in the workplace, however, has been marked by disruptive socio-economic change. Employees are spending more time, sometimes going beyond working hours, on Internet leisure browsing in the workplace engaging in non-work-related activities such as creating personal networks, checking on family and friends, streaming and downloading music, among other uses (Boyd, 2020). There are concerns about a perceived loss in staff productivity as well as data leakage from staff gossiping freely in an open environment, damage to organisational reputation and the reputation of line managers through injurious posts online. Policies regulating social media use and Internet access in the workplace have been elusive because of the pervasiveness of Internet-based technologies. The development, in particular, presents serious challenges on public sector service delivery in Zimbabwe whose economy has been struggling to recover in recent years. To date, no standard guidelines have been developed to assist managers to govern the appropriate use of social media to strike a balance between benefits and drawbacks to employee productivity so that organisational resources and time are spent on enhancing public sector service delivery.

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3. REVIEW OF RELATED LITERATURE

3.1 Public Service Delivery

Public service, according to Spicker, 2009), refers to the implementation mechanism of the State charged with translating the socio-economic vision of the State into tangible social and economic development to improve the standard of living for the citizens. Public services have four defining characteristics: they exist for reasons of policy; they provide services to the public; they are redistributive, and act as a trust. Public services consequently operate differently from production for profit, in their priorities, costs, capacity and outputs. Public service delivery, on the other hand, is used by Dick-Sagoe (2020) as referring to the provision of those services that are mainly or completely funded by taxation and delivered by public sector employees, as explained. Most typically, public service delivery would include the following areas of public administration: central and local government, public utilities, the health services, education, defence, justice, home affairs, and non-commercial semi-state organisations, usually referred to as parastatals. Public sector employees are charged with the delivery of such services in an efficient, honest, fair and transparent manner with diligence to enhance the standard of living for the citizens.

The public sector, collectively, is the world's largest service provider. An incremental improvement in public services positively impacts millions of people. The first step to delivering the citizens' promise is to know their needs. A well-functioning public sector that delivers quality public services consistent with citizens' preferences is considered critical to good governance. Dick-Sagoe (2020) observes that the public service of any country stands out as the major machinery of government for the formulation and implementation of public policies. It does this by translating the plans and programmes of government into concrete public goods and services for the use of the citizenry. Since public bureaucracy is primarily concerned with public administration, the management of public affairs, therefore, rests heavily on the public service. Whatever the system of government in practice in a country, the public service is designed to be the prime mover of the social and economic development of a nation.

The Constitution of Zimbabwe (2013) considers the public service as a body of government officials employed in civil occupations that are neither political nor judicial. Section 199 of the Constitution identifies the public service as employees of the State other than members of the security forces, judges, and magistrates. Section 200 prohibits such a body of government officials from partisan conduct and furtherance of any political party in the delivery of

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services. They are supposed to carry out their duties conscientiously, fairly, honestly and efficiently. Section 9, in particular, compels the State to adopt and implement policies to develop efficiency, competence, accountability, transparency and integrity in all public institutions and agencies of government at every level. Accordingly, measures are supposed to be taken to expose, combat and eradicate all forms of abuse of public offices in the delivery of services. These constitutional provisions form the core of good governance and help empower citizens to anticipate public sector delivery of services consistent with their preferences.

Public sector managers around the world face a common set of challenges in meeting the increased expectations of their citizens. The legitimate expectation of the citizens of a country is the ability of the Public Service to direct their aspirations properly towards improving the general welfare of the citizens by providing prompt and efficient, quality services at affordable prices. Private sector businesses have been doing very well in this area when compared with the public sector. As Jelenic (2019) points out, improving public service delivery is one of the biggest challenges worldwide because, primarily, public services are one key determinant of quality of life that is not measured in per capita income. Fundamentally, the ability of a government to legitimately tax and govern people is premised on its capacity to deliver a range of services required by its population which no other player will provide.

Because of the critical importance of public service delivery to the citizens of any country, the need for effective delivery of these categories of services cannot be over-stressed. This is why public service delivery should be accessible, high in quality, and delivered effectively. In Zimbabwe, however, there is a concern about increasing levels of poor performance by public sector employees who appear disinterested in their jobs, and citizen frustration thereof at poor service delivery. To address this challenge effectively, it is necessary to assess the underlying causes to recommend appropriate strategies that will enhance public service delivery in Zimbabwe. This study is an attempt at prompting the public sector to explore sustainable models for service delivery. The solution lies in developing policies that prevent malingering in the workplace by public sector employees charged with providing a public service.

3.2 Public Service Motivation

Public Service Motivation (PSM), according to Andersen, Jensen, & Kjeldsen (2020), is a collective term for the internal and external forces that influence individual employee's

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degree of willingness and choice to engage in a certain specified behaviour and action. Motivated public sector employees contribute to the long-term success of their organisations through creativity, innovation, and orientation towards the delivery of good quality service, which is the hallmark of public service. Human resources are the most important assets of public sector organisations because public entities provide services. Unlike private sector organisations that can use technology to reduce the workforce through automation, public sector organisations rely heavily on the professionalism and competence of the human resource.

Delivery of key public services such as healthcare, sanitation, electricity, and water supply can be hampered by an unmotivated workforce, undermining public welfare (UNDP, 2014). Every public sector organisation should ensure the effective use of employees' knowledge, skills, abilities and other attributes to accomplish organisational goals. Public sector managers need to ensure that employees are highly engaged if they are to be productive and effective. This brings to the fore the critical aspect of motivation. Managers of public sector institutions must therefore continuously monitor and evaluate employee work, direct behaviour to discover their degree of efficiency in performing tasks and the degree of motivation, as well as rewarding success and correcting deficiencies.

3.3 What Motivates People at Work?

The concept of motivation has no single definition. Ryan & Deci (2020) considered over 140 distinct definitions of motivation. One of those definitions is provided by Karic (2014) who considers motivation as a force that drives and energises human behaviour to put the maximum effort towards achieving a goal. It is the inner drive, which influences a person's behaviour towards goal achievement. Since public sector organizations fulfil their goals through employees, it is crucial to have efficient and productive staff. Several researches on the motivation of public sector employees, including research by Ritz, Brewer & Neumann (2016) show that the most influential productivity factor is job performance. It is observed that employees are productive because they are motivated. When motivation in an organisation increases, the expectation is that productivity increases too. The most important question public sector managers need to find answers to, however, is what would possibly motivate employees to be productive. What is common in all research on employee motivation is that motivation is an individual phenomenon. As every employee is different and unique in terms of age, education, beliefs and other attributes, so are their goals, needs, and expectations. Managers, therefore, have an unenviable and difficult task of identifying factors that motivate each employee.

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Research shows that all the factors that motivate employees can be grouped into two categories: intrinsic and extrinsic rewards (Ryan & Deci (2020). Intrinsic motivation is fundamentally an inside job. It originates from within the individual and causes them to be stimulated. Intrinsic motivation comes from factors that exist solely inside a person. In a research on public service motivation by Vandenabeele, Ritz & Neumann (2017), a substantial portion of informants mentioned at least some form of intrinsic aspect unique to their jobs. These include the activity itself as a source of joy and satisfaction, deriving satisfaction from an activity, which is tedious and unexciting, such as meeting deadlines, but whose accomplishment brings a sense of achievement, and motivation as a matter of compliance with standards for their own sake that propels people to act. These may be ethical standards one feels need to respect, commitment to group membership, or a desire to act according to values of procedural fairness. Working in the public sector has been associated with an attitude, a sense of duty and public morality. This intrinsic motivation and public service morale among public sector employees, however, appears to have been in decline considering increasingly poor service delivery by the public service.

Despite the significance of intrinsic factors, many a time, employees act not because they feel like it but rather are prompted to act in certain ways by external factors – extrinsic factors (Ryan & Deci, 2020). Extrinsic motivation concerns whenever an activity is done to attain an outcome that is separate from the activity itself. In other words, the work an employee does is merely a tool to achieve personal goals. Vandenabeele, et al (2017) found out that the informants during the interviews routinely pointed towards the extrinsic rewards and incentives that their jobs provided them as being motivating. Thus, the employee may be pushed to work simply to earn money, not because they enjoy the job. Ryan & Deci (2020) note that the public sector has traditionally offered some strong extrinsic motivators that might attract people, such as security of tenure, career and development opportunities and the pension system. Karic (2014) identifies several factors of job satisfaction, among them the job itself, a system of rewarding, conducive working environment, colleagues, organisational culture, a coincidence of personal interest and the job, years of service and age, and total satisfaction with life.

The question that lingers is; what is it then that influences public sector employees to be satisfied or dissatisfied with their work? The notion that people are motivated to work in the public service as a result of altruism, a desire to serve, or a wish to have an impact on society is a long-standing one. Ritz, et al (2016) argued that Public Service motivation is not the only or even the most important criterion of individuals choosing to take up, or remain in,

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Government employment. The prevailing economic situation in Zimbabwe, which is punctuated with low stagnant salaries for public sector employees, should have at least been followed by resignations or increased absenteeism, but public sector employees continue to go to work as usual. The central idea that emerges from research on motivation is that it is an individual phenomenon. Employees are motivated by many different considerations to work for and in government. Every employee is an individual with a specific need, expectations, and goals. The PSM theory clearly does not explain adequately the situation in Zimbabwe where public sector employees who should be motivated to serve and help society, continue to preside over public institutions accused of poor service delivery.

3.4 Social Media: A Historical Context

Maryville University (2020) defines social media as web-based technologies that are used to share information and turn communication into interactive dialogues with internal or external audiences. Relatedly, McFadden (2020)) also defines social media as a web service that allows individuals to construct a public or semi-public profile within a system with definite boundaries, articulate a list of other participants in the system whom they share a connection and, view and explore their list of connections and those made by others in the system. Nature and connection rules may vary from one service to the other. The first recognisable social network, according to Boyd (2020), was SixDegrees.com launched in 1997. The list of networking sites and tools that are now available to users is very extensive. Today, there are several social networking sites worldwide, with varied technological features, supporting a wide range of interests and practices. Social media are characterized by several significant features such as user-generated content, online identity creation and relational networking.

Since their introduction, social media have attracted millions of users, with a deep effect on different aspects of people's lives. Social media have become the most popular communication tools the world over. The popularity of social media has transcended languages, borders, and cultures. According to Clement (2020), almost 4.66 billion people were active internet users as of October, encompassing 59 per cent of the global population, with social media usage being one of the most popular online activities. Over 3.6 billion people were using social media worldwide, a number projected to increase to almost 4.41 billion in 2025. The use of such social networking sites has achieved moderate adoption in Zimbabwe. Social media penetration in Zimbabwe stood at 6.6% in January 2020 (Mugari & Cheng, 2020). Social media are also increasingly becoming important communication tools for both the private and public sectors organizations, which are exploiting the opportunities that are presented by the social networking sites to enhance organisational communication in

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the conduct of business to promote company products and collect feedback responses from the increasingly overcrowded marketplace, and enlightened citizenry. It is no surprise, therefore, that social media have permeated almost every aspect of people's lives including the workplace.

3.5 Social Media Use in the Workplace

Scholars from various fields have examined social media to understand the practices, implications, culture and meaning of social networking sites, as well as users' engagement with them using various methodological techniques, theoretical traditions and analytical approaches. Snyder & Cistuli (2020) and Lee & Lee provide some recent data on studies that have investigated the use of social media use in the workplace. The common feature in findings is that they highlight the perceived benefits that the increasing popularity of social media use in the workplace offers to both employers and employees such as improved channels of communication, sharing skills and improvement of morale and job satisfaction.

The studies, however, have established that the increased use of social media in the workplace also has affected service delivery negatively. Access to social media sites during working hours thus tends to compromise employee performance on the job. Organisations are constantly concerned with the threat posed by a litter of uncontrolled conversations on social media in the workplace to organisational performance as well as potential leakages of confidential information in unguarded comments by employees on social media. Some of the major potential challenges include withholding effort, work distraction as a result of reduced boundaries between personal life and issues of addiction leading to decreased productivity and below the normal quality of work, a concept known as 'presenteeism' (Hemp, 2004). Employee engagement with social media during work hours can be a factor that contributes to waste of time leading to reduced public service delivery levels. The studies, however, have focused mainly on the impact of social media use in the workplace in a private sector setting and less in public sector settings.

Wasting time through social networking is simple and it is a huge hidden cost to business. Just browsing one's Facebook page, sending a few tweets, checking the sports scores, reading the news headlines and checking on a few WhatsApp contacts can easily waste an hour of work time each day for one employee. Social media use in the workplace also tends to blur and disrupt traditional relationship boundaries and hierarchies at work. As Zur & Zur (2011) note, individuals may want to consider whether they should 'accept'' a Facebook 'friend request' from their boss. This can be confusing for employees. Online relationships between

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managers and employees can trigger a myriad of workplace problems such as claims of harassment, discrimination, or favouritism if the manager decides to 'friend' only a few subordinates. Some managers may request to 'friend' an employee on Facebook and follow some employees on Twitter to enable the manager to establish constant contact with the employee on the social network to access the employee's trending rate and learn their areas of interest. Others still pursue the policy of banning employees from accessing social media in the workplace.

Employees, on the other hand, accuse employers of creating a work environment that is inimical to the achievement of organisational goals by restricting social media use in the workplace. The employees are concerned about the invasion of privacy, especially in situations where an employee and manager are 'friends' on Facebook because the manager can see how the subordinate behaves outside the office through Facebook wall posts. The employees complain of a continuously blurring line between work and private life because of being always available online. According to Pitt, Botha, Ferreira, and Kietzmann (2018), there are situations where working professionals have gone onto Facebook to see where their friends are, and what they are doing, but only to find that their bosses or colleagues have messaged them about an urgent matter. The practice causes unnecessary employee burnout from being available always, which affects work performance.

The use of social media in the workplace has also been growing exponentially in Zimbabwe. According to Wushe & Shenje (2019), the use of these new web-based technologies in the workplace has been a major part of that surge in their adoption in Zimbabwe. Individuals are using social media to socialise – connecting, collaborating and sharing information with others. Some of the most popular social networking sites in Zimbabwe are Facebook, Twitter, LinkedIn, YouTube and WhatsApp (Statista, 2020). Most Government departments are now connected to the internet as well, which has increased employee use of social media in the workplace. The increased use of social media in the workplace, however, has affected service delivery.

3.6 Social Media Policy

The rise of social media use in the workplace is changing the nature of work. According to the Labour Relations Agency (2020), social media use at work presents new opportunities to employers, but also new responsibilities such as how to manage the amount of time spent by employees using social media. While Internet access is an essential work tool for today's employee, giving employees open unmonitored Internet access can affect productivity and

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efficiency of service. The agency notes that some managers have reacted by considering banning social media from the workplace altogether, while others have pursued workplace monitoring of employee use of social media. Some employers are limiting access to social media through company information systems, even at the risk of upsetting employees who increasingly demand that access as the most reasonable service to have in the information age. To limit employees' access to social media, some employers are using innovative monitoring technologies that enable them to secretly view, record and report everything employees do on their computers.

The practice of monitoring employees' access to social media has been criticised widely. The criticisms include increased levels of stress, decreased work quality and lower levels of customer service. The Labour Relations Agency (2020)) notes that people by their nature generally tend to desire more freedom and less monitoring. For employees, monitoring, therefore, creates a hostile workplace, which does not promote good quality service delivery. The contribution of employee monitoring to poor public service delivery is emphasised by many scholars, including Moussa (2015) who concurs that a good management-employee relationship is necessary for satisfactory organisational performance. Therefore, from an employee standpoint, workplace monitoring could be detrimental to efficient service delivery.

4. RESEARCH METHODOLOGY

4.1 Research Design

Figure 4.1 represents the methodological framework used for this study. It is a descriptive survey research design, with both qualitative and quantitative approaches.
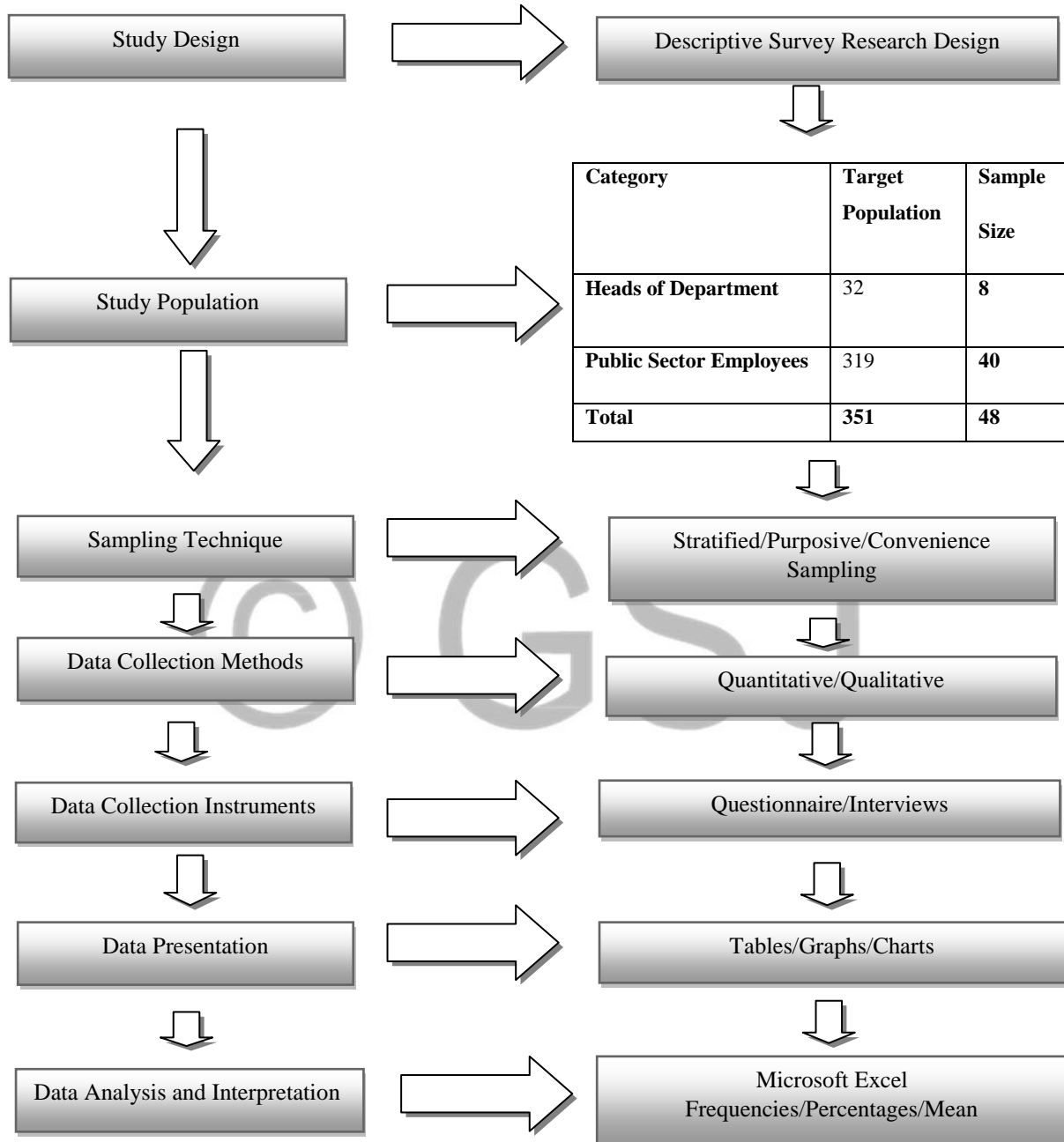

Category	Target Population	Sample Size
Heads of Department	32	**8**
Public Sector Employees	319	**40**
Total	**351**	**48**

Figure 4.1 Research Flow Diagram

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4.2 Target Population

The study was conducted in Hwange urban and the population frame consisted of 351 public sector employees, comprising Heads of Departments and employees from 32 Departments that had offices in Hwange. The targeted Governments Departments excluded the security services sector establishments, the Magistrates Court, and the Registrar General's department, which were not part of the civil service in terms of the Constitution of Zimbabwe.

4.3 Sample Size

The study involved 8 public sector managers and 40 public sector employees selected from the target population of 351 potential respondents. The sample represented 13.7% of the target population. This is consistent with Cooper and Schindler (2001) recommendation that a calculated sample size exceeding 5% of the target population offers adequate precision in terms of reliability of the results.

4.4 Sampling Procedures

A combination of stratified and purposive sampling was used to select the respondents. The study population was split into two strata, that is, public sector managers and public sector employees. The stratification was done to find out whether there are any differences in perception regarding social media use in the workplace between the two groups. Stratification also enables the researcher to apply at least more than one data collection instrument to the two categories of public sector employees. Purposive sampling, as prescribed by Patton (1990), was used to select the study sample from the target population. The researcher selected any 8 public sector managers and 40 employees available at their respective workplaces at the time of visitation. This implies that only available public sector employees were selected. Similarly, a deliberate effort was made to ensure that the sample was representative of all gender.

4.5 Research Instruments

Data were collected using questionnaires and structured interview schedules. The questionnaire was used to collect data because it helps minimise systematic error and reduce subjectivity. The questionnaire was administered to the 40 public sector employees. The questionnaire consisted of two parts: the first part focuses on the respondents' demographic information while the second part was the questions section. The questionnaire consisted of nine closed-ended questions with only two requiring an explanation to enhance the validity of responses. The researcher ensured that the questionnaire was collected from the respondents

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48 hours after distribution. The structured interview schedules were used for the 8 public sector managers. The interviews were conducted in person by the researcher to determine the relative emphasis, that is, how strongly the interviewees held an opinion on issues raised in the interview schedule. The interviews also enabled the researcher to get a deep understanding of social media policy issues in the respective Government departments.

4.6 Data Presentation Procedures

Data was presented according to sub-topics. For ease of illustration, graphics such as tables, graphs, and charts were used to present, analyse and interpret data collected from the questionnaire and close-ended interview questions. Meanwhile, data from open-ended interview questions was narrated. Data from the questionnaires and interview schedules were analysed both quantitatively and qualitatively. Combining both quantitative and qualitative data analysis is a common occurrence in research tradition. Microsoft Excel software was used to analyse data. Meanwhile, meanings of collected data were drawn from patterns and trends emerging from the displayed and analysed data. Frequencies, percentages, and mean was used to interpret the data and draw conclusions and proffer recommendations.

4.7 Ethical Considerations

The study was conducted within permissible research ethical principles of respondents' consent, and confidentiality of information during data collection. The respondents were briefed about the objectives of the research and how they were going to benefit from the study. The researcher assured the respondents about the degree of confidentiality in the information that would be generated from them, and that such information would not be used for any other purposes except for the compilation of the research project. Meanwhile, permission was sought from and granted by the Head of the Civil Service Commission in Hwange and the Hwange District Administrator for the data on the respective Government departments. The researcher also obtained Zimbabwe Open University clearance before embarking on data collection.

5. DATA PRESENTATION, ANALYSIS AND INTERPRETATION

5.1 Demographic Data Characteristics of Respondents

Table 5.1 represents the response rate of the research.

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Table 5.1 Distribution of Responses

Category	No. of Respondents	Completed	Not Completed	Success Rate (%)
Questionnaire				
Public Sector Employees	40	37	3	92.5
Interviews				
Public Sector Managers	8	8	0	100
Total	48	45	3	93.75

The questionnaire was distributed to 40 public sector employees. Of these, 37 questionnaires were completed successfully, while 3 employees were not available on the collection of the questionnaire, giving a response rate of 92.5% success. Similarly, interviews were conducted successfully on all 8 public sector managers, giving a response rate of 100% success. This success rate was achieved because the interviews were conducted in person by the researcher.

Table 5.2 represents the distribution of respondents by gender.

Table 5.2 Distribution of Respondents by Gender

Category	No. of Respondents	Male	Female
Questionnaire			
Public Sector Employees	37	22	15
Interviews			
Public Sector Managers	8	6	2
Total	45	28	17

Of the thirty 37 questionnaire respondents, 22 [59%] were male while 15 [41%] were female. As for interviewees, 6 [75%] were male while 2 [25%] were female. The gender composition of the respondents/participants, however, does not necessarily reflect gender representation in the public service in Hwange but the researcher made a deliberate effort to involve more women in the study, consistent with Government policy on gender.

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Table 5.3 represents the distribution of respondents by age. All the age groups in the public sector were represented in the study for the public sector employees' category.

Table 5.3 Distribution of Respondents by Age

Age Group	Number of Respondents	Percentage (%)
Public Sector Employees		
18 – 20	2	5
21 – 30	7	19
31 – 40	15	41
41 – 50	10	27
51+	3	8
Sub-Total	**37**	**100**
Public Sector Managers		
18 -20	-	-
21 – 30	-	-
31 – 40	2	25
41 – 50	6	75
50+	-	-
Sub-Total	**8**	**100**
Total	45	100

A majority of the respondents in that category were public sector employees within the 31–50 age category [25], constituting 68% of the respondents. These are employees who are relatively young and at the peak of their public service employment, and are expected to play a key role in the implementation of Government policies in their respective departments. The oldest, above 51 years old [3], who are expected to be nearing retirement, constituted 8% of the respondents.

Similarly, a majority of interview participants were within the 41–50 age category [6], constituting 75% of the respondents. The remaining 2 [25%] were aged between 31 and 40. The findings show that the public sector in Hwange is manned by relatively young

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management, the majority of which are at the peak of their public service employment. This categorization is important to the study to determine the usage patterns of social media in the workplace among the various age groups and categories of employees in the public service.

Table 5.4 represents the distribution of respondents by the level of education. The minimum qualification threshold for public service employment is O' Level.

Table 5.4 Distribution of Respondents by Level of Education

Educational Qualification	Number of Respondents	Percentage (%)
Public Sector Employees		
O' Level	10	27
Certificate/ Diploma	22	59
University Degree	5	14
Other	-	-
Sub-Total	37	100
Public Sector Managers		
O' Level	-	-
Certificate/Diploma	-	-
University Degree	8	100
Other	-	-
Sub-Total	8	100
Total	45	100

The study established that 10 [27%] of the respondents in the category of public sector employees had a minimum qualification of O' Level. A majority of the respondents [22] constituting 59% were holders of either a certificate or diploma, while 5 [14%] were holders of a University degree. Meanwhile, all the respondents [8] in the public sector managers' category indicated that they were holders of a University degree in different fields related to their work. Education levels of respondents are important as they contribute to Internet literacy levels.

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5.2 The Questionnaire

Figure 5.1 represents the distribution of responses to whether public sector employees had access to the office Internet.
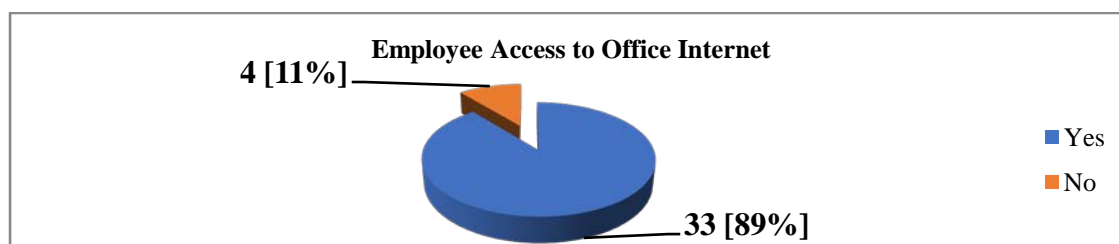

Figure 5.1 Responses to Employee Access to Office Internet.

According to the findings, 33 [89%] of the respondents indicated that they had access to the office Internet, while 4 [11%] did not have access to office Internet facilities. The findings indicate that a large section of public sector employees at least has the potential to use social media in the workplace because of their access to office Internet facilities.

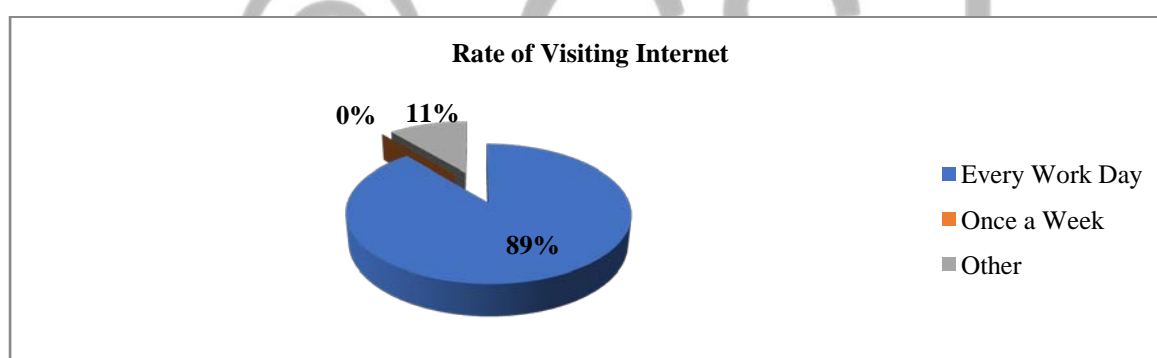Figure 5.2 represents the rate at which public sector employees were visiting internet sites.

Figure 5.2 Rate of Visiting Internet

All 33 [89%] respondents in the category of public sector employees who confirmed to have access to office Internet, indicated that they visit the Internet every workday. of them in that category indicated that they use office Internet every workday. The other 4 [11%] respondents without access to office Internet indicated that they also access the Internet through their own gadgets every workday. The findings indicate that public sector employees access the Internet either through office facilities or through their own gadgets at least every workday, which could affect their work.

Table 5.3 represents the distribution of responses to the level of restriction to the use of office internet.
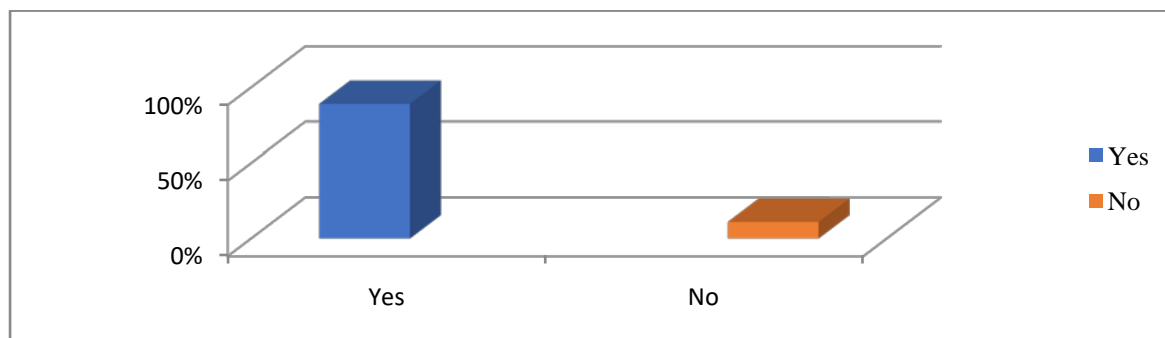
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Figure 5.3 Restrictions to Use of Office Internet

The study found out that 33 [89%] of the 37 respondents with access to office Internet felt that access was largely restricted. Restriction to accessing office Internet is enforced through the central control of passwords. In some cases, verbal restrictions were imposed by reminding employees to browse the Internet for work-related sites only during working hours and visit social networking sites during breaks. Those departments using WiFi encourage the employees to use the Internet *responsibly* to avoid exhausting the Internet bundles, but not necessarily limiting the time spent on the Internet and the type of sites to visit. On average, Departments using WiFi have a 10GB data bundle for their monthly WiFi subscription.

Figure 5.4 represents the distribution of responses to the extent of social media use in the workplace and the type of social networking sites.
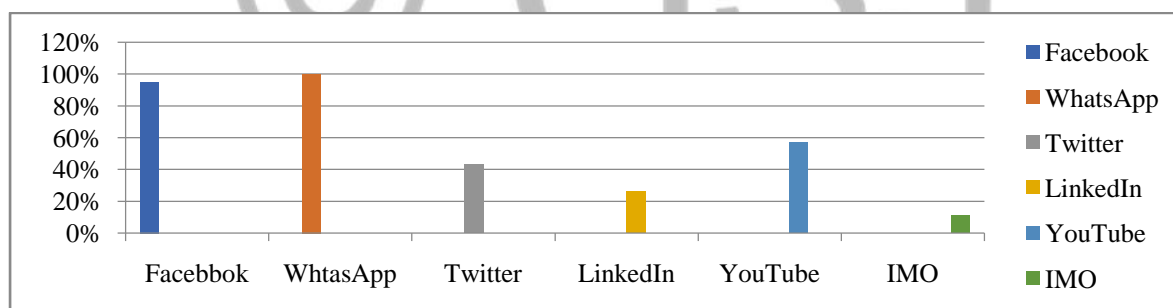

Figure 5.4 Responses Use of Social Media in the Workplace

The study revealed that all 37 respondents have at least used social media tools at some point in their personal activities to communicate with friends and family. The four (4) sites listed in the questionnaire included Facebook, Twitter, LinkedIn, and WhatsApp. Respondents had an option to indicate whether they visited any other social media sites not listed. WhatsApp appears to be the most popular site at 100% use, followed by Facebook with 95%, YouTube [57%], Twitter [43%], LinkedIn [26%], and IMO [11%]. The findings also show that all the respondents use social media in the workplace in one form or the other, which could affect service delivery.

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Figure 5.5 represents the distribution of responses to the probable motivation for using social media in the workplace.
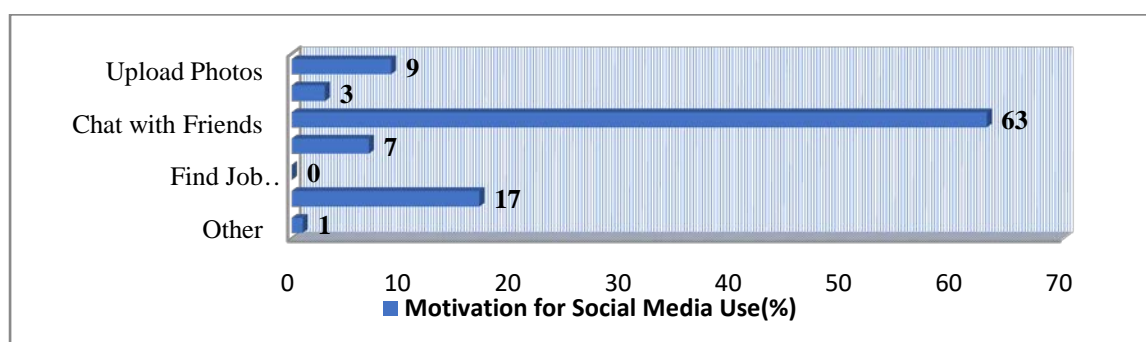

Figure 5.5 Responses to Motivation for Using Social Media in the Workplace

Most respondents rate chatting with friends as the most important motivation for social media use. According to the findings, 63% of the employees use social media tools to chat with friends and 17% more have used social networking sites to escape workplace boredom, 9%) indicated that they use social networking sites to upload photos, and another7% have used social media to find old friends through Facebook. Only 3% said that they used social media to share work-related information with colleagues. One 1% included an unlisted motive of checking on what was trendy in gossip under the 'other' category. There was no entry on respondents who use social media to find job solutions. The findings show that the number of employees using social media for work-related issues is far less than the number of employees who indicated to be using social media in their personal activities. Social networking is the least applied in work-related issues. Thus, the findings uphold the assumption that public sector employees were wasting time on social media at the expense of service delivery.

Figure 5.6 represents the distribution of responses to the mode through which the respondents engaged in social media often. The listed options included office computers, own devices via office WiFi, or own device via mobile Internet.
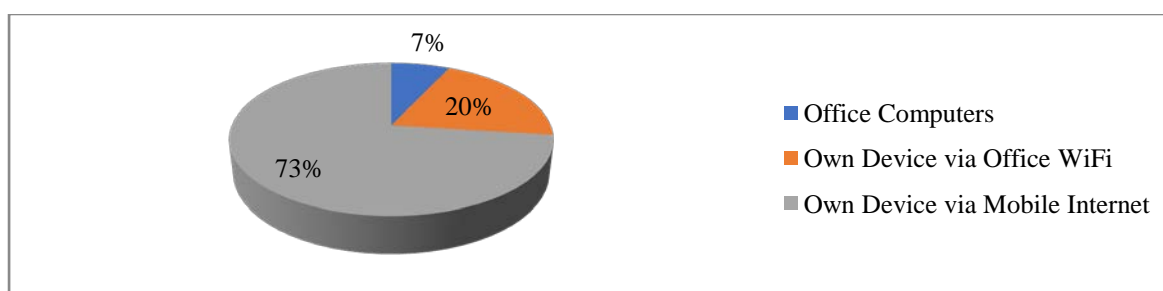

Figure 5.6 Responses to Mode of Social Media Use

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The findings showed that only 7% of the respondents visited social networking sites from office computers with an additional 20% accessing office Internet through their own devices via Office WiFi. The remaining seventy 73% accessed social media through their own devices via mobile Internet. The findings show that all the respondents were accessing social media in the workplace during office hours.

Figure 5.7 illustrates the distribution of responses to the frequency with which Government employees visited social media sites in the workplace for their activities.
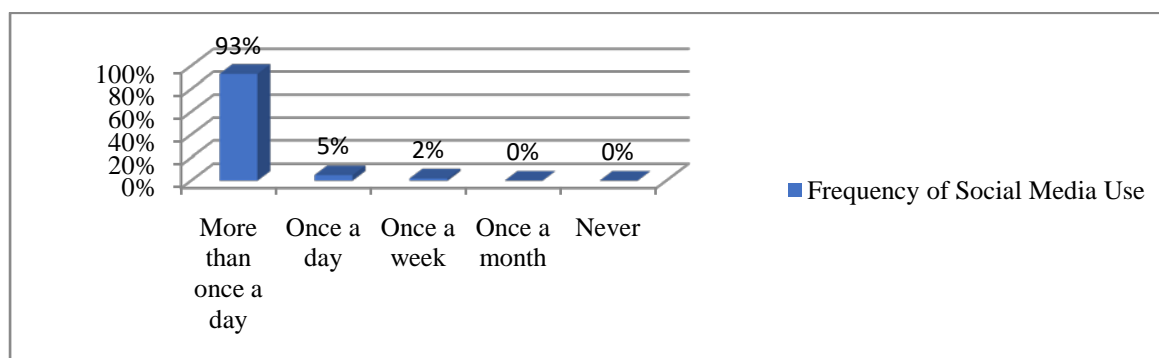

Figure 5.7 Responses to Frequency of Social Media Use

According to the findings, 93% [34] of the respondents stated that they accessed social media sites more than once a day; 5% [2] indicated that they used social media once a day, and 2% [1] said that they access social networking sites once a week. There were no entries for employees who accessed social media once a month or those who never access social networking sites. The findings on the frequency of social media users indicate that a large section of the sample uses online social networks daily, more than once during working hours.

Figure 5.8 illustrates the distribution of responses to whether public sector managers and subordinates were making 'friends' on any social networking site. This was meant to ascertain the impact of online relationships on traditional relationship boundaries at work between managers and employees, which is essential in ensuring organizational efficiency.
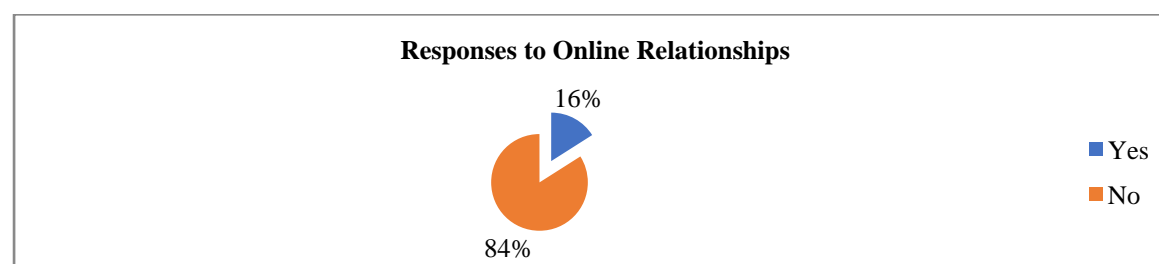

Figure 5.8: Responses to Online Employee Relationships

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The study wanted to find out if Only 6 respondents constituting 16% of the public sector employees indicated that they were friends with their managers on Facebook. The other 31 respondents, constituting 84% of the respondents, were not 'friends' with their managers/subordinates on any social networking site; their relationship was limited to being contacts on WhatsApp. Worth noting is that being 'contacts' on WhatsApp is automatic for all Phonebook contacts. Unfortunately, the questionnaire did not provide for such a distinction between WhatsApp contacts and 'friends' on any other social network where a request should be made and accepted. The findings thus show that there is a negligible impact of social media use on manager/subordinate relationships.

5.3 Interview Schedule

Table 5.5 shows the names of the departments involved in the study, their size, staff complement, and the services they offered.

Table 5.5 Department Profiles

Serial	Department	Size [District Office]	No. of Interviewees	Public Service Offered
1	District Education Office	9	1	Inspection of delivery of education
2	Youth Development	3	1	Youth development and empowerment
3	Department of Labour	5	1	Determination of labour cases
4	Social Services	6	1	Child protection, disability loans, elderly health assistance, education assistance, pauper burials.
5	Rural Development	7	1	Acquisition and preservation of national heritage and protection of nationhood.
6	Agritex	8	1	Agricultural extension services.
7	Women's Affairs	3	1	Women empowerment
8	Public Works	9	1	Construction and maintenance of public infrastructure and utilities.
9	**Total**	**50**	**8**	**Public service delivery**

Figure 5.9 illustrates the distribution of responses to the level of internet connectivity by the respective departments.
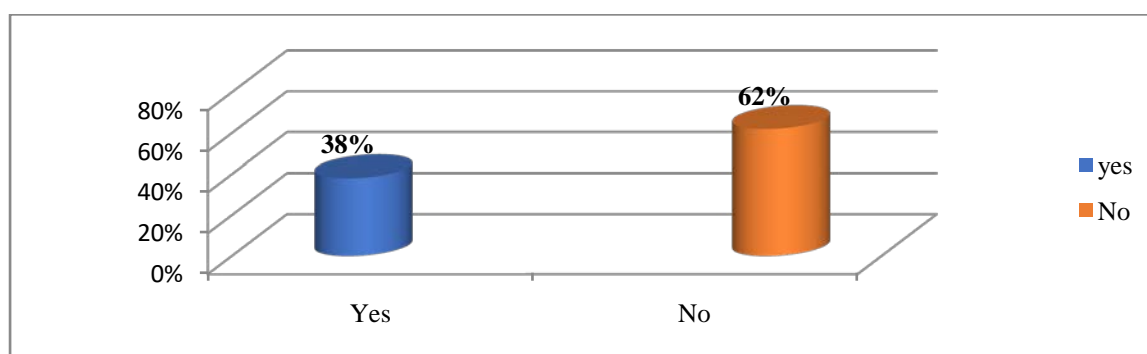

Figure 5.9: Departmental Internet Connectivity

The study established that 38% [3] departments, that is District education Office, Agritex, and Social Services have Internet connections, while 62% [5], namely, Rural Development, Department of Labour, Youth Development, Women's Affairs, and Public Works did not have office Internet. Nonetheless, respondents from all 8 departments indicated that they have offline computers. The findings indicate that public sector employees at the 3 departments that are connected to the Internet could be accessing social media through office online computers during working hours at the expense of service delivery.

Figure 5.10 illustrates the distribution of responses to employees' use of the Internet as part of their work.

Figure 5.10 Responses to Employees' Use of the Internet as part of the Work

The respondents at 6 [75%] of the targeted public sector departments revealed that their departments normally should use the Internet for their work. These departments include Education, Rural Development, Social Services, Agritex, and Labour. Respondents at 2 [25%] of the departments namely, Youth Development and Women's Affairs noted that their departments did not necessarily require the Internet as part of their work but needed Internet services as part of staff capacity building. In that regard, the public sector managers from these departments revealed that they were accessing the Internet using their own devices.

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Table 5.6 represents the distribution of responses to employee access to office computers.

Table 5.6 Responses to Employee Access to Office Computers

Serial	Department	No. of Employees	Employees with Access to Computers	% of Employee Access to Computers	Employees Without Access to Computers	% of Employees Without Access to Computers
1	District Education Office	9	8	89	1	11
2	Youth Development	3	3	100	0	0
3	Department of Labour	5	4	80	1	20
4	Social Services	6	6	100	0	0
5	Rural Development	7	5	71	2	29
6	Agritex	8	7	88	1	29
7	Women's Affairs	3	3	100	0	0
8	Public Works	9	7	78	2	22
9	Total	50	43	86 (Average)	7	14 (Average)

The study established that 43 [86%] of the respondents had access to office offline and online computers, while 7 [14%] did not have access to office computers. The findings show that a majority of the public sector employees had access to office computers, hence could be using online devices to visit social media in the workplace.

Figure 5.11 shows the distribution of responses to the level of restrictions on employee access to the Internet at work.
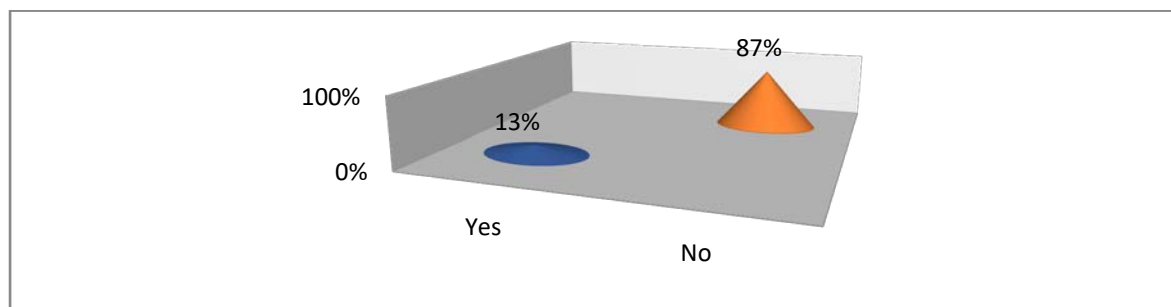
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Figure 5.11 Responses to Restrictions to Employees' Access to the Internet at Work

The study found out that only one department – Social services – had a general restriction on employee access to the Internet during working time. The department encourages employees to visit the Internet for work-related sites during office hours and personal sites during breaks. The respondent from the department, however, noted that employees at times, visit the Internet for personal matters during working time and get distracted from their work. Other departments with Internet access have an implied policy on the general use of the Internet; they promote the *responsible use* of the Internet. The time of the day or time spent by employees in accessing the Internet is unregulated.

Table 5.6 presents the distribution of responses to whether employees were using social media for work purposes.

Table 5.7 Extent of Social Media Use for Work Purposes

Serial	Department	Use of Social Media for Work Purposes	Social Media Type
1	District Education Office	Yes	WhatsApp
2	Youth Development	Yes	WhatsApp
3	Department of Labour	Yes	WhatsApp
4	Social Services	Yes	Facebook, WhatsApp, IMO
5	Rural Development	Yes	WhatsApp
6	Agritex	Yes	WhatsApp
7	Women's Affairs	Yes	WhatsApp
8	Public Works	Yes	WhatsApp

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All the respondents indicated that they use social media for work purposes, albeit with varying degree of use. WhatsApp appears to be prominent on social media. The respondents were aware that they were using social media for work purposes against public service regulations that Government information is classified and should be relayed through official channels or secure means. Some respondents noted that their employees had WhatsApp *Chat Groups* in which they share work-related information, and management condoned the use of such *Chat Groups* arguing that they were particularly important for coordination purposes:

> Instead of spending the whole day phoning each of the more than 90 officers to inform them of development within the Department, such as changes in Pay dates, you simply text at least 2 officers per Cluster on WhatsApp and they will share the message with their colleagues within their Clusters. (Respondent).

> Social media has improved communication especially the sharing of cases with stakeholders. For instance, a child who needs educational assistance or a disabled person who needs a wheelchair in remote parts of the district can have their photographs or video taken and posted on social networking sites for the attention of benefactors elsewhere. This saves the hurdles of having to fund the transportation of the client from their remote bases for assessments. (Respondent).

The findings show that all public sector departments promote the use of social media for work purposes. The increasing use of social media for work purposes makes it possible for public sector employees to use social networking sites for purposes other than work, thereby compromising service delivery.

Table 5.7 illustrates the extent of social media use in the workplace among employees.

Table: 5.8 Extent of Social Media Use among Public Service Employees

Serial	Department	Use of Social Media
1	District Education Office	Common
2	Youth Development	Common
3	Department of Labour	Common
4	Social Services	Common
5	Rural Development	Common
6	Agritex	Common

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7	Women's Affairs	Common
8	**Public Works**	**Common**

All respondents indicated that social media use was common among their respective employees. These findings could confirm that public sector employees were spending more time on social media while at work, at the expense of service delivery.

Figure 5.12 presents the distribution of responses to the effect of employees' use of social media use in the workplace.
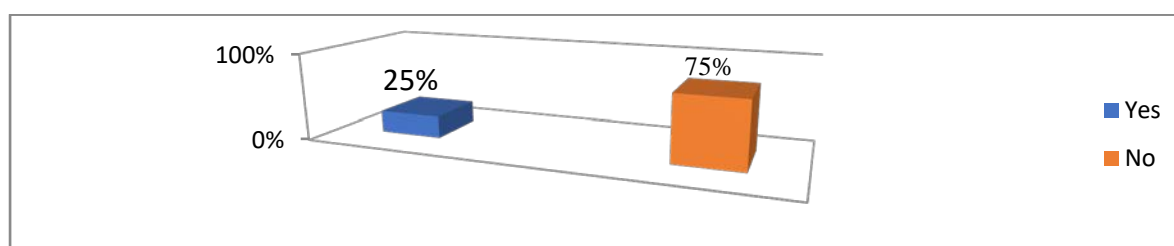

Figure 5.12 Responses to Effect of Employees' Use of Social Media in the Workplace

The predominant view in the findings was that the use of social media by public sector employees in their workplace was not an issue, with 6 respondents [75%] stating as such. However, 2 respondents [25%] indicated that the common use of social media in the workplace was an issue that required attention through appropriate policy intervention. They argued that the use of social media in the workplace affects work output as the use of social media during working time distracted employees from their work.

Table 5.9 illustrates the distribution of responses to whether management was using social media.

Table 5.9 Responses to Personal Use of Social Media by Management

Serial	Respondent	Use	Type	Purpose
1	District Education Office	Yes	WhatsApp; Facebook	Communicating directives to Heads of schools on WhatsApp and chatting with family and friends on both WhatsApp and Facebook.
2	Youth Development	Yes	WhatsApp	Coordination of staff and chatting with family and friends.

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3	Department of Labour	Yes	WhatsApp	Networking
4	Social Services	Yes	Facebook; WhatsApp; IMO	Coordination of staff and chatting with family and friends.
5	Rural Development	Yes	WhatsApp; Facebook; YouTube; Twitter	Updates and alerts on WhatsApp and Twitter, watching videos on YouTube and chatting with family and friends on WhatsApp and Facebook.
6	Agritex	Yes	WhatsApp; LinkedIn; Facebook; Twitter	Networking through WhatsApp, connecting with fellow officers elsewhere through LinkedIn, following prominent personalities on Twitter, and chatting with family and friends on WhatsApp and Facebook.
7	Women's Affairs	Yes	WhatsApp; Facebook; IMO	Networking through WhatsApp, and chatting with family and friends through WhatsApp, Facebook, and IMO.
8	Public Works	Yes	WhatsApp and Facebook	Networking through WhatsApp, and chatting with family and friends on both WhatsApp and Facebook.

The findings showed that the use of social media was a common practice among all public sector managers who were using the social networking sites for both work and non-work-related activities to chat with family, friends, and fellow workers. Management viewed social media as a positive development that, if used properly, could enhance communication because social networking was fast, efficient and reliable. The findings indicated that public sector managers were using social media in the workplace as much as their subordinates were doing, which could affect service delivery.

Table 5.10 presents responses to whether the use of social media affected manager/subordinate relations.

Table 5.10 Responses to Manager/Subordinate Relations on Social Media

Serial	Respondent	Friends with Subordinate	Type of Social Network	Effect on Relations
1	District Education Office	No	WhatsApp Contact	No Effect

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2	Youth Development	No	WhatsApp Contact	No Effect
3	Department of Labour	No	WhatsApp Contact	No Effect
4	Social Services	Yes	WhatsApp; Facebook; IMO	No Effect
5	Rural Development	No	WhatsApp Contact	No Effect
6	Agritex	No	WhatsApp Contact	No Effect
7	Women's Affairs	Yes	WhatsApp; Facebook; IMO	No Effect
8	Public Works	No	WhatsApp Contact	No Effect

The findings showed that the extent of online relationships between public sector managers and subordinates was predominantly limited to being contacts on WhatsApp. What was peculiar in the findings was that the 2 respondents who said were friends on social media with subordinates were the only female respondents in the sample. This could suggest the existence of different managerial styles between male and female public sector managers, but that was not part of the study objectives.

Table 5.11 presents the distribution of responses to whether departments were monitoring the use of social media in the workplace.

Table 5.11 Responses to Monitoring Use of Social Networking Sites in the Workplace

Serial	Respondent	Monitoring Social Networking Sites
1	District Education Office	No
2	Youth Development	No
3	Department of Labour	No
4	Social Services	No
5	Rural Development	No
6	Agritex	No
7	Women's Affairs	No
8	Public Works	No

All the respondents (100%) said that they did not monitor the use of social media. There were no formal restrictions on the use of social media in the workplace. They depended on the goodwill of the employees to use the Internet facilities to achieve certain goals of their work.

Table 5.12 shows the distribution of responses to whether the department (s) had the policy to regulate social media use in the workplace.

Table 5.12 Responses to Social Media Policy in the Workplace

Serial	Respondent	Availability of Social Media Policy	Reasons For/Not Having Policy	Policy Content
1	District Education Office	No	No Policy at Ministerial Level	N/A
2	Youth Development	Not Quite	Official Secrets Act	Official Secrets Act
3	Department of Labour	No	Not Possible to Effect	N/A
4	Social Services	Not Quite	Frequent Use of Social Media Necessitates Policy	Visit Social Networking Sites During Breaks
5	Rural Development	No	No Policy at National Level	N/A
6	Agritex	No	No Policy at National Level	N/A
7	Women's Affairs	No	Difficult to Implement	N/A
8	Public Works	No	No Policy at national Level	N/A

Six respondents (75%) indicated that their departments did not have any policies in place relating to the use of social media in the workplace. Reasons for not having such policies varied from the absence of related policies at the national level to the inapplicability of such policies. Two respondents (25%), however, indicated that their departments had no specific policies in place but had some form of policies governing the use of social networking sites. One of the respondents gave out that they encourage employees to visit social networking sites for work-related issues during office hours and personal issues on breaks. The other

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respondent noted that they depended on the general provisions of the Official Secrets Act (2001) [Chapter 11:09] to govern the conduct of employees. Noteworthy, the Official Secrets Act prohibits the communication of official information without permission from the accounting authority. The Official Secrets Act, however, is one of the pieces of legislation that need to be re-aligned with the new Constitution of 2013, which implies that the Act could probably not be flawless to deal adequately with issues of social networking in the workplace under the provisions of the new Constitution of Zimbabwe.

Figure 5.13 presents the distribution of responses to whether social media policies had any impact. Noteworthy, this applied to the 25% of the respondents stated above who had said had some kind of policies that seek to deal with issues of social media use in the workplace.
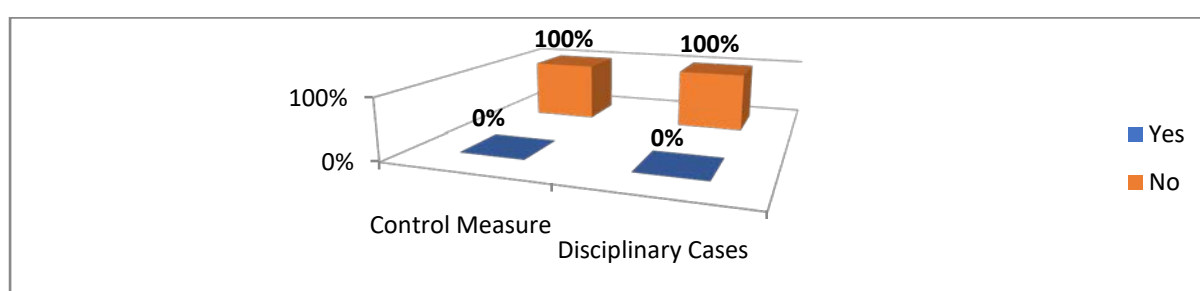

Figure 5.13 Distribution of Responses to the Impact of Social media Policies

The respondents noted that, despite the efforts to control the use of social media in the workplace, employees at times visit social networking sites for personal matters during working hours and get distracted from their work. One respondent stated that employees were encouraged to visit social networking sites for personal issues during breaks as a way of controlling frequent use of social media. The respondent noted that it was not easy to effect a standing regulation that is not backed by administrative policy or law. Another respondent said that their department relied on the provisions of the Official Secrets Act but noted that it had not been easy to implement any provision of the Act because of anonymity offered by social media. The findings indicate that the use of social media in the workplace was going on in public sector departments unabated at the expense of service delivery.

Table 5.13 illustrates the distribution of responses to whether there was any need for a social media policy.

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Table 5.13 Distribution of Responses to Need for Social Media Policy

Serial	Respondent	Need for Social Media Policy	Potential Social Media Policy Content
1	District Education Office	Yes	Criminalise pornographic material
2	Youth Development	Yes	Should be adopted as official means of communication by the public sector.
3	Department of Labour	Yes	Criminalise pornographic material in and out of the office.
4	Social Services	Yes	Specifying time and duration for accessing social networking sites, set minimum use of social media during office hours, adopting social media as official means of communication.
5	Rural Development	Yes	Specify time of use, sites to visit, what to and what not to post on social media, criminalise hostile comments and hate language.
6	Agritex	Yes	Criminalising obscene material and adoption of social media as official means of communication.
7	Women's Affairs	Yes	Criminalise pornographic material.
8	Public Works	Yes	Criminalise hate language.

Table 5.14 presents the departmental recommendations for what may be considered good practice in the use of social media in the workplace.

Table 5.14 Recommendations for Good Practice in the Use of Social Media

Serial	Respondent	Recommendations
1	District Education Office	Educators need to embrace social media as a means of communication in line with the Government's thrust on electronic-based learning and teaching.
2	Youth Development	Recognise the use of social media as an official communication platform
3	Department of Labour	Need for a policy to regulate the use of social media and embrace social networking because it is fast, efficient, and reliable.

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4	Social services	Need to enact social media policy and incorporate social media in e-government.
5	Rural development	Need for social media policy and incorporate the policy into departmental policies for implementation at lower or sub-national tiers of Governance.
7	Women's Affairs	Adoption of social media as official means of communication.
8	Public Works	Need for social media policy and formalise social media use.

All the respondents seemed to agree that the use of social media as official means of communication was inevitable. The respondents observed that approved official communication channels were rapidly becoming irrelevant because of advances in technology; hence the Government needed to recognize the use of social media as an official communication platform:

> We propose the incorporation of social media into the e-Government framework to link up all Government departments for ease of coordination since social service work is complemented by other departments such as the ZRP, the Magistrates' Court, Local Government, Health and Child Care, Labour, and Primary and Secondary Education. We will be able to link our clients with other Government departments and stakeholders that should provide the required service (Respondent).

The potential of social media use to enhance service delivery when incorporated into e-government is an area that may require further study. The findings, however, confirm that the use of social media in the workplace has effectively changed the work environment; hence, the need to introduce the necessary changes to how social media has been used.

6. SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

6.1 Summary

The research established that public sector employees visit social media sites while at work. Facebook, Twitter, LinkedIn, and WhatsApp are the most popular networking sites among public sector employees. Public sector employees access social media mainly through their own devices either using office Internet or mobile Internet during office hours. Access to social networking sites from the workplace influences employee performance outcomes, negatively. Civil servants waste time on social media chatting with family and friends during working hours at the expenses of service delivery. The use of social media for non-work-related activities is common practice across all public sector departments. The use of social

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media in the workplace affects service delivery in the public sector. None of the public service sector departments has a departmental social media policy in place to control the use of social media in the workplace. Social media offers a new medium for knowledge creation and the potential to enhance service delivery in the public sector if harnessed.

6.2 Conclusions

The study shows that public sector employees use social media while at work utilizing both the facilities offered by their offices and their own devices. WhatsApp, Facebook, Twitter, and LinkedIn are the most popular networking sites among public sector employees. YouTube and IMO also have notable levels of use. The study shows that access to social networking sites influences negatively employee performance outcomes in terms of time spent. Social media have integrated capabilities to attract and divert attention from work, thus their growth and increasing use in the workplace have implications on service delivery; they affect employee performance. Thus, public sector service delivery is being compromised by the frequent use of social media by Government employees during working hours. Public sector employees are wasting time on social media at the expense of service delivery.

The study further shows that all public sector employees access social media in the workplace during working hours, mainly through their own devices either using office WiFi or mobile Internet. A large section of public sector employees is using online social networks daily, more than once for non-work related activities. Chatting with family and friends is the most popular motivation for using social media. The use of social media for non-work-related activities during working hours is common practice across all public sector departments. The number of employees using social media for work-related activities is far less than the number of employees who are using social media for their personal activities. Social networking is least applied in work-related activities. The use of social media in the workplace, therefore, affects public sector service delivery negatively across all public sector departments.

Similarly, none of the public sector departments has a formal departmental social media policy in place. Departments that have attempted to implement controls have used either threats or persuasion to enforce compliance, which has never worked. Others have depended on employee goodwill and encourage responsible use of social media as a more strategic approach to achieving proper and effective ways of managing employee social media use in the workplace without compromising efficiency in service delivery.

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Meanwhile, as much as there is unanimity among public sector managers regarding the negative impact of social media use in the workplace on service delivery, there is, similarly, relative convergence of views on the need to harness the digital technologies to improve service delivery in the public sector. The findings indicate that social media offers a new medium for knowledge creation and the potential to enhance service delivery in the public sector. Social media allows users to build a network of contacts. Thus, social media offers opportunities for public sector employees and officials to engage with the public widely and in real-time to promote Government programmes and assess the acceptability of new policies.

6.3 Recommendations

In light of the above conclusions, it is recommended that:

- Social media use in the workplace should not be banned, notwithstanding the negative impact on service delivery that the practice has.

- The government should come up with a social media policy to guide social media use in the workplace, which should be a product of consultation with all stakeholders including the employers and employees' representative bodies.

- The public sector should exploit the potential opportunities offered by social media to enhance service delivery.

6.4 Recommendations for Further Research

Some issues for further research emerge from this study. It is recommended that:

- Similar research may be conducted with a larger sample and/or in other places within the public sector in Zimbabwe.

- Further research may be conducted on how social media can help public sector employees to their jobs better in the era of e-government.

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