

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.

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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