



Social Media Adoption and Business Performance: Evidence from Employees of Tranos Contracting Limited, Nigeria

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Abstract

In the digital age, social media provides a new avenue for corporate communication, employee engagement, marketing, and brand management. The exponential growth of Facebook, LinkedIn, Instagram, and Twitter has laid the new paradigm for businesses to interact with stakeholders and manage organizational performance. This study focuses on how the use of social media affects organizational performance, specifically through the study of Tranos Contracting Limited, Lagos. With the rise of such digital communication, it is imperative that any platform like Twitter and Instagram be used for visibility, engagement, and performance enhancement. The study was descriptive survey and involved 144 employees of the organization. Data were collected through a structured questionnaire and analysed using multiple regression techniques. The findings reveal that both Twitter and Instagram usage influence organizational performance; however, Instagram does so more significantly due to its visual and promotional nature. Twitter contributes positively as well, especially with its instant updates and professional engagements. The study concludes that the strategic use of social media helps immensely in aiding internal communication, stakeholder engagement, and brand perception. It recommends that organizations integrate social media strategies, allocate resources for content development, and train their staff in the effective use of these platforms.

Keywords: Advertising Tool; Business Performance, Customer Relationship, Customer Satisfaction, and Social Media.

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INTRODUCTION

During the past decades, the paradigm-breaking influence of digital technologies on organizational work has become increasingly unequivocal, and social media sites have held a especially disruptive and innovative position. Social media, initially developed for human-to-human interaction, have emerged as an important organizational asset utilized for branding, intranet communications, marketing, customer care, and even staff motivation. Sites such as Facebook, LinkedIn, Instagram, Twitter (formerly referred to as X), and WhatsApp are no longer exclusive for personal use; they have become an integral part of business strategies across the globe. As of 2024, there are approximately 4.95 billion monthly active social media users worldwide representing over 61% of the world's population reflecting an unprecedented level of digital interconnectivity (Statista, 2024). This global phenomenon has also been illustrated to a great degree among the Nigerian business landscape, with the increasing coverage of internet-enabled devices and improved broadband connectivity having contributed to high levels of social media technology uptake. Nigeria's internet penetration was approximately 55.4% in early 2024, according to the most recent statistics (DataReportal, 2024), which shows a digitally active population and suitable conditions for social media uptake into business practices. Lagos, being the commercial nerve hub of Nigeria, has a high concentration of organizations using online platforms to facilitate communication stream, client interaction, market penetration, and business performance (Osimen & Adi, 2020).

Tranos Contracting Limited is a multidisciplinary engineering contracting firm located in Lagos, working in an area that requires accuracy, timely project execution, and effective coordination among diverse stakeholders. The business competencies of mechanical and electrical installation, metal enclosure fabrication, and cable management systems are centered at a high level of organizational performance. In this highly technologically advanced and dynamic environment, the role of social media in improving or deteriorating performance outcomes needs to be examined with utmost care. Social media usage in companies like Tranos has potential advantages such as improved internal collaboration, improved customer feedback mechanisms, increased market coverage, and effective communication. It also has direct risks such as productivity loss due to distractions, potential vulnerability to hacking, and loss of reputation through unlimited sharing of information (Odoom et al., 2022). Despite its growing usage, the strategic integration of social media in the operational core of Nigerian organizations is far from being explored, especially in businesses in the engineering and contracting industries.

The general objective of the study is to examine the impact of social media usage on the performance of Tranos Contracting Limited, Lagos and also to evaluate the impact of Twitter usage on the performance of Tranos contracting limited, Lagos.

Literature Review

Social Media in Organizations

Social media has evolved from a personal networking tool to a critical component of organizational strategy and operations. Boyd and Ellison (2007) initially defined social media as web-based services for connecting users, while Kaplan and Haenlein (2010) expanded the definition to include platforms that facilitate user-generated content and interaction. Today, platforms such as Facebook, LinkedIn, Instagram, Twitter (now X), WhatsApp, YouTube, Slack, and Microsoft Teams serve diverse functions in communication, marketing, and collaboration within firms. In organizations, social media enhances internal communication, enabling real-time exchange of information via applications like WhatsApp, Telegram, Slack, and Microsoft Teams. This is particularly valuable for companies in high-speed industries like engineering and construction, such as Tranos Contracting Limited, where seamless communication across locations and time zones optimizes efficiency. Additionally, firms use LinkedIn for branding and recruitment, while Facebook and Instagram support marketing and customer engagement (Odoom et al., 2022).

Beyond communication and marketing, social media plays a role in knowledge management and organizational learning, facilitating innovation and continuous improvement. Platforms foster discussion forums, idea-sharing, and feedback collection, which are especially beneficial in project-based environments (Osimen & Aisedion, 2021). Moreover, social media is

increasingly integrated into human resource practices, fostering workplace culture through tools like Yammer and private Facebook groups (Ali-Hassan et al., 2015). However, organizational social media implementation comes with risks, including data protection concerns, privacy violations, reduced productivity, and reputational threats (Parveen, Jaafar, & Ainin, 2016). In Nigeria, adoption is shaped by infrastructural limitations, fluctuating internet access, varying levels of digital literacy, and the absence of formal policies (Adeola & Evans, 2022). Despite these challenges, mobile technology growth and a youthful workforce have encouraged increasing reliance on social media in business operations. While social media's strategic value is recognized globally and in Nigeria, further empirical research is needed to assess its impact on technology-driven, project-focused firms like Tranos Contracting Limited.

Types of Platforms Commonly Used in Business Contexts

In today's digital economy, social media has evolved into a vital tool for businesses, supporting internal operations, external relations, marketing, and stakeholder engagement. These platforms are strategically applied based on organizational goals, industry, and digital maturity levels (Osimen, Aghemelo & Oyewole, 2018; Adeola & Evans, 2022). Communication tools like WhatsApp, Slack, and Microsoft Teams facilitate real-time messaging, file-sharing, and team collaboration. WhatsApp, favoured by Nigerian businesses for its simplicity and mobile accessibility, is commonly used for informal workplace communication, particularly in project-based firms such as Tranos Contracting Limited. Slack, with structured communication channels and integration with productivity software, is well-suited for organized corporate messaging, while Microsoft Teams dominates in larger firms due to its seamless integration with Microsoft Office and secure communication features (Adeola & Evans, 2022).

Professional networking platforms such as LinkedIn enhance employer branding, recruitment, and corporate networking, making it essential for firms like Tranos to showcase project successes and technical expertise (Daudu, Osimen., & Shuaibu, 2023). Meanwhile, Facebook, Instagram, and YouTube drive business marketing, allowing companies to share multimedia content for brand visibility and customer engagement (Adeola & Evans, 2022). YouTube is increasingly utilized for product demonstrations and customer reviews, fostering transparency and trust (Felix et al., 2017). Social media also plays a role in customer engagement, with platforms like Twitter (formerly X) and Facebook Messenger offering real-time communication and chatbot-powered instant responses. Additionally, project management tools like Trello, Asana, and ClickUp, though not strictly social media, integrate social features to enhance collaboration, transparency, and accountability in industries like engineering and construction. While multinational corporations leverage advanced analytics and integration, Nigerian SMEs often prefer mobile-friendly platforms such as WhatsApp, Instagram, and Facebook due to their ease of use and low costs (Adeola & Evans, 2022). However, businesses must implement strategic social media policies to mitigate issues like communication fragmentation and inconsistent brand messaging. Ultimately, organizations must align their social media usage with business needs and project demands to maximize its benefits, as firms like Tranos Contracting Limited must strategically integrate these tools for enhanced efficiency and engagement (Osimen et al, 2024).

Evolution of Organizational Use of Social Media

Over the past two decades, social media has evolved from an informal networking tool to a critical component of business strategy. Early platforms like Friendster and Myspace were used casually, but the emergence of Facebook (2004), Twitter (2006), LinkedIn (2003), and Instagram (2010) shifted perceptions, enabling organizations to leverage social media for branding, marketing, and customer engagement (Kaplan & Haenlein, 2010). The rise of Web 2.0 emphasized user-generated content, facilitating two-way interaction between businesses and stakeholders (Kietzmann et al., 2011). This shift marked the emergence of "social business," integrating digital platforms into both external communications and internal collaboration (Bughin et al., 2011).

Today, social media plays a role across various business functions. Marketing teams use Instagram, Facebook, and TikTok for promotional campaigns, while HR departments utilize LinkedIn and Twitter for recruitment and employer branding. Operational teams rely on Slack

and Microsoft Teams for communication and workflow coordination. Even industries like engineering and construction use social media to share project updates and engage stakeholders (Odoom et al., 2022). In Nigeria, expanding internet penetration and mobile connectivity have driven widespread adoption of social media in business, including by SMEs. With over 55% of Nigerians active online, companies increasingly incorporate social media into their operations for enhanced communication and customer outreach (DataReportal, 2024; Adeola & Evans, 2022). Despite its benefits, corporate social media use presents challenges, including data security risks, privacy concerns, and potential productivity losses. In response, organizations implement governance structures, employee training, and analytics tools to regulate usage and optimize returns (Parveen et al., 2016). The evolution of social media in business has transitioned from casual, employee-led experimentation to deliberate, enterprise-wide adoption. Companies like Transos Contracting Limited must strategically integrate social media to maximize operational efficiency, stakeholder engagement, and long-term growth (Daudu, Osimen, & Ameh, 2024).

Concept of Organizational Performance

Organizational performance encompasses both financial and non-financial metrics, including efficiency, productivity, customer satisfaction, innovation, and strategic alignment (Neely, Gregory, & Platts, 2005). Traditional financial indicators like profitability and revenue growth remain important, but sustainable success increasingly depends on internal competencies and stakeholder engagement. Kaplan and Norton's (1996) Balanced Scorecard model highlights four key perspectives financial, customer, internal processes, and learning and growth allowing organizations to align strategies with daily operations. Social media significantly impacts several of these areas, particularly in communication, customer relations, and knowledge sharing.

In engineering and contracting firms such as Transos Contracting Limited, performance is measured through adherence to budgets and timelines, project quality, customer satisfaction, safety compliance, and teamwork. These indicators reflect both technical proficiency and stakeholder management, where social media can enhance communication and engagement (Alalwan et al., 2023). Beyond immediate operational efficiency, performance is increasingly linked to sustainability and agility in a fast-evolving digital landscape. Firms that integrate new technologies gain competitive advantage, with social media serving as a tool for responsiveness, innovation, and continuous improvement (Dwivedi et al., 2021). However, social media use must be strategically managed, as ineffective policies or misalignment with organizational goals can lead to reputational risks and productivity challenges (Odoom et al., 2022).

To maximize social media's role in performance, organizations like Transos Contracting Limited must establish clear metrics, train employees, and integrate digital initiatives with broader business objectives. Performance evaluation requires a holistic approach, ensuring digital tools align with core business processes and contribute meaningfully to operational success.

Theoretical Foundations

This study is anchored on key theory of Technology Acceptance Model (TAM), the theory provides insights into how social media adoption influences employee behaviour, resource utilization, and organizational success.

Technology Acceptance Model (TAM)

Davis (1989) proposed TAM, which emphasizes two determinants of technology adoption: Perceived Usefulness (PU) and Perceived Ease of Use (PEOU). Employees and managers at Transos Contracting Limited are more likely to adopt social media tools for communication, marketing, and project management if they perceive them as enhancing efficiency and being user-friendly. TAM also helps organizations identify adoption barriers and design training programs to enhance social media integration (Davis, 1989).

Empirical Review of Related Studies

Empirical research highlights social media’s growing role in enhancing organizational performance across various industries. Studies confirm its positive impact on communication, marketing, collaboration, and innovation, though uncontrolled use can pose risks. In Nigeria, Adeniran and Akinbode (2021) found a strong correlation between frequent use of platforms like WhatsApp, Facebook, and Instagram and improvements in customer engagement, sales growth, and brand visibility among SMEs in Lagos. Similarly, Eze et al. (2020) surveyed construction firms, revealing that LinkedIn and Facebook significantly boosted client acquisition and project visibility.

Globally, Kaplan and Haenlein (2014) explored strategic social media use in multinational corporations, demonstrating improved stakeholder engagement, customer loyalty, and faster decision-making when leadership actively supports social media integration. Mangold and Faulds (2009) argued that social media fosters two-way communication, strengthening brand interaction and market positioning. Ohiagu and Okorie (2019) examined social media’s impact on employee productivity in large Nigerian organizations, finding that real-time communication enhances knowledge sharing but also presents risks of distraction. They advocate for clear policies to balance benefits and challenges. In Jordan, Alalwan et al. (2017) established a strong link between social media usage and improved responsiveness, customer engagement, and innovation in service firms, reinforcing its potential to drive competitive advantage.

Overall, these studies affirm that social media, when strategically aligned with organizational goals, enhances efficiency, customer involvement, and brand growth. However, unstructured adoption may diminish its advantages. For *Tranos Contracting Limited*, leveraging these insights can help optimize digital engagement and improve business performance.

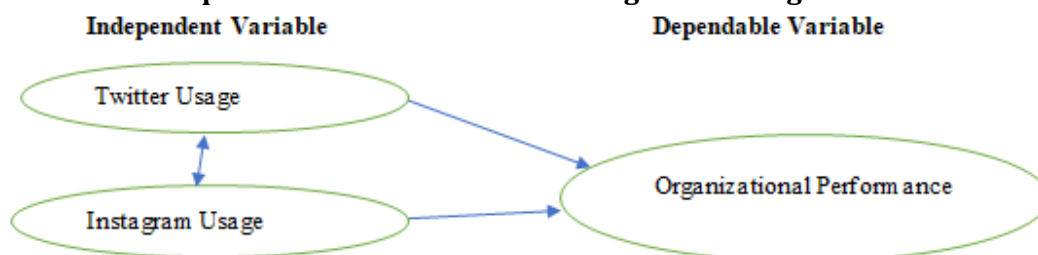
Knowledge Gap

Despite extensive research on social media's impact on business, significant gaps remain in the Nigerian corporate landscape, particularly within engineering and contracting firms like *Tranos Contracting Limited*. Existing studies predominantly focus on SMEs and general business contexts, overlooking how social media influences performance in project-based, technical industries where stakeholder coordination is critical. Additionally, much of the literature emphasizes social media's external applications, such as marketing and customer relations, while neglecting its internal benefits in collaboration, employee communication, and knowledge sharing. Furthermore, empirical research on medium-to-large formal organizations in Lagos, Nigeria’s business hub is limited, with most studies concentrating on micro and small enterprises, leaving structured firms like *Tranos* underexplored.

Another notable gap is the lack of theoretical integration. No empirical research has combined the Technology Acceptance Model (TAM), the Resource-Based View (RBV), and Social Capital Theory to offer a holistic understanding of social media’s impact on organizational performance. A comprehensive approach is needed to address the behavioural, strategic, and relational aspects of adoption. This study aims to bridge these gaps by analysing how social media influences *Tranos Contracting Limited*’s organizational performance, considering both internal and external applications within a multi-theoretical framework. The findings will provide valuable insights for organizational policy, effective social media adoption, and future academic research on structured engineering firms in Nigeria.

Conceptual Framework

Figure1. Relationship Between the Social Media Usage on the Organizational Performance



Source: Researcher’s Formulation, 2025

METHODS

Research Design

This study employs a descriptive survey research design to assess the impact of social media usage on organizational performance at Tranos Contracting Limited, Lagos. The approach enables direct data collection from employees without manipulating variables, ensuring an accurate depiction of the relationship between social media and organizational outcomes.

Population and Sampling Size

The study targeted all employees of Tranos Contracting Limited, though the exact number was unknown. A sample of 200 employees was selected, aligning with Hill, Brierley, and McDougall's (2003) recommendation that a sample size above 100 is sufficient for reliable findings. Employees from various departments - Administration, Engineering, Human Resources, Marketing, Sales, and IT - received identical questionnaires to ensure a diverse perspective on social media's impact.

Hypotheses of the Study

H01: There is no significant impact of Twitter usage on the performance of Tranos Contracting limited, Lagos; and

H02: There is no significant impact of Instagram usage on the performance of Tranos Contracting limited, Lagos.

RESULTS AND DISCUSSION

Of the 200 questionnaires distributed, 144 were successfully returned, yielding a 72% response rate. Regression analysis (summarized in Tables 2 and 3) provided insights into social media's organizational impact.

Hypotheses Testing for the Study

Test of Hypothesis One

H01: There is no significant impact of Twitter usage on the performance of Tranos Contracting limited, Lagos.

Table 1: Summary of Regression Analyses of Twitter Usage on the performance (N=114)

Variable	<i>B</i>	<i>SEB</i>	<i>B</i>	<i>t</i>	<i>p</i>
(Constant)	.986	.187		5.267	.000
Online tweets	.116	.023	.196	5.125	.000
Twitter posts	.673	.039	.659	17.199	.000
<i>R</i>	.734				
<i>R</i> ²	.539				
<i>Adj. R</i> ²	.536				
<i>F</i>	196.26*				

**p* < .05. Dependent Variable: Organizational Performance

Predictors: (Constant), Online tweets, Twitter posts.

Source: Author's Computation, 2025

Interpretation of Table 2: Multiple Regression Analysis of Twitter Usage and Organizational Performance

The multiple regression analysis in Table 2 examines the effect of Twitter usage (online tweets and posts) on organizational performance at Tranos Contracting Limited, Lagos, using data from 114 respondents. The correlation coefficient (*R* = 0.734) indicates a strong positive relationship between Twitter usage and organizational performance. Additionally, the coefficient of determination (*R*² = 0.539) reveals that 53.9% of the variance in performance is explained by Twitter activity. The adjusted *R*² = 0.536 further reinforces the model's reliability, demonstrating

its explanatory power in relation to predictor variables and sample size. The regression model is statistically significant ($F = 196.26, p < 0.05$), confirming that online tweets and Twitter posts have a notable influence on organizational performance. In terms of individual predictors, the results indicate that both variables have statistically significant positive effects.

For online tweets, the regression coefficient ($B = 0.116, t = 5.125, p = 0.000$) shows a moderate positive contribution to organizational performance. The beta coefficient ($\beta = 0.196$) suggests that while online tweets positively influence performance, they contribute less significantly compared to Twitter posts. On the other hand, Twitter posts are a stronger predictor, with a regression coefficient ($B = 0.673, t = 17.199, p = 0.000$). The standardized beta coefficient ($\beta = 0.659$) highlights their high positive impact on key performance metrics such as employee engagement, communication flow, external visibility, and customer interaction. The intercept (constant) value of 0.986 is also statistically significant, demonstrating that Transo Contracting Limited maintains a base level of performance even in the absence of Twitter usage. However, organizational performance is significantly enhanced when Twitter activity increases.

In conclusion, the regression analysis provides rigorous support for the argument that Twitter usage particularly the frequency and quality of tweets—positively contributes to organizational performance at Transo Contracting Limited. These findings reaffirm the strategic role of social media in improving internal communication, brand engagement, and business success, provided it is used effectively and in alignment with organizational objectives.

Test of Hypothesis Two

Table 2: Summary of Regression Analyses of Impact of Instagram Usage on the Performance (N=114)

Variable	<i>B</i>	<i>SEB</i>	β	<i>t</i>	<i>p</i>
(Constant)	.241	.024		2.741	.030
Instagram feeds	.210	.044	.211	2.221	.025
Ads and posts	.920	.027	.945	33.886	.000
<i>R</i>	.974				
R^2	.949				
<i>Adj. R²</i>	.948				
<i>F</i>	1572.640*				

* $p < .05$. Dependent Variable: Organizational Performance

Predictor: (Constant), Instagram feeds, Ads and posts

Source: Author’s Computation, 2025

Interpretation of Table 3: Regression Analysis of Instagram Usage on Organizational Performance

The multiple regression analysis in Table 3 evaluates the impact of Instagram usage - specifically Instagram feeds and ads/posts—on organizational performance at Transo Contracting Limited, Lagos, based on responses from 114 participants. The results show a strong positive correlation between Instagram activity and organizational performance, with a correlation coefficient (R) = 0.974, indicating an almost perfect association. The coefficient of determination (R^2) = 0.949 suggests that 94.9% of the variation in organizational performance is explained by Instagram feeds and ads/posts. The adjusted R^2 of 0.948 reinforces the model's high explanatory power, accounting for sampling errors and potential overfitting. The regression model is statistically significant ($F = 1572.640, p < 0.05$), confirming that Instagram usage plays a significant role in organizational performance. Assessing individual predictors, both Instagram feeds and ads/posts have positive and significant effects.

Instagram feeds show a moderate positive influence ($B = 0.210, t = 2.221, p = 0.025$) on performance, supported by a standardized beta ($\beta = 0.211$). However, Instagram ads and posts contribute more substantially, with a regression coefficient (B) = 0.920, $t = 33.886, p = 0.000$. The

standardized beta ($\beta = 0.945$) suggests that high-quality, visually appealing content - particularly paid ads and regular posts boosts brand visibility, client interaction, and overall organizational effectiveness. The intercept (0.241) is statistically significant, indicating a base level of organizational effectiveness independent of Instagram usage. However, performance improves considerably when Instagram activity increases, particularly through strategic advertising and consistent content posting.

In conclusion, the findings demonstrate that Instagram usage especially through targeted ads and frequent content updates has a strong, positive impact on Tranos Contracting Limited's performance. These insights underscore Instagram's value as a business tool, enhancing external engagement, marketing reach, and overall efficiency.

Discussion of Findings

The findings of this study demonstrate a significant positive impact of social media use - particularly Twitter and Instagram on the organizational performance of Tranos Contracting Limited, Lagos. The regression analysis in Table 2 reveals a strong positive relationship between Twitter activity (online tweets and posts) and performance. Notably, Twitter tweets exerted a greater influence ($\beta = 0.659$), suggesting that consistent and substantial content sharing enhances brand exposure, stakeholder engagement, and instant interaction, all of which contribute to improved organizational effectiveness.

Similarly, Table 3 underscores the critical role of Instagram, particularly through ads and posts, which exhibited high predictive power ($R^2 = 0.949$). The impact of Instagram ads and posts was found to be the most significant ($\beta = 0.945$), highlighting the strategic importance of visual content and targeted advertising in contemporary business environments. Instagram's ability to showcase company activities, workplace dynamics, and services pictorially positively influences customer perceptions, employee engagement, and brand awareness. Together, these findings reinforce that social media is more than an advertising tool it is a strategic asset for corporate growth. Social platforms provide cost-effective communication, enhance stakeholder participation, and promote transparency and innovation, aligning with existing literature on the positive role of digital engagement in productivity, reputation, and business success.

Conclusion

The study concludes that Twitter and Instagram play a crucial role in improving Tranos Contracting Limited's organizational performance. Twitter facilitates real-time communication and professional interaction, while Instagram provides a highly visual and interactive approach to brand storytelling and targeted outreach. Interestingly, Instagram proved more impactful than Twitter in driving performance, validating the growing dominance of visual media in modern business strategy. As firms increasingly compete in digital spaces, organizations that effectively leverage both platforms stand to achieve greater internal efficiency and external engagement.

Recommendations

On the basis of this study, several practical implications are provided which include:

- I. Tranos Contracting Limited must develop a formal social media policy aligned with its broader organizational goals. It should establish particular content guidelines, engagement goals, and measurement evaluation tools.
- II. due to the strong impact of Instagram on performance, the company must invest more in the creation of quality visual content and sponsored ads that highlight its achievements, innovations, and company culture.
- III. Twitter should be harnessed as a real-time update source, professional communication channel, and industry engagement platform. Frequent and well-crafted tweets can contribute significantly to brand remembrance and client trust.
- IV. the company must provide digital literacy and social media competency training to staff. This would render staff responsible users and effective brand ambassadors, as well as respected contributors, within online platforms such as Twitter.

- V. there must be constant monitoring and measurement of social media performance using analytics tools to determine basic performance metrics such as levels of engagement, reach, and conversion.

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