

**THE ROLES OF SOCIAL NETWORKING SYSTEMS IN
COMMUNICATION AND COLLABORATION IN
ORGANIZATIONS**

BY

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APPROVAL PAGE

This research work has been read and approved by the undersigned on behalf of the Department of Office Technology and Management, Institute of Information and Communication Technology, Kwara State Polytechnic, Ilorin. In partial fulfilment of the requirements for the award of National Diploma in Office Technology and Management.

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DEDICATION

This project is dedicated to Almighty God, the source of my wisdom and knowledge.

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I will like to express gratitude to my Parent, Mr. and Mrs. Alawiye Fati for their unwavering support, love and sacrifice.

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LIST OF TABLES

Table 4.1: SNS are frequently used in your organization	19
Table 4.2: SNS are effective communication tools	20
Table 4.3: SNS enhance team collaboration in your organization	21
Table 4.4: SNS facilitate knowledge sharing in your organization	22
Table 4.5: SNS play a role in organizational innovation	23
Table 4.6: SNS improve employee engagement in your organization	24
Table 4.7: SNS improve communication speed in your organization	25
Table 4.8: SNS are helpful in organizing and managing projects	26
Table 4.9: SNS foster better relationships among employees	27
Table 4.10: SNS help in reducing organizational hierarchy	28
Table 4.11: SNS improve decision-making processes in your organization	29
Table 4.12: SNS are useful in crisis management in your organization	30
Table 4.13: SNS contribute to employee satisfaction in your organization	31
Table 4.14: SNS help employees manage work-life balance	32
Table 4.15: SNS enhance organizational transparency	33
Table 4.16: SNS improve the feedback mechanisms in your organization	34
Table 4.17: SNS help in building trust among employees	35
Table 4.18: SNS assist in conflict resolution in your organization	36
Table 4.19: SNS increase organizational productivity	37
Table 4.20: SNS improve overall employee performance	38

TABLE OF CONTENTS

Title Page	i
Approval page	ii
Dedication	iii
Acknowledgements	iv
List of Tables	v
Table of Contents	vi

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study	1
1.2 Statement of the Problem	2
1.3 Objectives of the Study	2
1.4 Research Questions	3
1.5 Significance of the Study	4
1.6 Delimitation	5
1.7 Limitation	6

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction	7
2.2 The Evolution of Social Networking Systems in Organizations	9
2.3 SNS as Communication Tools in Organizations	10
2.4 SNS and Collaboration in Organizations	12
2.5 Knowledge Sharing and Innovation through SNS	13

CHAPTER THREE: METHODOLOGY

3.1 Instrument Used	15
3.2 Population of the Study	15
3.3 Sample and Sampling Techniques	16
3.4 Distribution and Collection of Data	16
3.5 Reliability	16
3.6 Validity	17
3.7 Method of Data Analysis	17

CHAPTER FOUR: DATA ANALYSIS

4.1 Introduction	18
4.2 Results	18

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary	38
5.2 Conclusion	38
5.3 Recommendations	39
References	40
Appendices	42

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Social networking systems (SNS) have significantly reshaped organizational communication and collaboration, providing employees with platforms to interact, share knowledge, and work together efficiently in a digital environment. SNS platforms such as Facebook, LinkedIn, Slack, and Microsoft Teams have transitioned from personal social interaction tools to essential components in the workplace, fostering communication and collaboration among employees regardless of geographical boundaries (Leonardi, 2015). These systems provide real-time messaging, file sharing, and multimedia interaction, which enable organizations to streamline workflows and improve decision-making processes (Kietzmann et al., 2011).

Historically, communication within organizations relied on traditional means such as emails, meetings, and memos, often constrained by time and space (Leonardi, 2015). However, with the integration of SNS into the workplace, these traditional communication barriers have been reduced, making communication more fluid and accessible. SNS encourage a more informal, transparent, and horizontal communication culture, promoting collaboration across departments and hierarchical levels (Chui et al., 2012). Furthermore, SNS platforms enhance knowledge sharing by allowing employees to access real-time information and engage in collaborative problem-solving, leading to innovation and faster decision-making (Leonardi, 2015).

Nevertheless, while SNS offer substantial benefits, they present challenges in terms of managing privacy, information overload, and data security. The informal nature of SNS communication can lead to misunderstandings or lack of professionalism in some contexts, requiring organizations to establish clear usage guidelines (Rui & Stefanone,

2013). Moreover, concerns about data security and the potential for distraction or misuse of SNS remain significant obstacles to their effective implementation (Ahuja et al., 2010). Understanding both the potential and limitations of SNS is critical for organizations seeking to leverage these tools to enhance collaboration and communication.

1.2 Statement of the Problem

The growing use of social networking systems (SNS) in organizations has significantly changed how employees communicate and collaborate. These platforms offer benefits such as improved knowledge sharing, faster communication, and stronger team collaboration. However, their integration also brings challenges. Issues like information overload from constant updates, privacy and data security concerns, and the blending of personal and professional boundaries can hinder productivity and trust.

Moreover, many organizations lack clear policies or strategies for effective SNS use, which can lead to miscommunication, reduced professionalism, and difficulty managing digital interactions. The informal nature of these platforms can also affect organizational culture if not properly managed.

This study aims to examine how SNS contribute to communication and collaboration in the workplace, identify the key challenges in their use, and propose strategies to help organizations manage these tools more effectively.

1.3 Objectives of the Study

The primary objective of this study is to explore the roles of social networking systems (SNS) in communication and collaboration in organizations. Specifically, this research aims to look at the following objectives:

1. Examine the Impact of SNS on Organizational Communication

2. Identify the Role of SNS in Enhancing Collaboration Among Employees
3. Investigate the Challenges and Risks Associated with the Use of SNS in Organizations
4. Assess the Effectiveness of SNS in Overcoming Traditional Communication Barriers
5. Provide strategies for Optimizing the Use of SNS in Organizational Settings

1.4 Research Questions

This study aims to explore the roles of social networking systems (SNS) in enhancing communication and collaboration within organizations. The following research questions will guide the investigation:

1. What is the influence of social networking systems on communication within organizations?
2. In what ways do social networking systems enhance collaboration among employees, teams, and departments?
3. What are the key challenges organizations face in integrating social networking systems into their communication and collaboration practices?
4. What is the improvement of social networking systems over traditional communication tools (e.g., email, face-to-face meetings) in terms of improving communication and collaboration?
5. What strategies and guidelines can organizations implement to optimize the use of social networking systems for communication and collaboration?

1.5 Significance of the Study

The significance of this study lies in its potential to provide valuable insights into how social networking systems (SNS) can enhance communication and collaboration within organizations. As organizations increasingly adopt digital tools to facilitate work, understanding the roles of SNS in these processes is crucial for improving organizational effectiveness, fostering innovation, and enhancing employee engagement. By exploring the impact of SNS on communication practices, this study will contribute to a deeper understanding of how SNS can overcome traditional communication barriers, such as geographical distance, time constraints, and hierarchical communication structures (Kietzmann et al., 2011).

Furthermore, this study will shed light on how SNS can promote a more collaborative organizational culture by enabling knowledge sharing, real-time interactions, and collective problem-solving. By identifying how SNS foster cross-departmental collaboration and knowledge exchange, the research can inform strategies for leveraging SNS to drive innovation, improve productivity, and enhance overall organizational performance (Leonardi, 2015). The findings will be particularly significant for organizations seeking to optimize team collaboration, encourage greater participation from employees, and reduce knowledge silos.

Additionally, the study will highlight the challenges and risks associated with SNS use, such as privacy concerns, information overload, and security risks, which are essential for organizations to address in their adoption of these systems. By understanding these challenges, the study will provide guidance on how to mitigate these risks and maximize the effectiveness of SNS in the workplace. This is particularly important as organizations aim to balance the benefits of SNS with concerns over professionalism and data protection (Rui & Stefanone, 2013).

Ultimately, the research will provide practical recommendations for organizations to develop best practices, policies, and strategies for the effective integration and management of SNS, ensuring their potential is fully realized while minimizing any associated risks (Ahuja et al., 2010). These insights will be beneficial to both academics and practitioners, contributing to the broader discourse on digital transformation in organizational communication and collaboration.

1.6 Delimitation of the Study

This study focuses on the roles of social networking systems (SNS) in communication and collaboration within organizational settings. The research is specifically limited to organizations that have adopted SNS as part of their communication and collaboration strategies. Consequently, it does not examine organizations that primarily rely on traditional communication tools or those that have not integrated SNS into their workflows. The study will primarily investigate the use of popular SNS platforms such as Slack, Microsoft Teams, and LinkedIn, and will not explore less common or emerging platforms.

Additionally, the study will be conducted within the context of large to medium-sized organizations, as these tend to have more complex communication structures that benefit from SNS. The research does not focus on small businesses or startups, where the dynamics of communication and collaboration may differ significantly.

The study will also concentrate on the roles of SNS in internal communication and collaboration, excluding external communication between organizations and their stakeholders, such as clients or customers. The research will not address the potential impact of SNS on public relations, marketing, or social media branding efforts.

Lastly, the study will limit its scope to examining the current usage of SNS within organizations and will not explore the historical evolution or long-term impacts of SNS

adoption. This focus on the present state of SNS use in organizations ensures a more focused and timely analysis.

1.7 Limitation of the Study

This study has several limitations. It relies on self-reported data, which may be affected by biases such as social desirability or response bias. The focus on organizations that actively use popular SNS platforms (e.g., Slack, Microsoft Teams, LinkedIn) limits generalizability and excludes those using emerging or niche platforms. The study only examines current usage, without considering long-term effects or platform evolution. It also excludes external organizational communication, narrowing its relevance for public relations or marketing. Lastly, the fast-changing nature of SNS may render findings quickly outdated.

CHAPTER TWO

LITERATURE REVIEW

This chapter reviews existing literatures on the role of social networking systems (SNS) in enhancing communication and collaboration within organizations. It examines their evolution, impact on organizational practices, and associated challenges, providing insights into how SNS are reshaping the modern workplace. Therefore, the review will be presented under the following listed sub headings.

2.1 Introduction

2.2 The Evolution of Social Networking Systems in Organizations

2.3 SNS as Communication Tools in Organizations

2.4 SNS and Collaboration in Organizations

2.5 Knowledge Sharing and Innovation through SNS

2.1 Introduction

Social networking systems (SNS) have become an integral part of modern organizations, revolutionizing the ways in which employees communicate, collaborate, and share information. These platforms facilitate both formal and informal communication across different organizational levels, contributing to enhanced teamwork, greater knowledge sharing, and improved overall organizational performance (Leonardi, 2014; Cummings & Teng, 2016). SNS, such as Slack, Microsoft Teams, and Facebook Workplace, enable employees to engage in real-time discussions, access up-to-date information, and foster a sense of community, irrespective of geographical and organizational boundaries.

Historically, SNS were initially developed for personal use and entertainment. However, their application in professional settings has evolved significantly over the

past decade. Social media platforms such as LinkedIn, for example, began as professional networking tools but have gradually become essential components of organizational communication and collaboration (Kaplan & Haenlein, 2010). As organizations increasingly adopt SNS, these platforms offer employees the ability to engage in collaborative efforts that were previously difficult to achieve using more traditional communication methods, such as email or face-to-face meetings (McAfee, 2006).

The role of SNS in communication within organizations is particularly significant because of their ability to break down traditional communication barriers. By providing instant communication channels, SNS allow employees to quickly share ideas, discuss problems, and provide feedback in a more flexible and interactive manner. This not only speeds up decision-making processes but also promotes transparency and inclusivity (Kane et al., 2014). Furthermore, the real-time nature of SNS has made them indispensable for managing organizational tasks and improving employee engagement, especially in fast-paced and competitive environments. As noted by Masiello and Fichera (2017), SNS are becoming essential tools for organizing and managing projects, fostering deeper collaboration among teams.

However, the integration of SNS into organizational workflows is not without its challenges. Privacy concerns and data security are significant barriers to the widespread adoption of SNS in many organizations (Rheingold, 2012). Employees may be reluctant to use these platforms due to fears about the misuse of their personal data or a lack of confidence in the security of shared information. Additionally, organizations may face challenges related to information overload, as employees may struggle to manage the constant influx of notifications, messages, and content shared through SNS platforms (Agarwal & Narayan, 2018). These concerns must be addressed through proper training, clear policies, and the adoption of effective tools to filter and manage the vast amounts of data that SNS generate.

2.2 The Evolution of Social Networking Systems in Organizations

Social networking systems (SNS) have undergone a significant transformation, evolving from personal communication tools to powerful business applications that play an integral role in modern organizational communication and collaboration. Initially, platforms like Facebook and Twitter were designed primarily for social interaction, allowing individuals to connect, share content, and engage with friends and family (Boyd & Ellison, 2007). However, as these platforms gained popularity, businesses quickly recognized their potential to facilitate professional networking and communication. This shift from informal personal interactions to more formal business use marked a critical evolution in how organizations utilized SNS for various functions, such as recruitment, knowledge sharing, and team collaboration.

LinkedIn, launched in 2003, was one of the first platforms to focus on professional networking, providing individuals with the opportunity to build and maintain professional connections online (Ahuja & Galvin, 2003). The platform's emphasis on creating a digital professional profile for individuals helped redefine how people networked in a professional context, making it easier to establish and maintain connections that could foster career development and organizational growth. As organizations adopted LinkedIn for recruiting, it became clear that SNS had potential beyond socializing and could be leveraged as valuable tools in organizational settings to enhance communication, collaboration, and talent acquisition (Agarwal et al., 2013).

Simultaneously, platforms such as Slack, Yammer, and Microsoft Teams began to emerge, specifically designed to enhance workplace collaboration by enabling real-time messaging, file sharing, and project management. These tools were a response to the growing demand for efficient communication in increasingly digital, fast-paced work environments. Slack, for instance, was launched in 2013 as a team collaboration tool that integrated with various productivity tools and platforms, allowing teams to

communicate and collaborate seamlessly within one centralized environment (Cole & Trujillo, 2019). It was quickly adopted by organizations to replace or supplement traditional email communication, making conversations more organized, transparent, and accessible.

The shift toward using SNS for professional purposes has had profound effects on organizational communication. As Chui et al. (2012) highlight, SNS have helped to break down traditional communication silos within organizations, allowing employees from different departments, teams, and geographical locations to connect more easily. This has contributed to the rise of flatter organizational structures, where communication and collaboration are no longer constrained by hierarchical boundaries (Harrison et al., 2017). Instead of waiting for formal meetings or top-down directives, employees now have the freedom to initiate conversations and exchange ideas more spontaneously through SNS. This fosters a more open and transparent flow of information, facilitating faster decision-making and more agile organizational responses (Kane et al., 2014).

2.3 SNS as Communication Tools in Organizations

One of the most significant roles of social networking systems (SNS) in organizations is their ability to enhance communication. In the modern workplace, communication is a crucial factor in determining an organization's overall efficiency and success. SNS offer real-time communication tools, such as instant messaging, video calls, and discussion boards, enabling employees to connect with each other regardless of their physical location (Leonardi, 2015). This is particularly important in today's increasingly globalized business environment, where teams are often geographically dispersed and communication needs to be fast and efficient. With the rise of remote work and virtual teams, SNS have become indispensable tools that allow employees to remain connected in real time, fostering collaboration and knowledge sharing.

SNS platforms, such as Slack, Microsoft Teams, and Yammer, offer a more informal and efficient way for employees to communicate compared to traditional methods like emails or face-to-face meetings (Kietzmann et al., 2011). While email often leads to delays and is limited by formalities, SNS enable quicker exchanges of ideas, allowing employees to respond instantly to queries or share updates in real time. This immediate access to information helps minimize communication bottlenecks, enabling faster decision-making and a more agile response to changing circumstances (Ahuja et al., 2010). For example, instant messaging tools within SNS platforms allow for asynchronous communication, where team members can engage in discussions without needing to be online at the same time, promoting flexibility and responsiveness.

Furthermore, SNS promote greater information sharing across departments and hierarchical levels, which is essential for improving organizational knowledge flow and decision-making processes. Traditional communication channels, such as emails or departmental meetings, can often create silos that limit the exchange of information across an organization. In contrast, SNS break down these barriers by allowing employees from different teams and levels of the hierarchy to communicate more freely and access shared information (Rui & Stefanone, 2013). This enhanced communication flow not only helps to streamline day-to-day operations but also facilitates innovation and problem-solving by encouraging diverse perspectives and ideas to come together in open forums.

The collaborative potential of SNS also leads to increased productivity. By enabling frequent and efficient communication, these platforms help teams stay aligned and coordinate tasks effectively. Studies have shown that SNS tools can lead to more effective project management, as they allow for the real-time sharing of updates, feedback, and documents, reducing the time spent on administrative tasks and increasing the time spent on productive work (Rui & Stefanone, 2013). Additionally,

SNS support a more flexible work environment, which in turn can improve employee engagement and satisfaction by allowing for seamless communication across different time zones and schedules.

2.4 SNS and Collaboration in Organizations

Social networking systems (SNS) have become integral tools for enhancing collaboration in organizations, providing employees with an array of tools to facilitate seamless teamwork and cooperation. Platforms such as Slack, Microsoft Teams, and Trello allow employees to create dedicated channels or spaces for specific projects or tasks, making it easier for team members to stay focused and aligned (Leonardi, 2015). These platforms enable the real-time sharing of resources, ideas, and updates, breaking down traditional barriers to communication and ensuring that teams work together efficiently. As organizations increasingly adopt SNS for collaboration, these tools have evolved to include features like real-time document sharing, collaborative editing, and task management, all of which help to keep team members informed and engaged (Kietzmann et al., 2011).

The real-time communication capabilities of SNS play a crucial role in promoting collaboration by ensuring that employees can quickly exchange information and address questions or issues as they arise. By using SNS platforms, teams can collaborate effectively without the constraints of location or time zones. This is particularly important in modern organizations where teams are often spread across different geographic locations or work in different shifts. As employees interact through SNS, the speed and frequency of communication improve, leading to greater productivity and more efficient decision-making (Chui et al., 2012). SNS platforms also offer features like direct messaging, group chats, and video calls, allowing team members to engage in informal yet productive discussions that help facilitate the exchange of ideas and foster a collaborative working environment.

Additionally, SNS facilitate a more inclusive and democratic approach to collaboration. Traditional hierarchical structures often limit communication to specific channels or departments, which can stifle innovation and creativity. SNS, on the other hand, break down these silos and allow employees at all levels of the organization to contribute to discussions, share ideas, and provide feedback in real time (Chui et al., 2012). This open communication model leads to greater engagement and empowers employees to take an active role in decision-making processes. Research has shown that when employees have more control over communication channels, they are more likely to collaborate and contribute to problem-solving, which ultimately enhances innovation and organizational growth (Leonardi, 2015).

Moreover, the ability to share knowledge instantaneously across an organization encourages greater cooperation between departments and individuals. As employees share insights and expertise through SNS platforms, they contribute to a collective knowledge base that can be accessed by anyone in the organization. This knowledge-sharing culture helps employees to overcome challenges more effectively and can lead to innovative solutions to complex problems (Chui et al., 2012). For example, employees working on different aspects of a project can quickly share findings or updates, ensuring that everyone is on the same page and contributing to the project's success. Such collaborative behaviors can be particularly beneficial in organizations that prioritize continuous improvement and innovation.

2.5 Knowledge Sharing and Innovation through SNS

Knowledge sharing is one of the key drivers of innovation in organizations, and social networking systems (SNS) play a vital role in facilitating this process. By providing employees with easy access to a wide array of information, expertise, and resources, SNS enable knowledge to flow freely across organizational boundaries (Rui & Stefanone, 2013). These platforms allow employees to post, share, and discuss ideas, encouraging a more open and transparent organizational culture. This openness fosters

creativity and allows individuals to build upon the insights and experiences of their colleagues, thereby enhancing the organization's overall capacity for innovation (Chui et al., 2012).

SNS also contribute to breaking down the traditional barriers to knowledge sharing that exist within hierarchical or siloed organizations. In many organizations, departments and teams tend to operate in isolation, limiting opportunities for collaboration and the exchange of valuable information (Kietzmann et al., 2011). By leveraging SNS, employees from different departments or even geographic locations can easily connect with one another, share insights, and engage in meaningful discussions that lead to new ideas and innovative solutions. This shift toward more collaborative communication is essential for driving organizational innovation, as it brings together diverse perspectives that can spark creativity and generate fresh approaches to problem-solving (Chui et al., 2012).

Furthermore, SNS provide various tools for organizing and managing knowledge, making it easier for employees to find relevant information quickly. For instance, many platforms incorporate search functions that allow users to access past discussions, documents, and resources that have been shared over time. This feature is particularly beneficial for organizations, as it reduces the time spent searching for information and enables employees to focus on more value-added activities. When employees can easily access and build on the work of others, the speed of innovation increases, as new ideas and solutions can be developed more efficiently (Leonardi, 2015).

CHAPTER THREE

METHODOLOGY

This chapter presents the research methodology used to explore the role of social networking systems (SNS) in communication and collaboration within organizations. The methodology will be conducted as listed below.

3.1 Instrument Used

3.2 Population of the Study

3.3 Sample and Sampling Techniques

3.4 Distribution and Collection of Data

3.5 Reliability

3.6 Validity

3.7 Method of Data Analysis

3.1 Instrument Used

The primary instrument used for data collection in this study was a structured questionnaire designed by the researcher to assess the role of social networking systems (SNS) in communication and collaboration within organizations. The questionnaire included closed-ended questions using Likert scale to quantify respondents', perceptions, and was structured around key themes such as the frequency of SNS use, the perceived effectiveness of SNS for communication, and the challenges faced by employees when using SNS. The questionnaire was developed based on existing literature and validated through expert feedback.

3.2 Population of the Study

The population for this study consisted of employees working in medium to large organizations that actively use social networking systems for communication and

collaboration. The focus was on employees across various departments who regularly interact with SNS such as Slack, Microsoft Teams, and LinkedIn for internal communication. The study aimed to capture perspectives from employees in technology, consulting, and education sectors, where SNS are commonly integrated into organizational workflows. The population of the study was 79

3.3 Sample and Sampling Techniques

A sample of 35 employees was selected using a simple random sampling technique. These employees were chosen from organizations that actively use SNS for communication and collaboration. The sample included individuals from various departments and job roles to ensure diversity in their responses. The sample was designed to be representative of typical SNS users in medium to large-sized organizations, allowing the study to capture a range of experiences with SNS integration in the workplace.

3.4 Distribution and Collection of Data

The questionnaire was distributed to the selected samples personally by the researcher at their respective office to ensure adequate participation. Participants were given two weeks to complete the survey, The completed 35 questionnaires distributed were collected for analysis.

3.5 Reliability

Reliability refers to the consistency of the instrument used in the study. To ensure the reliability of the questionnaire, a pilot test was conducted with 5 participants from similar organizational settings before the actual study. The pilot test helped to identify ambiguities in the questions and ensure that the survey was clear and easy to understand. The reliability of the instrument was further measured using Cronbach's

alpha, with a value of 0.85 indicating that the instrument was highly reliable and consistent in measuring the constructs it intended to measure (Hair et al., 2010).

3.6 Validity

Validity refers to the degree to which the research instrument accurately measures the constructs it is intended to measure. To ensure validity, the questionnaire was reviewed by experts in organizational communication and social media usage. This expert review ensured that the questions effectively captured the key aspects of SNS usage, communication, and collaboration in organizations. The observation of the experts was used to revise the questionnaire to ensure it align with the specific objectives of the study.

3.7 Method of Data Analysis

The data collected from the questionnaire were analyzed using descriptive statistics. Descriptive statistics were used to summarize the responses of the respondents to the closed-ended questions. Measures such as frequency, and percentage were used to describe trends in SNS usage, communication effectiveness, and perceived challenges.

CHAPTER FOUR

DATA ANALYSIS

4.1 Introduction

This chapter analyzes survey data on the role of social networking systems (SNS) in workplace communication and collaboration. It presents 20 tables summarizing key responses on SNS usage, effectiveness, and challenges, along with brief interpretations.

4.2 Results

Table 4.1: SNS Are Frequently in Your Organization

Options	No. of Respondents	Percentage (%)
Strongly Agree	10	28.57
Agree	15	42.86
Disagree	6	17.14
Strongly Disagree	4	11.43
Total	35	100

Source: Researcher's Fieldwork 2025

Table 4.1 above showed that 10 (28.57%) respondents strongly agreed and 15 (42.86%) respondents agreed that SNS are frequently used in their organization, while 6 (17.14%) respondents disagreed and 4 (11.43%) respondents strongly disagreed with the statement.

Table 4.2: SNS Are Effective Communication Tools

Options	No. of Respondents	Percentage (%)
Strongly Agree	12	34.29
Agree	18	51.43
Disagree	4	11.43
Strongly Disagree	1	2.86
Total	35	100

Source: Researcher's Fieldwork 2025

Table 4.2 above showed that 12 (34.29%) respondents strongly agreed and 18 (51.43%) respondents agreed that SNS are effective communication tools, while 4 (11.43%) respondents disagreed and 1 (2.86%) respondent strongly disagreed.

Table 4.3: SNS Enhance Team Collaboration in Your Organization

Options	No. of Respondents	Percentage (%)
Strongly Agree	11	31.43
Agree	16	45.71
Disagree	6	17.14
Strongly Disagree	2	5.71
Total	35	100

Source: Researcher's Fieldwork 2025

Table 4.3 above showed that 11 (31.43%) respondents strongly agreed and 16 (45.71%) respondents agreed that SNS enhance team collaboration, while 6 (17.14%) respondents disagreed and 2 (5.71%) respondents strongly disagreed.

Table 4.4: SNS Facilitate Knowledge Sharing in Your Organization

Options	No. of Respondents	Percentage (%)
Strongly Agree	9	25.71
Agree	20	57.14
Disagree	4	11.43
Strongly Disagree	2	5.71
Total	35	100

Source: Researcher's Fieldwork 2025

Table 4.4 above showed that 9 (25.71%) respondents strongly agreed and 20 (57.14%) respondents agreed that SNS facilitate knowledge sharing, while 4 (11.43%) respondents disagreed and 2 (5.71%) respondents strongly disagreed.

Table 4.5: SNS Play a Role in Organizational Innovation

Options	No. of Respondents	Percentage (%)
Strongly Agree	8	22.86
Agree	18	51.43
Disagree	6	17.14
Strongly Disagree	3	8.57
Total	35	100

Source: Researcher's Fieldwork 2025

Table 4.5 above showed that 8 (22.86%) respondents strongly agreed and 18 (51.43%) respondents agreed that SNS play a role in organizational innovation, while 6 (17.14%) respondents disagreed and 3 (8.57%) respondents strongly disagreed.

Table 4.6: SNS Improve Employee Engagement in Your Organization

Options	No. of Respondents	Percentage (%)
Strongly Agree	10	28.57
Agree	14	40.00
Disagree	8	22.86
Strongly Disagree	3	8.57
Total	35	100

Source: Researcher's Fieldwork 2025

Table 4.6 above showed that 10 (28.57%) respondents strongly agreed and 14 (40.00%) respondents agreed that SNS improve employee engagement, while 8 (22.86%) respondents disagreed and 3 (8.57%) respondents strongly disagreed.

Table 4.7: SNS Improve Communication Speed in Your Organization

Options	No. of Respondents	Percentage (%)
Strongly Agree	9	25.71
Agree	16	45.71
Disagree	7	20.00
Strongly Disagree	3	8.57
Total	35	100

Source: Researcher's Fieldwork 2025

Table 4.7 above showed that 9 (25.71%) respondents strongly agreed and 16 (45.71%) respondents agreed that SNS improve communication speed, while 7 (20.00%) respondents disagreed and 3 (8.57%) respondents strongly disagreed.

Table 4.8: SNS Are Helpful in Organizing and Managing Projects

Options	No. of Respondents	Percentage (%)
Strongly Agree	11	31.43
Agree	14	40.00
Disagree	6	17.14
Strongly Disagree	4	11.43
Total	35	100

Source: Researcher's Fieldwork 2025

Table 4.8 above showed that 11 (31.43%) respondents strongly agreed and 14 (40.00%) respondents agreed that SNS are helpful in organizing and managing projects, while 6 (17.14%) respondents disagreed and 4 (11.43%) respondents strongly disagreed.

Table 4.9: SNS Foster Better Relationships Among Employees

Options	No. of Respondents	Percentage (%)
Strongly Agree	13	37.14
Agree	14	40.00
Disagree	5	14.29
Strongly Disagree	3	8.57
Total	35	100

Source: Researcher's Fieldwork 2025

Table 4.9 above showed that 13 (37.14%) respondents strongly agreed and 14 (40.00%) respondents agreed that SNS foster better relationships among employees, while 5 (14.29%) respondents disagreed and 3 (8.57%) respondents strongly disagreed.

Table 4.10: SNS Help in Reducing Organizational Hierarchy

Options	No. of Respondents	Percentage (%)
Strongly Agree	7	20.00
Agree	16	45.71
Disagree	8	22.86
Strongly Disagree	4	11.43
Total	35	100

Source: Researcher's Fieldwork 2025

Table 4.10 above showed that 7 (20.00%) respondents strongly agreed and 16 (45.71%) respondents agreed that SNS help in reducing organizational hierarchy, while 8 (22.86%) respondents disagreed and 4 (11.43%) respondents strongly disagreed.

Table 4.11: SNS Improve Decision-Making Processes in Your Organization

Options	No. of Respondents	Percentage (%)
Strongly Agree	9	25.71
Agree	18	51.43
Disagree	5	14.29
Strongly Disagree	3	8.57
Total	35	100

Source: Researcher's Fieldwork 2025

Table 4.11 above showed that 9 (25.71%) respondents strongly agreed and 18 (51.43%) respondents agreed that SNS improve decision-making processes, while 5 (14.29%) respondents disagreed and 3 (8.57%) respondents strongly disagreed.

Table 4.12: SNS Are Useful in Crisis Management in Your Organization

Options	No. of Respondents	Percentage (%)
Strongly Agree	7	20.00
Agree	17	48.57
Disagree	8	22.86
Strongly Disagree	3	8.57
Total	35	100

Source: Researcher's Fieldwork 2025

Table 4.12 above showed that 7 (20.00%) respondents strongly agreed and 17 (48.57%) respondents agreed that SNS are useful in crisis management, while 8 (22.86%) respondents disagreed and 3 (8.57%) respondents strongly disagreed.

Table 4.13: SNS Contribute to Employee Satisfaction in Your Organization

Options	No. of Respondents	Percentage (%)
Strongly Agree	10	28.57
Agree	15	42.86
Disagree	6	17.14
Strongly Disagree	4	11.43
Total	35	100

Source: Researcher's Fieldwork 2025

Table 4.13 above showed that 10 (28.57%) respondents strongly agreed and 15 (42.86%) respondents agreed that SNS contribute to employee satisfaction, while 6 (17.14%) respondents disagreed and 4 (11.43%) respondents strongly disagreed.

Table 4.14: SNS Help Employees Manage Work-Life Balance

Options	No. of Respondents	Percentage (%)
Strongly Agree	8	22.86
Agree	16	45.71
Disagree	8	22.86
Strongly Disagree	3	8.57
Total	35	100

Source: Researcher's Fieldwork 2025

Table 4.14 above showed that 8 (22.86%) respondents strongly agreed and 16 (45.71%) respondents agreed that SNS help employees manage work-life balance, while 8 (22.86%) respondents disagreed and 3 (8.57%) respondents strongly disagreed.

Table 4.15: SNS Enhance Organizational Transparency

Options	No. of Respondents	Percentage (%)
Strongly Agree	9	25.71
Agree	14	40.00
Disagree	8	22.86
Strongly Disagree	4	11.43
Total	35	100

Source: Researcher's Fieldwork 2025

Table 4.15 above showed that 9 (25.71%) respondents strongly agreed and 14 (40.00%) respondents agreed that SNS enhance organizational transparency, while 8 (22.86%) respondents disagreed and 4 (11.43%) respondents strongly disagreed.

Table 4.16: SNS Improve the Feedback Mechanisms in Your Organization

Options	No. of Respondents	Percentage (%)
Strongly Agree	12	34.29
Agree	14	40.00
Disagree	5	14.29
Strongly Disagree	4	11.43
Total	35	100

Source: Researcher's Fieldwork 2025

Table 4.16 above showed that 12 (34.29%) respondents strongly agreed and 14 (40.00%) respondents agreed that SNS improve the feedback mechanisms in their organization, while 5 (14.29%) respondents disagreed and 4 (11.43%) respondents strongly disagreed.

Table 4.17: SNS Help in Building Trust Among Employees

Options	No. of Respondents	Percentage (%)
Strongly Agree	11	31.43
Agree	15	42.86
Disagree	6	17.14
Strongly Disagree	3	8.57
Total	35	100

Source: Researcher's Fieldwork 2025

Table 4.17 above showed that 11 (31.43%) respondents strongly agreed and 15 (42.86%) respondents agreed that SNS help in building trust among employees, while 6 (17.14%) respondents disagreed and 3 (8.57%) respondents strongly disagreed.

Table 4.18: SNS Assist in Conflict Resolution in Your Organization

Options	No. of Respondents	Percentage (%)
Strongly Agree	8	22.86
Agree	17	48.57
Disagree	7	20.00
Strongly Disagree	3	8.57
Total	35	100

Source: Researcher's Fieldwork 2025

Table 4.18 above showed that 8 (22.86%) respondents strongly agreed and 17 (48.57%) respondents agreed that SNS assist in conflict resolution, while 7 (20.00%) respondents disagreed and 3 (8.57%) respondents strongly disagreed.

Table 4.19: SNS Increase Organizational Productivity

Options	No. of Respondents	Percentage (%)
Strongly Agree	13	37.14
Agree	15	42.86
Disagree	5	14.29
Strongly Disagree	2	5.71
Total	35	100

Source: Researcher's Fieldwork 2025

Table 4.19 above showed that 13 (37.14%) respondents strongly agreed and 15 (42.86%) respondents agreed that SNS increase organizational productivity, while 5 (14.29%) respondents disagreed and 2 (5.71%) respondents strongly disagreed.

Table 4.20: SNS Improve Overall Employee Performance

Options	No. of Respondents	Percentage (%)
Strongly Agree	12	34.29
Agree	17	48.57
Disagree	5	14.29
Strongly Disagree	1	2.86
Total	35	100

Source: Researcher's Fieldwork 2025

Table 4.20 above showed that 12 (34.29%) respondents strongly agreed and 17 (48.57%) respondents agreed that SNS improve overall employee performance, while 5 (14.29%) respondents disagreed and 1 (2.86%) respondent strongly disagreed.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary

This research explored the roles of Social Networking Systems (SNS) in enhancing communication and collaboration within organizations. The study highlighted how SNS contribute to improving communication speed, enhancing team collaboration, facilitating knowledge sharing, and fostering innovation. The research utilized a quantitative approach, with data collected from 35 respondents who provided insights into their experiences with SNS in their respective organization. The findings revealed that the majority of respondents believe SNS play a significant role in enhancing organizational processes, including decision-making, project management, employee engagement, and relationship building. SNS were particularly noted for their ability to reduce organizational hierarchies, improve feedback mechanisms, and contribute to employee satisfaction. However, some challenges were noted, particularly regarding the role of SNS in crisis management and conflict resolution.

5.2 Conclusion

The study concluded that SNS are integral tools for improving communication and collaboration within organizations. They provide a platform for faster decision-making, promote knowledge sharing, foster better interpersonal relationships, and contribute to organizational transparency. The findings suggested that the effective integration of SNS can significantly enhance both employee performance and organizational productivity. However, it was also noted that organizations need to address certain challenges, such as maintaining proper security protocols and ensuring employees use SNS effectively without distraction. The research underscores the importance of strategic SNS implementation to maximize their benefits in organizational communication and collaboration.

5.3 Recommendations

1. **Increase Training on SNS Utilization:** Organizations should invest in training programs that teach employees how to effectively use SNS for professional communication and collaboration. This would ensure that SNS are leveraged for optimal productivity rather than being a source of distraction (Kane et al., 2014).
2. **Implement Clear SNS Guidelines:** To maximize the benefits of SNS, organizations should develop clear guidelines that outline best practices for their use. These guidelines should address issues such as security, privacy, and appropriate content sharing (Agarwal & Narayan, 2018).
3. **Encourage Employee Engagement:** SNS can be more effectively used if organizations encourage employees to actively engage with these platforms. Encouraging participation in company forums, idea-sharing sessions, and collaborative projects would lead to improved employee satisfaction and productivity (Cummings & Teng, 2016).
4. **Strengthen SNS Security Measures:** Given the role of SNS in managing organizational information, ensuring the security and privacy of data shared via these platforms is critical. Organizations should invest in advanced security measures to safeguard sensitive data from breaches and unauthorized access (Kaplan & Haenlein, 2010).
5. **Monitor and Evaluate SNS Effectiveness:** Organizations should periodically assess the effectiveness of their SNS by soliciting employee feedback and analyzing data on usage and productivity outcomes. This will help identify areas where SNS can be improved or adapted to meet the evolving needs of the organization (Leonardi, 2014).

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KWARA STATE POLYTECHNIC, ILORIN

INSTITUTE OF INFORMATION AND COMMUNICATION TECHNOLOGY

DEPARTMENT OF OFFICE TECHNOLOGY AND MANAGEMENT

Dear Sir/Ma,

RESEARCH QUESTIONNAIRES

This is a research instrument to elicit information relevant to research work titled the Roles of Social Networking Systems in Communication and Collaboration in organizations.

The Research is a partial fulfilment of the requirement for the award of National Diploma in Office Technology and Management in Kwara State Polytechnic, Ilorin.

I shall be grateful if this questionnaire can be completed by you. Your anonymity is highly guaranteed. Information gathered through this questionnaire would be used only for Academic purposes.

QUESTIONNAIRE

1. SNS are frequently used in your organization.
(a) Strongly Agree () (b) Agree () (c) Disagree () (d) Strongly Disagree ()
2. SNS are effective communication tools.
(a) Strongly Agree () (b) Agree () (c) Disagree () (d) Strongly Disagree ()
3. SNS enhance team collaboration in your organization.
(a) Strongly Agree () (b) Agree () (c) Disagree () (d) Strongly Disagree ()
4. SNS facilitate knowledge sharing in your organization.
(a) Strongly Agree () (b) Agree () (c) Disagree () (d) Strongly Disagree ()
5. SNS play a role in organizational innovation.
(a) Strongly Agree () (b) Agree () (c) Disagree () (d) Strongly Disagree ()
6. SNS improve employee engagement in your organization.
(a) Strongly Agree () (b) Agree () (c) Disagree () (d) Strongly Disagree ()
7. SNS improve communication speed in your organization.
(a) Strongly Agree () (b) Agree () (c) Disagree () (d) Strongly Disagree ()
8. SNS are helpful in organizing and managing projects.
(a) Strongly Agree () (b) Agree () (c) Disagree () (d) Strongly Disagree ()
9. SNS foster better relationships among employees.
(a) Strongly Agree () (b) Agree () (c) Disagree () (d) Strongly Disagree ()
10. SNS help in reducing organizational hierarchy.
(a) Strongly Agree () (b) Agree () (c) Disagree () (d) Strongly Disagree ()
11. SNS improve decision-making processes in your organization.
(a) Strongly Agree () (b) Agree () (c) Disagree () (d) Strongly Disagree ()
12. SNS are useful in crisis management in your organization.
(a) Strongly Agree () (b) Agree () (c) Disagree () (d) Strongly Disagree ()
13. SNS contribute to employee satisfaction in your organization.
(a) Strongly Agree () (b) Agree () (c) Disagree () (d) Strongly Disagree ()
14. SNS help employees manage work-life balance.
(a) Strongly Agree () (b) Agree () (c) Disagree () (d) Strongly Disagree ()
15. SNS enhance organizational transparency.
(a) Strongly Agree () (b) Agree () (c) Disagree () (d) Strongly Disagree ()
16. SNS improve the feedback mechanisms in your organization.
(a) Strongly Agree () (b) Agree () (c) Disagree () (d) Strongly Disagree ()

17. SNS help in building trust among employees.
(a) Strongly Agree () (b) Agree () (c) Disagree () (d) Strongly Disagree ()
18. SNS assist in conflict resolution in your organization.
(a) Strongly Agree () (b) Agree () (c) Disagree () (d) Strongly Disagree ()
19. SNS increase organizational productivity.
(a) Strongly Agree () (b) Agree () (c) Disagree () (d) Strongly Disagree ()
20. SNS improve overall employee performance.
(a) Strongly Agree () (b) Agree () (c) Disagree () (d) Strongly Disagree ()