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## Assessment of Social Media Usage in Enhancing Organisational Performance in Tanzania: A Case of Drug Control and Enforcement Authority Headquarters

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### ABSTRACT

*This study examines the role of social media usage in enhancing organizational performance at the Drug Control and Enforcement Authority (DCEA) Headquarters in Tanzania. The research aims to evaluate how staff utilise various social media platforms, identify the most frequently used platforms, and analyse their impact on internal communication and productivity. Employing a descriptive study design, data were collected through structured questionnaires and interviews from a sample predominantly composed of respondents (60%) aged 30 and above. Analysis using SPSS version 23.0 revealed that WhatsApp was the most widely used platform (60%), followed by Instagram (20%), Facebook (12.5%), and Twitter (7.5%). Additionally, 78.8% of respondents accessed social media primarily through smartphones, highlighting the significant role of mobile technology in daily operations. The findings indicate that social media is vital for facilitating internal communication, with 85% of respondents using it for work-related information sharing and collaboration. Furthermore, 75% acknowledged that social media enhances productivity by enabling faster access to information and improving connectivity among colleagues. However, concerns regarding privacy (38.8%) and potential distractions (3.8%) were also noted. To optimize the benefits of social media while addressing associated risks, the study recommends developing clear organizational policies to govern its use. These guidelines should define appropriate usage boundaries, establish protocols for safeguarding sensitive information, and promote responsible engagement aligned with organizational objectives. Additionally, training programs on effective social media use could further enhance staff awareness. This research provides valuable insights into the strategic implications of social media within organizational settings, emphasizing the need for tailored approaches to effectively harness its benefits.*

**Keywords:** Social Media Utilization, Organizational Performance, Productivity, Mobile Technology, Information Dissemination, and Collaboration

### 1. INTRODUCTION

The development of the Internet over the past two decades has significantly influenced organizational growth and advancement globally (Kim et al., 2016). This transformation has led to the emergence of new communication channels and platforms, profoundly impacting social interaction and behavior (Ismagilova et al., 2017). In particular, the advent of Web 2.0 applications has enhanced the Internet's capabilities in social contexts, facilitating online interactions through social media (Sigala & Chalkiti, 2014).

Organizations are increasingly leveraging social media to establish public pages that enhance visibility, engage audiences, and cultivate relationships within the online community. The role of social media in boosting organizational performance has become a prominent topic in management discourse, positioning it as a critical component of marketing and communication strategies. Parveen et al. (2016) assert that social media usage significantly influences organizational performance by reducing costs, improving customer relationships, and increasing information accessibility. Furthermore, social media plays a pivotal role in the broader digital transformation of organizations, accelerating technological adaptation globally (Kunsmann, 2018; Sivarajah et al., 2019; Westman et al., 2014).

The importance of social media in driving digital transformation is underscored by Dwivedi et al. (2023) and Parveen et al. (2015).

They categorize social media usage into several sub-constructs, including marketing, customer relationship management, and information retrieval, demonstrating that these platforms enhance entrepreneurial attitudes and facilitate knowledge transfer, ultimately improving both individual and collective performance (Doshi & Nigam, 2023). The two-way communication enabled by social media has transformed traditional communication methods, fostering deeper engagement among stakeholders.

Work-centric social media platforms are specifically designed to support workplace relationships, teamwork, and the sharing of relevant content and information (Benitez et al., 2018). These platforms prioritize role-based interactions, focusing on connections grounded in physical proximity or shared work contexts (Chang & Chuang, 2011). Such environments are instrumental in promoting work-related relationships, employee engagement, and resilience against workplace challenges. For example, healthcare professionals utilize social media to interact with patients, establish professional networks, improve health outcomes, and raise public awareness about health issues (Bernhardt et al., 2014).

Social media campaigns serve as powerful tools for public health promotion, effectively reaching diverse audiences through platforms like Instagram and WhatsApp. These campaigns can significantly influence drug use behaviors and attitudes toward addiction, shaping public awareness and knowledge about the societal impacts of drug use and trafficking. Allara et al. (2015) conducted a systematic review assessing the effectiveness of mass media campaigns in preventing illicit drug use. Their findings revealed variability in campaign efficacy, with some initiatives successfully deterring drug use while others produced unintended negative effects. Given the critical nature of drug addiction, social media can play a vital role in educating the public about related issues and catalyzing national drug awareness initiatives (Doshi & Nigam, 2023).

According to Kim et al. (2016), social media can illuminate various factors contributing to substance abuse while fostering community engagement in prevention efforts. However, concerns regarding social media usage persist; research indicates that 80% of nurses express apprehension about its risks, including misinformation and privacy violations (Erer & Çobaner, 2016). Additionally, 26% of respondents emphasize the need for educational programs or policies to regulate workplace social media usage.

While the impact of social media on organisational performance is increasingly recognized, a significant research gap remains in Tanzania. Despite a wealth of international studies exploring the relationship between social media and workplace dynamics, comprehensive investigations into its contributions to organizational performance within Tanzanian contexts are lacking. Current literature predominantly focuses on Western economies, often neglecting the unique socio-cultural and economic characteristics of Tanzanian organizations.

This study aims to address this gap by examining how social media usage enhances organisational performance in the Tanzanian context, specifically at the Drug Control and Enforcement Authority Headquarters. Understanding this relationship is crucial for developing effective social media strategies tailored to Tanzania's distinct organizational structures and socio-cultural elements.

## 2. LITERATURE REVIEW

### 2.1 Theoretical Framework

The Diffusion of Innovation (DOI) theory, developed by Everett M. Rogers in his seminal work *Diffusion of Innovations* (1962), serves as the foundation for this study's evaluation of the impact of social media use on improving organizational performance at the Drug Control and Enforcement Authority (DCEA). This theory elucidates how new ideas and technologies spread within organizations, emphasizing the critical role of communication in the adoption process (Rogers, 2003).

Rogers categorizes adopters into five distinct groups: innovators, early adopters, early majority, late majority, and laggards (Rogers, 2003). The perceived attributes of innovations—such as relative advantage, compatibility, complexity, trialability, and observability—significantly influence their adoption rates (Rogers, 2003). Understanding these attributes is essential for assessing how social media platforms are integrated into organizational practices.

The DOI framework facilitates an examination of the specific social media platforms utilized by DCEA, their effectiveness for official communication, and employee perceptions regarding their use. Insights into the perceived benefits of social media—particularly in terms of speed and reach—will clarify why certain platforms are favoured within the organization. Furthermore, the theory underscores the importance of social networks in disseminating information, offering valuable perspectives on how employee attitudes toward social media evolve over time (Valente, 1995).

Despite its contributions, the DOI theory has faced various critiques. Critics highlight its deterministic nature, arguing that it may oversimplify the complexities of human behavior and organizational dynamics (Sahin, 2006). Additionally, the theory's focus on individual decision-making often neglects broader organizational factors pivotal to innovation implementation (Greenhalgh et al., 2004). These considerations are particularly relevant in the rapidly evolving context of social media, where iterative processes and feedback loops play a significant role in technology adoption (Dearing & Cox, 2018).

By utilizing the DOI theory, this study aims to provide a nuanced understanding of how social media usage can enhance organizational performance at DCEA, informing the development of effective communication strategies tailored to the unique needs of the organization.

### 2.2 Empirical Literature Review

Go and You (2016) investigated social media application preferences in organizations, classifying them into six types based on usage intensity across 317 firms. They found that organizations typically use social media platforms that support two-way communication for consumer interactions. While some organizations relied on single applications, such as blogs or networking sites, others engaged with multiple platforms to enhance visualization, virtualization, or collaborative engagement. However, despite these varied approaches, the study highlighted a gap in assessing the long-term impacts of these strategies on customer loyalty, urging future research to explore sustainable engagement practices.

Lovejoy and Saxton (2022) extended this discourse by analyzing the Twitter activity of 100 prominent U.S. nonprofits. Their findings revealed that social media fosters stakeholder engagement and community building. Nevertheless, the findings primarily apply to Twitter, which limits their broader applicability.

Vuori (2022) conducted a qualitative case study on a global corporation's social media use, identifying three main purposes: connecting, collaborating, and communicating. Internally, social media was leveraged for ideation, knowledge sharing, and employee outreach, while externally, it enhanced brand communication and stakeholder engagement. This study underscored social media's value in organizational activities but emphasized the need for sector-wide studies to confirm its utility across diverse organizational settings.

Similarly, Treem and Leonardi (2023) focused on four affordances of social media—visibility, editability, persistence, and association—that potentially shift power dynamics and enhance knowledge transfer. However, the authors noted the lack of empirical validation for these theoretical claims, advocating for future studies on the practical implementation of social media affordances within organizations.

In a sports context, Abeza and O'Reilly (2024) assessed social media's effectiveness in relationship-building among Canadian National Sport Organizations (NSOs). They found that, although Facebook was more popular than Twitter, social media's contribution to fostering meaningful stakeholder relationships was limited. Thus, this analysis provided insights into how NGOs could optimize social media strategies for better stakeholder engagement.

In addition, Ramanadhan et al. (2023) analyzed social media engagement by community-based health organizations in Massachusetts, discovering that usage patterns varied across YouTube, Facebook, and Twitter, with limited engagement in effective health promotion. Together, these studies underscore the potential for targeted, consistent social media strategies to enhance organizational impact.

Finally, examining social media's broader performance implications, Liu et al. (2022) performed a meta-analysis to explore how specific types of social media usage—networking, marketing, monitoring, and communication—affect organizational performance. Their findings, based on data from 24,576 firms across 65 studies, revealed that social media generally boosts performance, although outcomes depend on factors like platform type and industry context. This was complemented by Moqbel, Nevo, and Kock's (2023) research, which showed that social media use enhances job satisfaction and organizational commitment, thereby boosting job performance. They emphasized the importance of balancing social networking activities to optimize productivity and pointed to the need for further research into the long-term impacts on employee engagement.

### **3. METHODOLOGY**

This study employed a mixed-methods approach to assess the impact of social media usage on organizational performance at the Drug Control and Enforcement Authority (DCEA) Headquarters in Tanzania. By integrating both quantitative and qualitative methods, the research provided comprehensive insights, capturing numerical data on social media usage alongside in-depth perspectives on employee experiences.

Quantitative data were gathered through structured questionnaires, enabling a broad understanding of social media usage across various employee groups. Additionally, semi-structured interviews were conducted with key personnel, such as departmental heads and senior communications staff, to gain nuanced insights into their attitudes, perceptions, and lived experiences regarding the role of social media in organizational performance (Enosh et al., 2014). This convergent parallel design facilitated simultaneous data collection and independent analysis, allowing for systematic comparison of both data types to validate findings and enhance the depth of the study (Creswell & Plano Clark, 2018; Schoone boom & Johnson, 2017).

A census sampling approach was utilized, targeting all 85 employees at DCEA Headquarters to ensure comprehensive representation. The study's instruments included structured questionnaires for quantitative data and interview guides for qualitative data collection. The questionnaire was designed with uniform language to minimize bias, while interviews were structured to facilitate follow-up questions and clarifications, allowing for deeper insights into the organizational dynamics surrounding social media use (Krueger & Casey, 2009; Boynton & Greenhalgh, 2004). Pilot testing of the instruments was conducted with a small sample of DCEA employees, resulting in refined tools that improved the validity and reliability of the study (Creswell & Creswell, 2018).

Data were analysed using SPSS for quantitative analysis and NVivo for thematic analysis, providing a cohesive overview of social media's perceived impact on organizational performance at the DCEA (Easterby-Smith et al., 2012).

### **4. FINDINGS**

The objective of the study was to identify and evaluate the social media platforms employed at the DCEA Headquarters. The findings reveal that WhatsApp emerges as the most extensively utilized platform, with 85% of staff members frequently using it for both formal and informal communication. Other platforms, such as Facebook, Instagram, Twitter, and YouTube, are utilized but to a much lesser extent. This preference for WhatsApp is consistent with global trends in organizational communication, where it facilitates timely updates and group interactions. The significant adoption of WhatsApp at DCEA highlights its effectiveness as a communication tool among staff.

In assessing the level of social media utilization within DCEA, it was found that 85% of respondents actively engage with social media for work-related activities. Key functions include sharing work-related news, scheduling meetings, and discussing internal matters, which underscores the role of social media in daily operational support. This finding aligns with insights from a recent TCRA report that emphasizes the integration of social media into business functions. Moreover, the high prevalence of smartphones among staff has made social media use more accessible, further embedding these platforms into DCEA's organizational culture.

The study also revealed varied purposes for using social media platforms at DCEA Headquarters. A substantial portion of respondents (65%) indicated that they use social media for sharing internal information, while 22.5% engage in professional networking.

A smaller segment (10%) interacts with the public through these platforms, and 2.5% utilize them for research and information gathering. These patterns suggest that social media primarily facilitates internal communication and professional networking, which contributes to organizational cohesion and efficient information flow among employees.

Employee perceptions regarding social media use at DCEA are predominantly positive, with 75% of respondents agreeing that social media enhances productivity. Interviews corroborated this finding, revealing that social media streamlines communication and significantly improves workflow and efficiency in daily operations. Respondents noted that the capability to rapidly share updates and coordinate tasks via social media positively influences their productivity, illustrating its value in fostering an effective work environment.

The benefits of utilizing social media at DCEA are notably pronounced, with 68.8% of respondents identifying improved communication as the primary advantage. Other benefits cited include enhanced collaboration and better access to information, each reported by 13.8% of respondents, while 3.8% highlighted a more efficient workflow. These findings underscore the substantial impact of social media on facilitating teamwork, enhancing information sharing, and fostering a cohesive organizational atmosphere, ultimately supporting overall performance.

However, the study identified several challenges associated with social media use at DCEA, primarily related to privacy concerns, distractions, security issues, and a need for further training. Privacy concerns were the most frequently mentioned challenge, with 38.8% of respondents expressing apprehension. Additional issues, such as distractions and security risks, indicate that while social media can enhance productivity, careful management is necessary to mitigate these drawbacks. To address these challenges and further enhance effective social media use at DCEA Headquarters, it is recommended to provide additional training and establish clear usage guidelines.

## 5. DISCUSSION OF THE FINDINGS

The findings from this study underscore the critical role of social media in enhancing organizational performance at the Drug Control and Enforcement Authority (DCEA) Headquarters. The prominence of WhatsApp as the primary platform for official communications highlights the necessity for effective, real-time communication channels in contemporary organizations. This observation aligns with Go and You (2016), who noted that organizations favor platforms facilitating two-way communication for engaging with stakeholders. WhatsApp's capabilities for group communication and instant updates reflect global trends in organizational social media usage, indicating that DCEA is effectively utilizing familiar tools to promote connectivity among employees.

Furthermore, the high rate of social media utilization—85% of respondents indicated using these platforms for work-related purposes—illustrates the integration of social media into DCEA's daily operations. This finding resonates with Liu et al. (2022), who found that the type of social media usage significantly influences organizational performance. Within DCEA, social media serves as a crucial mechanism for sharing information and scheduling meetings, thereby facilitating internal communication that enhances operational efficiency. The accessibility afforded by smartphones has further embedded social media into the organizational culture, enabling staff to engage with these platforms effortlessly in their professional routines.

Interestingly, the primary purpose of social media usage at DCEA centres around internal communication and professional networking, with 65% of respondents utilizing it to share internal information. This finding corroborates Vuori's (2022) observations regarding the internal advantages of social media for knowledge sharing and employee engagement. While DCEA employees acknowledge the value of social media for internal functions, the low percentage of respondents using these platforms for public outreach signals a notable opportunity for enhancing public engagement and interactions with broader stakeholders.

Despite the positive effects of social media on productivity—75% of employees believe it enhances their work challenges such as privacy concerns and potential distractions remain significant. These challenges echo the findings of Moqbel et al. (2023), who emphasized the need for a balance between social networking activities and productivity optimization. To fully leverage the benefits of social media, DCEA should implement training programs and establish clear guidelines to address these challenges, ensuring that social media functions as a collaborative tool rather than a source of distraction. By tackling these issues, DCEA can improve the effective utilization of social media, ultimately leading to enhanced organizational performance and employee satisfaction.

## 6. CONCLUSION

In conclusion, the findings of this study underscore that social media, particularly WhatsApp, serves as a critical communication tool within DCEA HQ, facilitating efficient internal communication, coordination, and task management among staff members. High utilization rates reflect the integration of social media into daily work routines, aligning with broader organizational trends highlighted in empirical studies that show social media's impact on organizational performance through enhanced communication, networking, and productivity. The study also reveals that while social media positively contributes to workflow efficiency and teamwork, its use raises concerns related to privacy, security, and potential distractions. Addressing these challenges through targeted training and clear guidelines could optimize social media's role in enhancing performance and mitigating associated risks within DCEA.

## 7. RECOMMENDATIONS

In light of the findings and insights drawn from the empirical literature, it is recommended that the Drug Control and Enforcement Authority (DCEA) take strategic steps to enhance its social media utilization in a manner that optimizes organizational performance. **Platform Utilization:** The DCEA should continue to leverage WhatsApp, which is widely used among employees, while also exploring additional platforms such as Facebook, Twitter, and YouTube. This diversification will enable the authority to broaden its engagement and enhance external communication efforts.



**Employee Training:** To capitalize on the positive perceptions of social media's impact on productivity, the DCEA should invest in tailored training programs. These programs should aim to enhance employees' proficiency in utilizing various social media platforms effectively and securely, thus maximizing their benefits for organizational communication and collaboration.

**Social Media Guidelines:** The DCEA needs to establish comprehensive guidelines that clearly outline acceptable social media usage. These guidelines should address privacy concerns and security risks, thereby creating a safe operational environment. Promoting a culture of responsible social media use will empower employees to harness these platforms for improved communication and information sharing.

**Continuous Evaluation:** Lastly, the DCEA must conduct ongoing evaluations of its social media strategies. This assessment will provide insights into their long-term impact on employee engagement and overall organizational performance, ensuring that the authority remains responsive to emerging trends and best practices in social media utilization.

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