SOCIAL NETWORKING COLLABORATION AND EFFECTIVE JOB PERFORMANCE IN RIVERS STATE CIVIL SERVICE.

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Abstract

Over the year social networking relevance in organizational concerns had been given sparse scholarly attention. The current trend of social networking collaboration in Nigeria is also comparatively minimal. Several empirical works on social networking collaboration have shown and justified the fact. This conspicuous gap in literature appears keener on work performance in the Civil service. In the light of the fore going, this study examines the relationship between social networking collaboration and effective job performance in the Rivers State Civil Service. The survey design was used in this research work. The target population was 1402 while the sample size was 311 using the Taro Yamene's sampling technique. The data was collected mainly through questionnaires and in depth interviews and analyzed using the SPPS version 23.The findings indicates that there is a positive significant relationship between social networking and effective job performance in Rivers state civil service. There is also a strong position relationship between resources that the guidelines for social networking study be adequately implemented for optional results. Hence, it was concluded and recommended that the approach to resource sharing should be sustained in various forms of collaboration among social networking and resource sharing. The Government of Rivers State through Administrators should adopt the aspect of social networking collaboration that is feasible in her Civil Service circumstances to attain optional performance.
Keywords: Social networking, Collaboration, job, performance, inter-agency.

Introduction

Social networking presents key potentials in interagency collaboration which involves the deliberate relationship between several agencies for process improvement and cost reduction by swift information sharing among employees on social media to deliver organizational tasks that require technical expertise and more funding. This accounts for why organizational strategists, management practitioners and academics are opting for social networking collaboration as an important element in the administration of public affairs. According to Bratton and Tumin (2012), as well as Stephenson (2007), social networking collaboration has helped to resolve many agency related problems especially during the United States war in Iraq when information dissemination approach offers victory more than bullets. These scholars are of the opinion that these agencies would not have realized the successes achieved during the "golden hour" of the war without social networking collaborations at different levels. The social networking collaboration between agencies and among workforce is a key strategy for scaling up the performance of individual agencies as well as that of the larger organization. Similarly, several development agencies like the World Health

Organization (WHO), the United Nations (UN) and the United States Agency for International Development (USAID) have increasingly mainstreamed the practice of social networking collaboration in their operations (Mette, 2002). Kaiser (2011) asserted that the reasons for the current upsurge of social networking collaborations are the growth in government responsibilities, cross-cutting programmes, cum their complexity, severe limitations of existing structures and heightened pressure to reduce the size of federal programme and expenditures. Consequently, social networking collaboration has become a major focus of attention and action in business and government operations by Websites, Facebook, Watsapp, etc.

Nigeria had continued to face several problems that range from education, security, health among others. As a result, different governments have created agencies for different sectors to proffer solution. However, the complexity of modern social challenges in the Nigerian society has increasingly questioned the problem solving abilities of agencies acting on their own. In light of this, interagency collaboration has gained strategic momentum as a way of dealing with multidimensional problems. It provides a broad based approach for planning; cost reduction, technical inputs among others.

i.   Examine whether there is a link between social networking based among agencies and increase in workers' morale.

ii.   Find out if resource sharing among agencies can lead to job efficiency in the Rivers State Civil Service.

The objectives necessitated the test of these hypotheses:

Eyi and Baum (2007) added that social networking collaboration encourages employee to plan more broadly than they necessarily would if functioning in isolation. Propositions of collaboration and its necessity in terms of performance have provided a salient ground for academic researches (Keast and Mandell, 2012, O'Leary et al, 2015). Li,(2017) examined social networking collaborative Governance and partnership in policing in the USA where he reported that multi-agency partnership improves the efficiency of service provision but requires a significant level of vigilance and coordination to minimize chances of conflicts. Similarly, Musa, Olufemi, and Waziri (2017) focused on social networking collaboration and the provision of basic education to internally displaced persons in Nigeria.

The paper concludes that there is evidence of social networking collaboration in the provision of basic education but such synergy is lacking in the area of designing school curriculum to address education needs of IDP children.

Base on the background, the study examined the relationship between social networking collaboration and effective job performance in the Rivers State Civil Service. It was guided by the following specific objectives and hypotheses.

a.   There is significant difference between the level of social networking among agencies and the level of staff morale in the Rivers State Civil Service.

b.   The lesser the resource sharing among agencies has no lesser job efficiency among staff in the Rivers State Civil Service.

Literature Review

The theoretical foundation of the study includes;

Resource Dependency theory

The theory was postulated by Emerson in 1963. This theory was further reviewed by Pfueffer and Salancik in 1978. The basic assumptions of theory are: That control over critical resources by organization can make organizations to depend on it. Also, that even when operating in the same organization, firms are heterogeneous in terms of their assets and capabilities. It held that organizations are often not self-sufficient for all the needed resources that can help them to remain competitive and enhance their performance. Consequently, collaboration helps in organizational sustainability or survival. The theory explains that an organization must engage in transactions with other actors and organizations within and outside the environment for the purpose of acquiring resources. The notable advantage of acquiring collaborative resources by an organization includes work efficiency through social networking (Archibald, 2007).

Resource Based Theory

Barney was the proponent of this theory and developed it in 1991. The basic assumptions of the theory are: That enterprise is seen as a combination of resources and capability. That enterprise has a unique resources and capabilities which allow them to control their competitive advantage. In relating resources based view and inter-organizational collaborations, Bharadwaji (2000) viewed inter-organizational collaboration as an important capability of the organization and used empirical data to investigate the relationship between ICT collaborations and enterprise performance. The resource based theory was considered appropriate for this study because it depict inter-organizational collaboration as a unique capability that are relevance to assist the organization in attaining competitive advantage and work performance.

Conceptual and empirical reviews
Overview of social networking collaboration

The concept of social networking collaboration was posited by Hansberry (2005) as a complementary advantage and well conceptualized process of improvement on job and cost reduction by swift information sharing among employees on social media to deliver organizational tasks and attain a specific goal. Similarly, Smith and Cristina (2008) explained that social networking collaboration has to do with the attainment of organizational goals through information sharing via social media as Facebook, istagram, website news, watsapp etc. Snavely and Tracy (2000), asserted that it refers to working deeply with other organizations employee on platform interaction in a way to enhance the service effectiveness and efficiency.

Other forms of interagency collaboration in the public service

According to Kekez, Howlett and Ramesh (2018), the basic types of interagency collaboration are: Contracting out, consultative in house service delivery, commissioning, co-management, co-production and third party certification. Kekez et al (2018) further put that consultative in-house service delivery has to

do with direct provision of services by the public agencies but the services is enhanced by participation and exchange of ideas with the users, stakeholders and the public. In contracting out, there is reduction in state involvement in the provision of services through contractual arrangement non-governmental organizations. Here, public

Rationales for interagency collaboration

There are many reasons behind the adoption of collaboration put forward by many authors. For instance (Kaiser 2011, Akindele, 2012) have deliberated extensively on the rationales behind collaboration. Kaiser (2011) succinctly argued that in the political and economic sphere, collaboration is meant to reduce the size and scope of their responsibilities to cut number, scale, complexity and diversity of cross-cutting programs with respect to increase in overlapping jurisdictions and differentiated duties among agencies.

Similarly, Akindele (2012) posited that the reason for interagency collaboration is to reduce policy fragmentation. He is of the view that when collaboration is adopted,

The benefits of interagency collaboration

The collaboration policy and programmes have potential to help the state and its members immensely bearing in mind that the super-bureaucracies are able to save the state from problems that would have hindered the development and provide solutions through policy redirection. Also, the super-bureaucracies help in policy initiation, formulation and implementation. According to Akindele (2017), through sound policy evaluation super-bureaucrats apply the utility criteria of efficiency, effectiveness, equity, adequacy, feasibility, ethics and technology. By the principles of collaboration, the super bureaucrats will help in removing those damaging factors

services are design and delivered civil society while government agencies ensure strategic alignment of commissioned action with client's expectation and policy outcomes. For co-management, civil society organizations are responsible for the production of public services, while partnering with other business organizations.

codes or strategy implementation would be fragmented and given to other agencies with overlapping jurisdiction and related duties. The outcome of this condition would result in collaboration being minimize and are uncertain over existing and future roles and duties of individual agencies. On the contrast, agencies operating alone might be given contradictory tasks, compete with one another or even work at different area. The implication of views is that interagency collaboration enhances effective policy formulation and execution. This involves bringing together technocrats, expertise, skills and experience hands including resources to solve existing problem.

responsible for disruption or conflict in administration. With collaboration, abuses of public finance will be avoided and adoption of optional strategy for effective management of the economy would be upheld.

Summarily, collaboration helps the bureaucrats to identify the government fiscal problems and develop an avenue yielding capacity including that of demand for services, develop a list of priority rankings from all government programmes, project, services and benefits design an integrated strategy to generate resources, improve productivity and ratio expenditure. Again, Musa, Olufemi &Waziri (2008) concluded

that it as a synergy between or among government agencies and non-governmental organizations (NGOs) partnering together to achieve specific goal.

Author	Objective	Methods	Findings
Lari(2016)	The effect of Social networking collaboration on performance in Public management.	Mixed method approach	Organizational efficiency often indicates additional capacity success through information dissemination and sharing.
Ihm& Shumate (2018)	The role of board members' social and human capital on non-profit collaboration with other nonprofits.	survey approach	board social capital, but not board human capital is positively related to the presence and number of within sector and cross-sector nonprofit.
Kevin, *et al.*(2018)	Examined effect of social networking collaboration on two agencies to successfully collaborate on data collection and reporting.	Cross-sectional survey design.	Showed that the process of developing and implementing joint performance measures may facilitate important conversations relating to the mission, vision and goals of partnership.
Hansberry, (2005)	Examined the influence of Denver County human service nonprofit organization's collaborative activities on the organization effectiveness.	Cross-sectional survey design.	That change management and collaboration are stronger influences on organizational effectiveness than management procedures and board performance.
Evans (2015)	Examine Social networking collaboration between the Nigerian police force and Lagos state Trafficking Management Authority.	Descriptive survey design	Interagency collaboration has translated to interagency understanding and cooperation through constant dialogue and interaction, understanding of mandate, partnership in enforcement of traffic laws and operational understanding.
Smith & Mogro-Wilson (2008)	Examined the practice of social networking collaboration and assess how collaborative practices vary both between and within organization.	Survey approach	Showed that staff collaborative practice is associated with staff perception of policy but not with administrator reports of agency policy.

Methodology

The cross-sectional design was employed for the study. Obadan (2012) aptly put that the design allows data to be collected from a cross-section of a population under study within a particular point especially in time. The reason for this is to estimate the prevalence of a behavior within a selected population. The targeted

population for the quantitative study was one thousand four hundred and two (1402) drawn from eight ministries, departments and agencies in Rivers State civil service.

A scientific method proposed by TaroYamene (1967) was used to establish the sample size from the total research population of one thousand, four hundred and two (1402) persons. This is because it provides an easy- to- adopt formula in calculating sample sizes. The sample size therefore is three hundred and eleven (311). Primary data was collected using questionnaire and personal interview methods with some selected staff as the main primary data collection. Tables and descriptive statistics such as percentages and frequencies represented in simple tables, and charts were used to present the data from the field. In addition, the statistical package for social sciences (SPSS) version 23 software was used to test the hypothesis formulated in the study because it helps reduce computational error rate to the barest minimum and it measures the strength of the relationships between variables (Udofia, 2003).

Results and Discussion
Social networking among agencies and ministries in Rivers State Civil Service.

S/no	Statement	Options				Percentages	
		Not effective	Somewhat effective	Effective	Very effective	Highest %	Lowest %
1	Use social media platforms: group whatsapp	15	25	60	216	70%	4%
2	Strength of relationship on social networking	24	41	201	40	65%	7%
3	Outreach and meetings on social networking platforms.	17	34	223	32	72%	5%
4	Recognition and shared vision through management information systems	5	7	84	210	68%	1%
5	Reciprocity to team communication goals and feedbacks.	28	37	40	201	65%	9%
6	Share authority and funds among collaborating organisations	11	17	245	43	80%	3%
7	Enhances effective internal communication for planned tasks	10	70	185	41	60%	3%
8	Promotes team information distribution	14	15	205	72	67%	4%

Source: Fieldwork, 2019

Results on the table demonstrated that the activities of the Rivers state civil service recorded the observed outcome due to the use of social networking media as strategic option for efficient performance. The view was justified with majority of respondents picking effective and very effective use of social networking. From the field, 216(70%) respondents indicated very effective use of social media platform against 15(4%) others who disagreed. Similarly, 223(72%) respondents affirmed to effective use of outreach and meeting on social networking platforms; 201(65%)

respondents accepted very effective use of team communication goals and 245(80%) of the respondents pointed at effective use of shared authority and funds among collaborating organizations. The respondents who underlined negative options are among the lowest percentages, such as: 17(5%) for use of social media platforms, 28(9%) for use of team communication goals and 11(3%) for shared authority and funds among collaborating organizations.

On the staff morale of the Rivers State Civil Service.

S/no	Statement	Options					Percentages	
		Never	Rarely	Occasionally	Often	Very often	Highest%	Lowest%
1	Undertakes staff training and re-training	10	43	53	156	44	50%	3%
2	Handle fair promotion exercises	15	30	40	180	41	58%	4%
3	Encourage in-service and career enhancement programmes	11	40	25	50	180	58%	3%
4	Pursue policy on prompt payment of staff remuneration	16	20	75	165	30	53%	5%
5	Secure staff welfare schemes	29	51	30	166	30	54%	9%
6	Encourage productivity with meritorious awards	16	26	34	190	40	62%	5%
7	Promote healthy relationship between subordinates and superiors	24	30	30	50	172	56%	7%
8	Adopt official approach to correct staff on the job.	22	27	31	185	41	60%	7%

Source: Fieldwork, 2019.

The direction of responses revealed that staff motivation is a function of staff morale which essentially complements other variables in the inter-agency collaboration. Large proportion of the respondents cycled often and very often at each item to imply that staff morale was accorded reasonable attention. This was demonstrated with 156(50%) of the respondents who cycled that training and re-training are often undertaken, 180(58%) of the respondents held that fair promotion exercises are often practiced, 165(53%) of the respondents affirmed that prompt payment of staff remuneration is often ensured and 185(60%) of the respondents ticked that the ministries often adopt official approach to correct staff. The respondents who considered otherwise are 10(3%), 11(3%), 16(5%) and 22(7%) who held never to staff training and re-training, fair promotion exercise, prompt payment of staff remuneration and adoption of official approach to staff correction.

H0$_1$: There is no significant relationship between the level of social networking among agencies and the level of staff morale in the Rivers state civil service.

Table 1: Result of the third hypothetical test
Descriptive Statistics

	Mean	Std. Deviation	N
SOCIAL NETWORKING	2.8399	.68510	306
STAFF MORALE	4.0327	1.32773	306

Correlations

		SOCIAL NETWORKING	STAFF MORALE
SOCIAL NETWORKING	Pearson Correlation	1	.810**
	Sig. (2-tailed)		.000
	N	306	306
STAFF MORALE	Pearson Correlation	.810**	1
	Sig. (2-tailed)	.000	
	N	306	306

**. Correlation is significant at the 0.01 level (2-tailed).

Regressed Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.155	.074		15.666	.000
	STAFF MORALE	.418	.017	.810	24.045	.000

Independent Variable: SOCIAL NETWORKING

Interpretation of Result

Table1 indicated statistical evidence to show that the level social networking among agencies has positive relationship with the level of staff morale among staff in Rivers state civil service. The view was justified demonstrated with correlation coefficient of 0.810. The observed relationship is very strong and it is significant at 0.000 (Sig.2-tailed) which is less than 0.05 and 0.01 level of significance. Also, the result was confirmed with a test of regression, it indicated a standard coefficient (Beta) of 0.810 which is significant at 0.000, compared to conventional levels.

H0$_2$: The level of resources sharing among agencies has no significant relationship with job efficiency among staff in River state civil service.

Table2: Results of second hypothetical test

Descriptive Statistics

	Mean	Std. Deviation	N
RESOURCE BASE	2.8333	.68353	306
JOB EFFICIENCY	3.9967	1.30698	306

Correlations

		RESOURCE SHARING	JOB EFFICIENCY
RESOURCE BASE	Pearson Correlation	1	.832**
	Sig. (2-tailed)		.000
	N	306	306
JOB EFFICIENCY	Pearson Correlation	.832**	1
	Sig. (2-tailed)	.000	

N			306	306	

**. Correlation is significant at the 0.01 level (2-tailed).

Regressed Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1　(Constant)	1.093	.070		15.647	.000
JOB EFFICIENCY	.435	.017	.832	26.199	.000

a. Independent Variable: RESOURCE SHARING

Interpretation of Result

The above table2 showed statistical evidence to explain that Resources base collaboration portrayed positive relationship with job efficiency among staff in Rivers state civil service. It was demonstrated with correlation coefficient of 0.832. The observed relationship is very strong and it is significant at 0.000 (Sig.2-tailed) which is less than 0.05 and 0.01 level of significance. Also, a corroboration test of regression indicated standard coefficient (Beta) of 0.832 and it is significant at 0.000 based on conventional levels.

Summary, Conclusion and Recommendation

Social networking collaboration which explores the values and relevance of digital meetings, real-time communication and administrative actions on social media to foster efficiency in service delivery had not only enhanced performance but sustained efficiency. The administrative affair of the Rivers state civil service presented unique scenarios of the effect of collaboration on work performance. The conclusion was pinned on the twist of staff morale whose job performance is guided with political and administrative regulations, laws, rules, code of conducts and fiscal policies.

However, the influence of implementation of political regulations and fiscal policies on the collaboration framework would affect the extent of timely delivery of jobs, job efficiency and overall work performance. Based on the conclusion, it is recommended that the principles and established guidelines for social networking collaboration policy in Rivers state civil service should be adequately implemented for optimal results because the statistical result indicated possibility of optimal outcome. Also, the approach to resource sharing should be sustained in the Civil service affairs because it generated efficient job performance due to saving time and cost of services.

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