

REVOLUTIONISING NIGERIAN ORGANISATIONS: INTERSECTIONS OF SOCIAL MEDIA AND PSYCHOLOGICAL FRAMEWORKS

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Abstract

In an era marked by rapid digital transformation and behavioural shifts, social media has emerged as a powerful tool influencing communication, employee engagement, branding, and organisational culture. This paper explores the dynamic intersections between social media usage and psychological frameworks to understand their combined impact on the transformation of Nigerian organisations. Grounded in theories such as Social Cognitive Theory, the Technology Acceptance Model (TAM), and Organisational Psychology, the study examines how psychological principles can enhance the strategic use of social media in driving innovation, productivity, and adaptability within Nigerian workplaces. The research adopts a qualitative approach, employing secondary data analysis drawn from scholarly literature, industry reports, digital communication case studies, and institutional surveys conducted in Nigeria and other emerging economies. Emphasis is placed on examining existing empirical findings and theoretical contributions concerning organisational behaviour, employee motivation, digital communication, and change management in the context of social media integration. Findings indicate that social media, when aligned with psychological insights such as motivation, identity, group dynamics, and behaviour modelling can foster improved organisational performance, employee collaboration, knowledge sharing, and stakeholder engagement. The paper highlights both opportunities and challenges, including digital fatigue, organisational resistance, and ethical concerns regarding privacy and data use. The study concludes that integrating psychological frameworks into social media strategies offers a more holistic and context-sensitive approach to organisational development in Nigeria. It recommends that policymakers, organisational leaders, and HR professionals harness these interdisciplinary insights to design digital interventions that are culturally relevant, psychologically informed, and strategically effective.

Keywords: *Revolutionizing, Nigerian Organisations, Social Media, Psychological Frameworks*

Introduction

The organisational landscape of the 21st century is undergoing a profound transformation, driven by rapid advancements in digital technologies and evolving behavioural patterns. Among the foremost catalysts of this shift is social media, which has redefined how organisations communicate, engage employees, manage corporate identity, and shape internal culture. Simultaneously, insights from psychology frameworks especially in areas such as motivation, learning, group dynamics, and behavioural adaptation have been instrumental in

shaping modern organisational strategies. For instance, **Bandura's Social Cognitive Theory** explains how observational learning and social reinforcement through digital platforms can influence employee behaviour. Similarly, **the Technology Acceptance Model (TAM)** has been widely used to explain users' willingness to adopt new technologies, including enterprise-level social media platforms.

In the Nigerian context, this convergence is particularly significant. As of January 2024, more than 38 million Nigerians actively use

social media platforms (DataReportal, 2024), making the integration of social media into organisational systems not only relevant but also imperative. These platforms are no longer merely tools for personal interaction; they have become strategic assets that support real-time communication, collaboration, branding, and stakeholder engagement. In recent decades, social media has evolved from a personal networking tool to a strategic organisational asset. Platforms like **Facebook, LinkedIn, Instagram, Twitter (X), and WhatsApp** are now central to both internal and external corporate communication, fostering real-time feedback, transparency, collaboration, and branding. According to **Statista (2024)**, global social media users exceeded **5 billion** in 2023, with Nigeria contributing significantly to this figure. The **Nigeria Communications Commission (NCC)** reports that **internet penetration in Nigeria stands at over 52% in 2016**, enabling a vibrant digital ecosystem within both public and private sector organisations (Office of the High Commissioner for Human Rights (OHCHR). (2016).

In Nigeria, organisations ranging from **banks (e.g., GTBank, Zenith Bank)** to **telecom giants (e.g., MTN, Airtel)** have integrated social media for internal communication, marketing, crisis management, and talent engagement. However, many of these transformations are driven by external pressures (e.g., competition and globalisation) rather than internal psychological alignment with employees and stakeholders. Research by **Okoye and Adeola (2023)** found that only **38%** of Nigerian firms incorporate psychological considerations in their digital transformation strategies, highlighting a critical gap in practice. Furthermore, **cultural and systemic barriers**, such as hierarchical leadership styles, low digital literacy among older employees, and mistrust in digital platforms, continue to hinder the effective fusion of social media

with human-centred organisational development. Thus, there is a growing need to understand how **psychological theories can contextualise and enhance the role of social media** in Nigerian workplaces.

This study, therefore, explores the critical intersection of social media and psychological frameworks in revolutionising Nigerian organisations. It emphasises how theory-driven adoption of digital tools can enhance not only organisational performance but also employee well-being, innovation, and adaptability in a fast-changing global environment.

Conceptual Clarifications/Literature Review

This section defines key concepts such as social media, psychological frameworks, and organisational transformation. It also discusses review of global and Nigerian-based literature that evaluates how organisations have adopted social media to achieve transformation, supported by psychological theories. It also identifies gaps in current research and justifies the need for this interdisciplinary approach. In addition, discusses the relevance of Social Cognitive Theory, Technology Acceptance Model (TAM), and Organisational Psychology in interpreting digital behaviours within the workplace.

Social Media

Social media refers to a collection of digital platforms, technologies, and applications that enable users to create, share, exchange, and interact with content and one another in real-time. It represents a transformative evolution in human communication shifting from traditional one-way broadcasting (e.g., television, newspapers) to multidirectional, participatory, and decentralised networks (Kaplan & Haenlein, 2010). At its core, social media blurs the line between content producers and consumers, allowing individuals, groups, and organisations to simultaneously perform both roles.

The term encompasses a wide variety of platforms with distinct features and functionalities. These include **social networking sites** (e.g., Facebook, LinkedIn), **microblogging platforms** (e.g., X, formerly Twitter), **media-sharing networks** (e.g., YouTube, Instagram, TikTok), **messaging apps** (e.g., WhatsApp, Telegram), and **collaborative communities** (e.g., Reddit, Wikipedia). Although these platforms vary in form, they share common elements such as **interactivity, user-generated content (UGC), personalisation, and connectivity** (Boyd & Ellison, 2007).

From an organisational standpoint, social media serves as both an **internal and external communication tool**. Internally, it facilitates knowledge sharing, employee collaboration, virtual team management, and digital training. Externally, it enhances branding, customer engagement, crisis communication, and corporate transparency (Leonardi, Huysman, & Steinfield, 2013). In dynamic markets like Nigeria, where traditional communication channels are often limited, social media provides an accessible and scalable means for organisations to reach audiences, mobilise resources, and influence public perception.

The growing pervasiveness of social media is underscored by global usage statistics. As of 2024, there are over **5 billion social media users worldwide**, representing more than **62% of the global population** (Statista, 2024). In Nigeria, over **38 million users** actively engage on social platforms, with platforms like **WhatsApp, Facebook, Instagram, and X** being the most commonly used (DataReportal, 2024). The increasing affordability of smartphones, widespread internet penetration, and youth-driven digital culture have all contributed to this growth.

However, social media is not without its complexities. Its use in organisational

contexts raises issues of **digital fatigue, information overload, employee surveillance, privacy concerns, and blurring of professional-personal boundaries** (Treem & Leonardi, 2012). These challenges necessitate a **strategic and psychologically informed approach** to platform adoption and content governance.

Moreover, social media has evolved into a **behavioural and psychological environment**, where interactions are influenced by algorithms, peer influence, gratification-seeking, and social validation. This underscores the relevance of integrating **psychological theories** such as the **Technology Acceptance Model (TAM), Social Cognitive Theory, and Uses and Gratifications Theory** in understanding and managing digital engagement in the workplace.

In summary, social media is a multidimensional construct encompassing communication, collaboration, identity formation, and knowledge dissemination. Its influence on modern organisations is profound and expanding, particularly in developing economies like Nigeria. As digital infrastructures continue to advance, understanding the concept of social media through both technological and psychological lenses becomes essential for achieving sustainable organisational transformation.

Types of Social Media in Nigeria

Nigeria, with over **38 million active social media users** (DataReportal, 2024), has witnessed widespread adoption of various social media platforms for communication, business, education, activism, and entertainment. These platforms can be broadly categorised into the following types:

1. **Facebook:** This is the largest social networking site in the world and one of

the most widely used. Facebook is the first social network that surpassed the landmark of 1 billion user accounts. Apart from the ability to network with friends and relatives, you can also access different Facebook apps to sell online and you can even market or promote your business, brand and products by using paid Facebook advertising.

2. **WhatsApp:** Despite having been acquired by Facebook in 2014, this instant messaging platform exists as an independent entity. It arrived on the scene much later than Facebook, but has been able to capture the imagination of millions of people across the world by giving them the ability to communicate and share instantly with individuals and groups. The WhatsApp call feature is just the icing on the cake.
3. **Wechat:** This is an all-in-one communications app for messaging and calling (similar to WhatsApp) that enables you to connect with the people of your choice. In addition to text messaging, users can send each other images, video and audio media messages as well as their locations using integrated mapping features.
4. **Instagram:** Instagram was launched as a unique social networking platform that was completely based on sharing photos and videos. This photo sharing social networking app thus enables you to capture the best moments of your life, with your phone's camera or any other camera, and convert them into works of art. This is possible because Instagram allows you to apply multiple filters to your photos and you can easily post them to other popular social networking sites, such as Facebook and Twitter. It is now part of the Facebook Empire.
5. **Twitter:** This social networking site enables you to post short text messages (called tweets), containing a limited number of characters (up to 280) to convey your message to the world. With the growing craze for online shopping, Twitter also makes it possible to promote your businesses and even shop directly through tweets.
6. **Skype:** This is owned by Microsoft, is one of the most popular communication-based social networking platforms. It allows you to connect with people through voice calls, video calls (using a webcam) and text messaging. You can even conduct group conference calls. And, the best part is that Skype-to-Skype calls are free and can be used to communicate with anyone, located in any part of the world, over the internet.
7. **YouTube:** This is a video sharing website on which users can upload, view and share videos. It uses the Adobe Flash video and Hypertext Markup Language (HTMLS) technology to display a wide variety of user-generated video content, including movie clips, and music videos, while registered users can upload an unlimited number of video. Note the Hypertext Markup Language is a system of codes for producing documents for the internet.
8. **Snapchat:** This is an image messaging social platform that enables you to chat with friends by using pictures. It allows you to explore news and even check out live stories that are happening around the world.
9. **LinkedIn:** LinkedIn is easily one of the most popular professional social networking sites or apps and is available in over 20 languages. It is used across the globe by all types of professionals and serves as an ideal platform to connect with different businesses, locate and hire ideal candidates, and more. It boasts over 400 million members.

10. Telegram: This instant messaging network is similar to WhatsApp and is available across platforms in more than eight languages. However, Telegram has always focused more on the privacy and security of the messages you send over the internet by using its platform. So, it empowers you to send messages that are encrypted and self-destructive. This encryption feature has only just been made available for WhatsApp, whereas Telegram has always provided it.

11. My Space: This is a music-focused social networking site and provides an interactive and user-submitted network of friends. It also provides blogs, groups, personal profiles, pictures, videos and so on. Group could be created by anyone, and the moderator of the group has the right to allow or deny anyone membership of the group; “MySpace IM”, instant message or notification, new MySpace message, friend requests and comments amongst others are the features of this social network (Jamie, 2019)

Table 1: Summary table of popular social networking sites, their number of active users (in millions), and general activities based on recent trends and data (as of 2024):

Social Networking Site	Active Users (Millions)	Primary Activity
Facebook	3,050+	Social networking, sharing posts, messaging
YouTube	2,500+	Video sharing, streaming, commenting
WhatsApp	2,000+	Instant messaging, voice & video calls, group chats
Instagram	2,000+	Photo/video sharing, reels, stories
TikTok	1,582+	Short video creation, trends, entertainment
WeChat	1,336+	Messaging, social networking, mini-programs (China-centric)
Telegram	800+	Secure messaging, channels/public groups, file sharing
Snapchat	750+	Photo/video sharing, messaging, ephemeral stories
X (formerly Twitter)	619–550	Microblogging, real-time news updates, discussions
LinkedIn	920–930	Professional networking, job search, career content
Pinterest	482–570	Visual discovery: DIY, lifestyle, ideas, inspiration
Reddit	500	Forum-style communities, discussions, Q&A, content voting

Source: Kemp, S. (2024,

Table 1 presents a concise overview of twelve major social networking platforms as of 2024, highlighting their estimated number of active users (in millions) and their primary usage features. As of 2024, Facebook remains the most widely used social networking site with over 3 billion users, followed by YouTube (2.5B) and WhatsApp (2B). Instagram and TikTok lead in visual content sharing, while WeChat dominates in China with multifunctional services.

Telegram, Snapchat, and X (formerly Twitter) cater to messaging, ephemeral media, and real-time news respectively. LinkedIn continues to grow as a hub for professional networking with over 900 million users. Pinterest and Reddit serve niche interests through visual discovery and community forums. The table reflects a diversified digital landscape shaped by user needs for communication, entertainment, and information sharing.

Literature Review

Social Media and Organisational Transformation

Social media has evolved from a peripheral communication tool to a strategic component of modern organisational infrastructure. Studies show that its effective use can enhance **collaboration, innovation, knowledge sharing, and brand advocacy** (Kaplan & Haenlein, 2010; Treem & Leonardi, 2012). In corporate environments, platforms like LinkedIn, Slack, Microsoft Teams, Facebook Workplace, and WhatsApp are increasingly used for internal communication, employee advocacy, and customer relationship management.

In the Nigerian context, empirical evidence suggests a growing but uneven adoption of social media across sectors. For example, **Adeleye and Yusuf (2021)** found that financial institutions in Lagos actively use social platforms to promote services, manage crises, and maintain customer loyalty. Similarly, **Okoro and Onuoha (2020)** revealed that telecommunications and fintech companies utilise social media to drive innovation and improve employee engagement.

Besides, empirical studies (e.g., **Afolabi & Olajide, 2021; Eze & Adebayo, 2022**) have shown that when social media strategies are not aligned with organisational psychology, they often result in **employee fatigue, resistance to change, low engagement, and ethical dilemmas** such as privacy violations and digital burnout. For instance, Adebayo (2022) found that 42% of employees in Lagos-based tech firms felt overwhelmed by constant digital engagement, citing poor

psychological support and policy clarity as the main causes.

Additionally, the popularity of social media sites has also spread to companies and firms as part of their strategies. Research studies shows that 93% of Fortune 500 companies have accounts on social media sites (Barnes, Lescault & Holmes, 2015). 21 percent of Fortune 500 corporations had corporate blogs, 78% use twitter, 74% has Facebook, 84% has joined Glassdoor, 93% use LinkedIn and 13% use Instagram. More than 70 percent of organisations operating around the world are now active on social media (KPMG, 2011). Companies across variety of industries such as automobile, travel and tourism, banking and financial services, retailers, airlines fashion and education and many more using social media to tap opportunities in the market. The use it to build brands, promotions, product development, customer service, employee engagement and recruitments etc. In many organisations, the number of social media-specific roles is limited. Simply Measured survey of over 350 social media marketers found that 65% of teams have between 1 to 3 people dedicated specifically to social media (Simple Measured, 2015)

Social Media applications like Facebook, LinkedIn, Twitter, WhatsApp & Viber are being increasingly used by both marketers and consumers to transact, build awareness of products & services and brand building. Online social networks (Facebook, MySpace, Twitter, YouTube, virtual communities, etc.), where individuals as

members, construct public profiles to share their knowledge and their experiences, to post information about themselves and have contact with others who exchange and share similar interests (Cheung & Lee, 2010).

However, many public sector organisations and traditional SMEs still lag in adopting these tools strategically, often due to limited infrastructure, digital literacy gaps, and managerial resistance. Moreover, **Obi and Ekwueme (2022)** argue that social media's role in organisational change is underutilised in Nigeria because it is often viewed through a promotional rather than transformational lens. This means that while organisations may engage in social media marketing, they fail to leverage it for deeper cultural, structural, and psychological change.

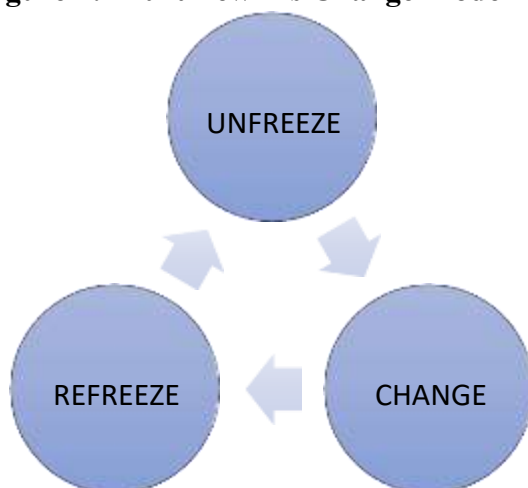
Psychological Frameworks in Digital Organisational Contexts

Psychological theories offer valuable perspectives for understanding the human dimensions of social media adoption and use in organisations. Bandura's (1986)

Social Cognitive Theory (SCT) posits that learning occurs within a social context and can be mediated by observation and modelling. Within digital platforms, employees learn behaviours, norms, and expectations by observing peers and leaders, especially in interactive environments that foster feedback and reward.

The Technology Acceptance Model (TAM) by Davis (1989) further explains that perceived usefulness and perceived ease of use determine whether individuals adopt new technologies. This model has been widely applied in organisational studies to evaluate user engagement with enterprise social media platforms. For instance, Eze and Adebayo (2022) used TAM to assess digital adoption in Nigerian corporate firms, finding that psychological factors such as fear of irrelevance and peer influence significantly affect employees' willingness to engage with social platforms. Other organisational theories such as Kurt Lewin's Change Management Model (1947) outlines a three-stage process for organisational transformation: unfreezing, change, and refreezing.

Figure 2: Kurt Lewin's Change Model



Source: Kotter, J. (1996). Leading Change

In the unfreezing stage, organisations create awareness of the need for change by challenging existing norms and preparing

employees mentally. During the change stage, new behaviours and processes are introduced, requiring active employee

participation and managerial support. The final stage, refreezing, involves reinforcing the change to ensure it becomes embedded in the organisation's culture. Lewin's model remains foundational in organisational change literature and continues to inform contemporary approaches to change management. It emphasises the psychological and behavioural aspects of change, aligning well with the integration of **social and psychological frameworks** in managing transformation in Nigerian organisations (Hussain et al., 2018).

Methodology

The study employs a qualitative, descriptive approach relying on secondary data. Sources include academic journals, policy documents, corporate case studies, digital usage reports, and survey data from Nigerian and international institutions. Thematic content analysis is used to synthesize insights.

Psychological Dimensions of Social Media Use

The rise of social media has not only transformed communication and organisational processes but also introduced new psychological dynamics that influence individual and group behaviour. These platforms are rich in emotional, cognitive, and behavioural stimuli, making their usage deeply embedded in psychological processes. In the context of organisations, especially in Nigeria where digital engagement is rapidly growing, understanding the **psychological dimensions of social media use** is essential for promoting healthy digital environments and sustainable workplace transformation.

1. **Motivation and Reward Mechanisms:** Social media platforms are structured around reward systems that activate psychological processes associated with gratification, reinforcement, and motivation. Features such as likes, shares, retweets, and comments serve as

social reinforcers, which influence user behaviour through positive feedback loops. Drawing from operant conditioning theory (Skinner, 1953), these reinforcements can encourage repetitive engagement, content creation, and self-disclosure. Additionally, Self-Determination Theory (Ryan & Deci, 2000) explains how social media fulfills intrinsic needs for autonomy, competence, and relatedness. Users are often motivated to engage with platforms where they feel free to express themselves (autonomy), can demonstrate skills or knowledge (competence), and maintain meaningful connections with others (relatedness). These psychological needs are central to employee motivation and can be harnessed by organisations to improve morale, engagement, and creativity.

2. **Identity Formation and Impression Management:** social media provides individuals with platforms to construct, manage, and project identities. Employees may curate content that aligns with their professional personas or organisational values. According to Goffman's (1959) theory of self-presentation, users engage in impression management by selectively disclosing information to influence how others perceive them. In the workplace, this behaviour becomes evident as employees navigate boundaries between personal and professional identity online. Organisational culture, leadership styles, and peer expectations can all shape how individuals express themselves digitally. Understanding these identity-related dynamics is critical for creating policies that encourage authenticity while maintaining professionalism.
3. **Peer Influence and Social Comparison:** The social nature of media platforms fosters peer influence, where behaviours, opinions, and trends are adopted based on group norms or

perceived popularity. Bandura's Social Cognitive Theory (1986) emphasises that learning often occurs through observation and imitation. On social media, employees frequently observe how colleagues interact, what content gains visibility, and which behaviours receive positive feedback all of which shape their own online conduct. Simultaneously, social comparison theory (Festinger, 1954) explains how users evaluate their worth, achievements, and roles by comparing themselves with others. This can lead to enhanced motivation in competitive environments but may also cause anxiety, low self-esteem, or digital burnout if unmanaged. Nigerian organisations must be aware of such dynamics to maintain psychologically healthy workspaces.

4. **Emotional Responses and Digital Well-being:** Social media can elicit a broad range of emotional reactions, including joy, excitement, frustration, envy, and stress. The constant stream of information, notifications, and interactions can lead to cognitive overload and emotional exhaustion conditions increasingly reported in digital workplaces. Psychological research has shown that digital fatigue, fear of missing out (FOMO), and information anxiety are prevalent outcomes of prolonged and unregulated social media use (Rosen et al., 2013). These affect not only individual well-being but also organisational productivity. In high-pressure environments such as Nigerian tech startups or media firms, this emotional toll can be particularly acute.
5. **Psychological Safety and Online Participation:** Psychological safety the belief that one can express thoughts without fear of embarrassment or retribution is critical in encouraging active participation on organisational social media platforms. When employees feel safe, they are more

likely to share ideas, ask questions, and provide feedback. However, fear of surveillance, misinterpretation, or negative evaluation can suppress participation. Organisations must therefore foster a digitally inclusive climate, where respect, civility, and confidentiality are upheld.

6. **Social Identity and Self-Presentation:** Social media provides a stage for curated self-presentation, where individuals selectively share content to shape how others perceive them. This form of impression management is driven by social norms and audience expectations and is often linked to Goffman's dramaturgical theory (1959). On platforms where identity and credibility are publicly visible such as LinkedIn or Instagram individuals are especially mindful of their digital persona. For employees and job seekers, the alignment of digital identity with professional goals becomes critical. Misalignment may lead to role conflict or stress, particularly in cultures where the boundary between professional and personal life is blurred.
7. **Motivation and Gratification:** Social media engagement is strongly linked to intrinsic and extrinsic motivations. According to Self-Determination Theory (Ryan & Deci, 2000), users seek autonomy (freedom of expression), competence (demonstrating skill or expertise), and relatedness (connection with others). When social media satisfies these psychological needs, it fosters more meaningful and sustainable engagement. The Uses and Gratifications Theory (Katz et al., 1973) also explains that individuals actively choose media to fulfill specific needs such as entertainment, information, identity reinforcement, or social interaction. In the workplace, employees may use professional platforms like LinkedIn to enhance career identity, while using WhatsApp for informal collaboration.

The psychological dimensions of social media use are multifaceted, encompassing motivation, identity, emotion, cognition, and interpersonal dynamics. For Nigerian organisations aiming to leverage social media for transformation, it is essential to understand and manage these dimensions. A psychologically informed approach ensures that social media use enhances rather than undermines employee well-being, communication, and performance.

Intersection of Social Media and Psychological Frameworks in Organisational Transformation

The intersection of **social media** and **psychological frameworks** represents a powerful lens for understanding and optimising human behaviour in digitally mediated organisational environments. As social media becomes an integral part of workplace communication, branding, employee engagement, and knowledge sharing, its effectiveness increasingly depends on how well it aligns with core psychological principles that govern human behaviour, motivation, learning, and adaptation.

Few studies have explicitly examined the intersection of social media and psychological theories in driving organisational change in the Nigerian context. Most existing research treats the two domains separately, leading to fragmented insights. Yet, scholars such as Leonardi (2014) and Mazmanian et al. (2013) have argued that integrating psychological frameworks into digital strategy enhances not only user adoption but also ensures more ethical, inclusive, and sustainable organisational change.

Social media platforms such as WhatsApp, Facebook, Instagram, LinkedIn, and X (formerly Twitter) are not just communication tools; they are **behavioural ecosystems**. These platforms shape how individuals perceive themselves, interact with others, and respond to stimuli through mechanisms like feedback, peer comparison, reinforcement, and visibility.

Psychological theories provide a foundational understanding of how these mechanisms influence cognition, affect, and behaviour. For example, **Social Cognitive Theory (Bandura, 1986)** posits that individuals learn through observation and modelling. In the social media space, employees often emulate behaviours modeled by peers, influencers, or leaders, particularly when such behaviours are rewarded (e.g., through likes, shares, or recognition). This process can significantly impact workplace norms, motivation, and performance.

One of the most relevant psychological models in this domain is the **Technology Acceptance Model (TAM)** by Davis (1989). TAM suggests that an individual's willingness to use a new technology depends on its **perceived usefulness** and **ease of use**. In organisational settings, the successful adoption of internal social platforms (e.g., Microsoft Teams, Slack, Facebook Workplace) is often contingent upon these perceptions. If employees find these platforms cumbersome or irrelevant to their tasks, engagement remains low despite availability. Moreover, **Self-Determination Theory (Ryan & Deci, 2000)** highlights the importance of **autonomy, competence, and relatedness** in motivating individuals. Social media platforms can foster these psychological needs by allowing users to express themselves, demonstrate skills, and build social connections key drivers of intrinsic motivation in digital workplaces.

In the Nigerian setting, Afolabi and Olajide (2021) recommend a psychologically informed approach to social media deployment in order to account for individual differences, cultural contexts, and institutional norms. They emphasise that digital strategies must be coupled with behavioural interventions such as digital literacy training, mentorship, feedback systems, and inclusive leadership. Furthermore, psychological theories can

inform the design of social media policies that address challenges such as digital fatigue, boundary management, and privacy concerns, which have been reported among Nigerian professionals in high-tech sectors (Adebayo, 2022). As such, a theoretical integration provides a holistic framework for leveraging social media to support human-centered and transformative organisational practices.

The Uses and Gratifications Theory (Katz et al., 1973) also contributes to understanding the appeal of social media by emphasising the active role of users in selecting media to fulfill specific needs, such as entertainment, self-expression, information, and social interaction. In the workplace, employees may engage with social media to stay informed, connect with colleagues, or build professional identity. Additionally, psychological constructs like **group norms**, **social comparison**, and **peer pressure** are highly relevant in social media contexts. Employees' digital behaviours are often shaped by what others post, react to, or avoid making **group dynamics** a critical factor in digital engagement and resistance to change.

Conclusion

This study has explored the dynamic intersection of social media and psychological frameworks in transforming Nigerian organisations. Social media, as a digital innovation, has become an essential tool for organisational communication, branding, collaboration, and learning. When viewed through psychological lenses such as Social Cognitive Theory, the Technology Acceptance Model, Change Management Theory and Self-Determination Theory its potential is significantly magnified. These frameworks provide a deeper understanding of how individuals engage with digital platforms, adapt to organisational change, and respond to motivational stimuli in digitally mediated environments. The integration of

psychological insights with social media strategy allows for a more human-centered, behaviourally informed, and culturally responsive approach to organisational transformation. In the Nigerian context, where digital adoption is rapidly growing but uneven across sectors, this interdisciplinary approach provides a roadmap for effective, ethical, and sustainable digital integration. It emphasises not only technological deployment but also employee engagement, leadership, training, and emotional well-being. Ultimately, this study advocates for a paradigm shift from treating social media as a peripheral marketing tool to recognising it as a core element of organisational culture and strategy, especially when aligned with psychological theory and evidence-based practice.

Implications for Policy and Practice

This study has several implications for organisational policy and practice in Nigeria. First, it emphasises the importance of designing human-centered digital strategies that go beyond technology deployment to incorporate psychological principles. Organisations must recognise that employee engagement with social media platforms is influenced by behavioural and cognitive factors. Therefore, integrating psychological frameworks into social media policies can enhance acceptance, reduce resistance to change, and promote sustained usage. Secondly, the findings underscore the need to use social media not just for broadcasting information but as a tool to foster inclusive communication, collaboration, and organisational learning. Policies should encourage the use of social platforms to strengthen workplace culture, facilitate feedback loops, and empower employees through participatory digital engagement. There is a clear implication for capacity building. Digital transformation efforts must be supported by robust training programs that enhance digital literacy while also addressing psychological readiness.

This includes educating employees on managing digital fatigue, setting communication boundaries, and understanding ethical considerations in online behaviour. In addition, leadership development must be prioritised. Managers and human resource professionals should be equipped with both digital skills and emotional intelligence to lead transformation efforts effectively. Their ability to model appropriate digital behaviour and support employees emotionally during transitions is essential to the success of any change initiative. Finally, organisational interventions should be context-sensitive. Given Nigeria's unique socio-cultural landscape including hierarchical work structures, varying levels of digital access, and generational differences social media strategies must be tailored to align with local realities. This contextual alignment will enhance relevance, acceptance, and impact across different organisational settings.

Recommendations

This study has several recommendations for enhancing the strategic use of social media in Nigerian organisations through psychological frameworks:

- i. Organisations should incorporate models such as Social Cognitive Theory, the Technology Acceptance Model, Change Management Theory and Self-Determination Theory, into their digital transformation plans. These frameworks can help predict employee behaviour, improve user engagement, and guide change management.
- ii. Organisations must establish well-defined, ethically grounded policies that outline acceptable use, data privacy, and professional conduct on organisational social media platforms.
- iii. Social media strategies must reflect local cultural values, workplace norms, and infrastructural realities. Customising interventions for different

organisational sizes, sectors, and employee demographics will improve relevance and adoption.

- iv. Continuous training should be implemented to enhance employees' digital competencies while addressing psychological factors like digital fatigue, online stress, and resistance to change.
- v. Use analytics tools to monitor the effectiveness of social media and psychological strategies in driving transformation, making adjustments as necessary based on data insights.

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