

Employees' Perceptions of the Effect of Social Media Marketing on Organisational Performance: A Case Study of Jumia Nigeria Limited

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ABSTRACT

This study examined employees' and management's perceptions of the effect of social media marketing on organisational performance at Jumia Nigeria Limited, focusing on three dimensions of social media marketing — social media advertising, social media engagement, and social media content quality — and their perceived relationship with sales performance, customer acquisition and retention, and brand awareness, respectively. Because all constructs, including outcomes such as brand awareness and customer acquisition, were assessed through the perceptions of internal staff rather than through data from Jumia's actual customers, the findings are properly interpreted as evidence of internal perception of marketing capability and self-reported organisational performance, and not as independently verified customer-side outcomes; this scope decision and its implications are addressed explicitly in the Methodology and Limitations sections. A quantitative, cross-sectional survey research design was adopted, and primary data were collected from 80 employees and top management staff of Jumia Nigeria using a structured questionnaire measured on a five-point Likert scale, out of 120 copies administered (66.7% response rate). The research instrument demonstrated strong internal consistency, with Cronbach's Alpha values ranging from 0.871 to 0.953 across all constructs. Descriptive analysis showed uniformly high mean scores, with all constructs above 4.50 on the five-point scale; because this pattern is consistent with self-appraisal and social desirability bias among staff rating their own employer, it is treated as a limitation rather than as straightforward evidence of high performance. Three hypotheses were tested using simple linear regression analysis at the 5% level of significance, with each predictor examined in a separate, isolated model rather than jointly; consequently, the analysis cannot establish which of the three dimensions has the strongest relative effect once the others are controlled for, a limitation discussed further below. Findings revealed that social media advertising was significantly associated with employees' perceived sales performance ($R = 0.637$, $R^2 = 0.406$, $F(1,78) = 53.33$, $p = .000$); social media engagement was significantly associated with employees' perceived customer acquisition and retention ($R = 0.637$, $R^2 = 0.406$, $F(1,78) = 53.29$, $p = .000$); and social media content quality was significantly associated with employees' perceived brand awareness and market position ($R = 0.581$, $R^2 = 0.338$, $F(1,78) = 39.77$, $p = .000$). All three null hypotheses were rejected. The near-identical R and R^2 values obtained for Hypotheses One and Two are noted explicitly and flagged for independent verification against the original statistical output. The study concludes that, within the bounded scope of internal staff perception, social media marketing — disaggregated into advertising, engagement, and content quality — is perceived to play a significant role in shaping Jumia Nigeria's organisational performance, and recommends that future research validate these findings using data drawn directly from Jumia's customers and a combined multiple regression or structural equation model.

Keywords: Social media marketing, social media advertising, social media engagement, content quality, organisational performance, employee perception

INTRODUCTION

The twenty-first century has witnessed an unprecedented shift in the global business climate, driven largely by the rapid adoption of technological innovations and internet-enabled communication. Interactive, data-driven

marketing strategies have gradually replaced traditional frameworks that relied heavily on print media, broadcast advertising, and direct mail, with the growth of social media marketing (SMM) representing one of the most significant of these changes (Chaffey & Ellis-Chadwick, 2022). Social media marketing refers to the intentional use of social media platforms and tools to promote goods, services, and organisational values, with the aim of achieving measurable business outcomes (Felix et al., 2017). By 2024, global social media users exceeded 5.04 billion, representing approximately 62% of the world's population, underscoring the scale of the opportunity that social platforms offer organisations of all sizes (Statista, 2024).

Nigeria offers a compelling context for examining social media marketing dynamics. As Africa's most populous country, with internet penetration of approximately 55.4% in 2023 and over 31 million active social media users — the largest user base on the continent — Nigerian consumers widely use platforms such as Facebook, Instagram, WhatsApp, TikTok, and X for product discovery, price comparison, and direct interaction with commercial brands. The Nigerian e-commerce sector has grown correspondingly, evolving into a multi-billion-dollar market projected to generate revenue exceeding \$9 billion by 2025 (Statista, 2024).

Jumia Nigeria occupies a pre-eminent position within this landscape. Founded in 2012, Jumia has expanded into a marketplace model hosting thousands of vendors, alongside logistics (Jumia Logistics), a digital payment platform (JumiaPay), and food delivery services. As Africa's first technology unicorn and a publicly listed company on the New York Stock Exchange, Jumia Nigeria has consistently leveraged social media marketing — through campaigns such as Jumia Black Friday, Jumia Mobile Week, and influencer partnerships — as a central pillar of its customer acquisition and brand-building strategy. Despite the depth of this activity, empirical evidence specific to how social media marketing translates into measurable organisational performance for large-scale e-commerce firms in Nigeria, particularly Jumia Nigeria, remains limited, with most extant studies focused on developed economies or small and medium enterprises. This study addresses part of that gap by providing firm-specific evidence, drawn from the perceptions of Jumia Nigeria's own employees and management, on how social media advertising, engagement, and content quality are perceived to relate to the organisation's performance.

Statement of the Problem

Organisations operating in digital and hybrid commercial environments have increasingly allocated substantial portions of their marketing budgets to social media platforms; global expenditure on social media advertising was estimated at approximately \$207 billion in 2023 and is projected to reach \$247 billion by 2026 (Statista, 2024). In Nigeria, firms such as Jumia Nigeria commit significant financial and human resources to social media advertising, influencer collaborations, content creation, and community management, on the expectation that enhanced social media presence translates into improved sales, customer bases, and brand equity.

However, the empirical relationship between social media marketing investment and measurable organisational performance remains contested. While some studies report significant positive relationships between social media engagement and sales performance (Alalwan et al., 2017; Tajvidi et al., 2021), others find weak or non-significant effects, particularly in emerging-economy contexts where digital infrastructure constraints and consumer scepticism may moderate effectiveness (Ogunnaike & Kehinde, 2022). This inconsistency presents a challenge for marketing managers who must justify continued investment in social media marketing based on demonstrable returns, and the absence of firm-specific evidence for Jumia Nigeria compounds the problem. While Jumia Nigeria is widely recognised as one of the most active users of social media marketing in the Nigerian e-commerce sector, there is a dearth of academic research examining how the organisation's own staff perceive the link between its advertising and sales performance, between its engagement strategies and customer acquisition and retention, and between its content quality and brand awareness. Such internal-perception evidence, while it cannot substitute for externally validated customer data, provides a useful and currently missing first step, and helps surface where staff and management believe social media marketing is or is not delivering results. It is against this backdrop that the present study examines employees' and management's perceptions of the effects of social media advertising, engagement, and content quality on Jumia Nigeria's organisational performance.

Objectives of the Study

The main objective of this study is to examine employees' and management's perceptions of the effect of social media marketing on organisational performance at Jumia Nigeria Limited. The study is specifically set to:

1. examine employees' perceptions of the effect of social media advertising on sales performance at Jumia Nigeria;
2. assess employees' perceptions of the influence of social media engagement on customer acquisition and retention at Jumia Nigeria; and
3. evaluate employees' perceptions of the effect of social media content quality on brand awareness at Jumia Nigeria.

Research Hypotheses

The research hypotheses tested in this study are stated below in the null form:

H₀₁: Social media advertising has no significant effect on employees' perceived sales performance at Jumia Nigeria.

H₀₂: Social media engagement has no significant effect on employees' perceived customer acquisition and retention at Jumia Nigeria.

H₀₃: Social media content quality has no significant effect on employees' perceived brand awareness and market position at Jumia Nigeria.

Literature Review

Concept of Social Media Marketing

Social media marketing has evolved from the organic, opportunistic adoption of social platforms in the early 2000s into a sophisticated, data-driven discipline that integrates content production, targeted advertising, influencer partnerships, community management, and performance analytics (Kaplan & Haenlein, 2010). It differs from traditional marketing in enabling two-way brand-consumer communication, offering precise audience-targeting capabilities, and generating rich engagement data that permits granular measurement of marketing impact (Chaffey & Ellis-Chadwick, 2022). Felix et al. (2017) propose a holistic strategy framework spanning scope, culture, structure, and governance, while Kotler et al. (2021) situate social media marketing within the broader Marketing 5.0 paradigm, emphasising technology-enabled value creation across the customer journey. In the Nigerian e-commerce context, social media marketing has become a critical competitive capability, and Jumia Nigeria exemplifies its strategic application through integrated campaigns combining paid advertising, influencer collaboration, and community engagement.

Social Media Advertising

Social media advertising encompasses all forms of paid promotional content distributed through social platforms to reach targeted audiences and achieve objectives such as brand awareness, traffic generation, and sales conversion (Alalwan et al., 2017). Platforms such as Facebook, Instagram, TikTok, YouTube, and X offer sophisticated targeting tools that allow advertisers to define audiences by demographic, behavioural, and interest-based criteria, and to deploy diverse formats including video, carousel, and influencer-sponsored content. For Jumia Nigeria, targeted advertising enables personalised product recommendations that yield higher click-through rates, lower cost per acquisition, and higher conversion (Nwankwo & Akinyemi, 2024).

Social Media Engagement

Social media engagement refers to the behavioural manifestations of the brand-audience relationship — likes, shares, comments, mentions, saves, and participation in interactive activities such as polls, contests, and user-generated content campaigns (Hollebeek et al., 2022). Engagement is widely regarded as a key indicator of marketing effectiveness, reflecting not merely exposure but active interest and willingness to interact. Engaged social media users are significantly more likely to visit a brand's store, purchase, and recommend it to peers, generating earned media value beyond direct advertising expenditure (Adeola et al., 2023).

Social Media Content Quality

Content quality refers to the degree to which published content meets the informational, aesthetic, and interactive expectations of the target audience, characterised by relevance, accuracy, visual appeal, entertainment value, and interactivity (Dwivedi et al., 2021). High-quality informational content reduces information asymmetry and builds trust (Tajvidi et al., 2021), while visual and interactive content formats — particularly short-form video — generate markedly higher engagement rates than text-only or passive content.

Organisational Performance

Organisational performance is a multidimensional construct encompassing financial and non-financial indicators of an organisation's achievement of its strategic objectives (Ainin et al., 2015). This study adopts a balanced framework evaluating performance across sales performance, customer acquisition, customer retention, and brand awareness and market position. Sales performance reflects revenue growth driven by marketing effectiveness and conversion; customer acquisition captures the effectiveness of attracting new customers and lowering acquisition costs; customer retention reflects loyalty, reduced churn, and repeat patronage; and brand awareness captures the extent to which the brand is recognised and recalled by target consumers (Kotler et al., 2021). In this study, each of these outcomes is measured as employees' and management's perception of organisational performance, rather than through direct external measurement.

Theoretical Framework

This study is anchored on three complementary theories. Relationship Marketing Theory (Berry, 1983; Morgan & Hunt, 1994) holds that marketing's primary goal is to build and sustain long-term relational exchanges founded on trust and commitment, and provides the basis for understanding how social media engagement fosters customer retention. The Technology Acceptance Model (Davis, 1989; Venkatesh & Davis, 2000) explains adoption behaviour in terms of perceived usefulness and perceived ease of use, and helps explain both consumer engagement with Jumia's social media channels and internal adoption of social media marketing technologies. The Resource-Based View (Barney, 1991; Teece et al., 1997) conceptualises social media marketing capabilities — content creation expertise, analytics infrastructure, influencer networks, and community management systems — as valuable, rare, and partially inimitable resources that generate sustainable competitive advantage.

Empirical Review

Ainin et al. (2015) found that social media usage positively and significantly influenced both financial and non-financial performance among Malaysian SMEs. Adeola et al. (2023), studying Nigerian e-commerce firms, found that social media marketing intensity was positively associated with customer engagement, which in turn mediated the relationship between social media marketing and firm revenue growth. Ogunnaike and Kehinde (2022) found that digital marketing capabilities, including social media marketing, significantly predicted financial and market-based performance among Nigerian firms. Nwankwo and Akinyemi (2024) found a significant positive relationship between social media advertising, targeting precision, and sales performance among Nigerian online retail firms, with video formats outperforming static images. Hollebeek et al. (2022) found that informational, entertaining, and interactive content quality significantly predicted consumer engagement, which positively influenced loyalty and repeat purchase intention. Vrontis et al. (2021) found that high-quality, authentic influencer content significantly enhances brand awareness, an effect moderated by the strength of parasocial bonds between followers and influencers. Collectively, these studies establish empirical

support for the hypothesised relationships tested in this study, while also revealing a gap: most existing studies treat social media marketing as unidimensional, few examine the Nigerian e-commerce context using multi-construct models, and none, to the researchers' knowledge, provides firm-specific evidence for Jumia Nigeria from either an internal or an external respondent base.

METHODOLOGY

This study adopted a quantitative, cross-sectional survey research design, appropriate for the precise measurement and statistical testing of hypothesised relationships between clearly defined constructs. The study area was Jumia Nigeria Limited, headquartered in Lagos. The target population comprised approximately 120 employees and top management staff drawn from five functional strata: Marketing/Digital Communications, Customer Relationship Management, Sales/Commercial, Senior/Top Management, and other operational support functions. A combination of purposive and stratified random sampling was employed, with the top management stratum included in its entirety. Applying Yamane's (1967) formula for finite populations at a 5% margin of error yielded a minimum sample of approximately 75; the study targeted 80 completed questionnaires, with deliberate oversampling to compensate for anticipated non-response, out of 120 questionnaires administered.

The population was deliberately restricted to Jumia Nigeria's own employees and management rather than external customers. This was a scope decision made for data-access reasons — internal staff were reachable through the organisation's own communication channels, whereas a verified sample of Jumia's actual customers was not accessible within the resources available for this study. This choice has an important consequence for interpretation: for constructs such as sales performance, customer acquisition and retention, and brand awareness, the questionnaire captures employees' and management's perceptions of how well the organisation is performing on these fronts, not independent measurement from the customers who are the actual subjects of that performance. This distinction is carried through consistently in how the objectives, hypotheses, and findings are worded in this study, and its methodological implications are discussed in full under Limitations of the Study, following the presentation of results.

Primary data were collected via a structured, self-administered questionnaire distributed electronically through Jumia Nigeria's internal communication system. The instrument comprised six sections: Section A (demographic and background information); Sections B, C, and D (Social Media Advertising, Social Media Engagement, and Social Media Content Quality, respectively, each measured across four sub-scales of five items); Section E (Organisational Performance, comprising Sales Performance, Customer Acquisition, Customer Retention, and Brand Awareness/Market Position sub-scales, each worded to capture the respondent's perception of organisational performance); and Section F (open-ended qualitative questions). All Likert-scale items were adapted from validated scales (Alalwan et al., 2017; Hollebeek et al., 2022; Dwivedi et al., 2021; Ainin et al., 2015) and anchored on a five-point scale (1 = Strongly Disagree; 5 = Strongly Agree). Content and face validity were established through expert review and pretesting, while internal consistency reliability was assessed using Cronbach's Alpha. Data were analysed using descriptive statistics and simple linear regression analysis at the 5% level of significance, using IBM SPSS Statistics.

Data Analysis and Presentation

A total of 120 copies of the questionnaire were administered to employees and top management staff of Jumia Nigeria. At the close of data collection, 80 copies were returned and found properly completed, representing a response rate of 66.7%. Table 1 summarises the response rate.

Table 1: Questionnaire Distribution and Response Rate

Item	Frequency	Percentage (%)
Copies distributed	120	100

Copies returned	120	100
Copies found valid for analysis	80	66.7
Copies rejected/discarded	40	33.3
Total	120	100

Source: Field Survey, 2026

Reliability of Research Instrument

Internal consistency of the constructs was assessed using Cronbach's Alpha, with a threshold of 0.70 or above indicating acceptable reliability (Nunnally, 1978). As shown in Table 2, all constructs returned alpha values well above this benchmark, confirming that the instrument was highly reliable.

Table 2: Reliability Statistics (Cronbach's Alpha)

Construct	No. of Items	Cronbach's Alpha	Remark
Social Media Advertising (X1)	15	0.949	Reliable
Social Media Engagement (X2)	10	0.948	Reliable
Social Media Content Quality (X3)	15	0.953	Reliable
Sales Performance (Y1)	5	0.902	Reliable
Customer Acquisition (Y2a)	5	0.871	Reliable
Customer Retention (Y2b)	5	0.924	Reliable
Brand Awareness / Market Position (Y3)	5	0.894	Reliable
Overall instrument (all 80 items)	80	0.985	Reliable

Source: Field Survey, 2026

Descriptive Statistics

Most respondents (92.5%) were general staff, while 7.5% were senior or top management; 60% were male and 40% female, and 63.7% were aged between 25 and 44 years. Most respondents (75%) held a first degree or higher, and 76.2% had between 1 and 6 years of experience with the organisation, indicating that respondents had sufficient internal exposure to give informed assessments of Jumia Nigeria's social media marketing practices, while also confirming that all respondents were, without exception, internal stakeholders rather than external customers.

Table 3 presents the descriptive statistics of the study constructs. Using a decision rule of 3.50 as the threshold for high agreement, all constructs recorded mean scores above 4.50 on the five-point scale, indicating that respondents held strongly favourable perceptions of Jumia Nigeria's social media advertising, engagement, and content quality, as well as of the organisation's sales performance, customer acquisition, customer retention, and brand awareness.

Table 3: Descriptive Statistics of Study Constructs (5-point scale)

Construct	Mean	Std. Dev.	Remark
Social Media Advertising (X1) overall	4.54	0.55	High agreement
Social Media Engagement (X2) overall	4.65	0.51	High agreement
Social Media Content Quality (X3) overall	4.66	0.51	High agreement
Sales Performance (Y1)	4.62	0.57	High agreement
Customer Acquisition (Y2a)	4.66	0.54	High agreement
Customer Retention (Y2b)	4.64	0.51	High agreement
Brand Awareness / Market Position (Y3)	4.62	0.52	High agreement

Source: Field Survey, 2026

The uniformity of these high mean scores — spanning both the social media marketing constructs and the organisational performance constructs — combined with the fact that the same internal respondents rated both the predictor and the outcome variables for their own employer, is consistent with self-appraisal and social desirability bias. This pattern restricts the variance available in the dataset and is treated as a limitation of the study; its implications for interpreting the regression results below are discussed in full under Limitations of the Study.

Test of Hypotheses

Three hypotheses were tested at the 5% (0.05) level of significance using simple linear regression analysis, based on the composite (mean) scores of the relevant constructs. Each hypothesis was tested as an independent, isolated model; the three predictors were not entered into a single combined model, a limitation discussed below.

Hypothesis One

H₀₁: Social media advertising has no significant effect on employees' perceived sales performance at Jumia Nigeria.

Table 4: Regression Result for Hypothesis One (Advertising → Perceived Sales Performance)

Statistic	Value
R	0.637
R Square	0.406
F(1, 78)	53.33

Sig. (p-value)	0.000
Unstandardised Beta (B)	0.735
t-value	7.302
Constant	1.279

Source: Field Survey, 2026

As shown in Table 4, social media advertising has a positive and statistically significant association with employees' perceived sales performance at Jumia Nigeria ($R = 0.637$, $R^2 = 0.406$, $F(1,78) = 53.33$, $p = 0.000$). Advertising alone accounts for approximately 40.6% of the variation observed in perceived sales performance. Since the p-value is less than the 0.05 significance threshold, the null hypothesis (H_{01}) is rejected; social media advertising has a significant positive association with employees' perceived sales performance at Jumia Nigeria.

Hypothesis Two

H_{02} : Social media engagement has no significant effect on employees' perceived customer acquisition and retention at Jumia Nigeria.

Table 5: Regression Result for Hypothesis Two (Engagement → Perceived Customer Acquisition and Retention)

Statistic	Value
R	0.637
R Square	0.406
F(1, 78)	53.29
Sig. (p-value)	0.000
Unstandardised Beta (B)	0.653
t-value	7.300
Constant	1.618

Source: Field Survey, 2026

Table 5 shows that social media engagement has a positive and statistically significant association with employees' perceived customer acquisition and retention ($R = 0.637$, $R^2 = 0.406$, $F(1,78) = 53.29$, $p = 0.000$). Engagement activities explain approximately 40.6% of the variation in perceived customer acquisition and retention outcomes. As the p-value (0.000) is less than 0.05, the null hypothesis (H_{02}) is rejected; social media engagement has a significant positive association with perceived customer acquisition and retention at Jumia Nigeria.

It is noted, and flagged here explicitly, that the R and R^2 values obtained for Hypothesis One ($R = 0.637$, $R^2 = 0.406$) and Hypothesis Two ($R = 0.637$, $R^2 = 0.406$) are identical to three decimal places, despite the two models using different predictor and outcome variables. Only the F-ratio (53.33 versus 53.29), unstandardised beta, t-value, and constant differ between the two models. This could plausibly reflect a genuine, if coincidental, similarity in the strength of the two underlying relationships in this dataset, but it could equally reflect a data-entry, variable-selection, or copy-paste error in the original SPSS output. The authors have not been able to re-

verify this against the raw SPSS output within the scope of this correction, and readers and subsequent reviewers should treat the two coefficients as requiring independent verification before the results are relied upon.

Hypothesis Three

H₀₃: Social media content quality has no significant effect on employees' perceived brand awareness and market position at Jumia Nigeria.

Table 6: Regression Result for Hypothesis Three (Content Quality → Perceived Brand Awareness)

Statistic	Value
R	0.581
R Square	0.338
F(1, 78)	39.77
Sig. (p-value)	0.000
Unstandardised Beta (B)	0.633
t-value	6.307
Constant	1.668

Source: Field Survey, 2026

As shown in Table 6, social media content quality has a positive and statistically significant association with employees' perceived brand awareness and market position at Jumia Nigeria ($R = 0.581$, $R^2 = 0.338$, $F(1,78) = 39.77$, $p = 0.000$). Content quality accounts for approximately 33.8% of the variation in perceived brand awareness. Since the p-value is less than 0.05, the null hypothesis (H₀₃) is rejected; social media content quality has a significant positive association with perceived brand awareness and market position at Jumia Nigeria.

Limitations of the Study

This study has four limitations that bear directly on how its findings should be interpreted, and each is stated here explicitly rather than left implicit.

Internal respondent base for externally-oriented outcomes. The study measured sales performance, customer acquisition and retention, and brand awareness through the perceptions of Jumia Nigeria's own employees and management, rather than through data from actual customers or verified sales/CRM analytics. Employees are not the direct targets of Jumia's consumer advertising, and their assessments of how well that advertising is working are necessarily perceptual and may not correspond closely to actual customer experience or behaviour. The findings should therefore be read as evidence of internal perception of marketing capability, not as externally validated customer-side outcomes. Future research should complement or replace this design with data collected directly from Jumia's customers, or with verified secondary data such as the organisation's own sales and CRM records.

Ceiling effect and potential response bias. All construct means exceeded 4.50 on the five-point scale, with correspondingly narrow standard deviations. This uniform positivity is consistent with self-appraisal bias (employees rating their own employer favourably) and social desirability bias, and it restricts the variance available for statistical analysis, which can inflate apparent associations between constructs. Readers should treat the regression results as indicative of directional association within a compressed range of responses, rather than as evidence of the full strength of the underlying relationships.

Fragmented, single-predictor regression models. Advertising, engagement, and content quality were each tested in a separate simple linear regression against their corresponding outcome, rather than being entered together into a single multiple regression or structural equation model. This design cannot account for correlation among the three predictors, cannot control for one predictor's effect while estimating another's, and cannot establish which of the three dimensions has the strongest relative effect on organisational performance once the others are held constant. Future research should combine advertising, engagement, and content quality into a single multiple regression or SEM predicting overall organisational performance.

Unverified near-identical statistics for Hypotheses One and Two. As noted under Hypothesis Two above, the R and R^2 values for the advertising $\rightarrow$ sales performance model and the engagement $\rightarrow$ customer acquisition/retention model are identical to three decimal places. This has not been independently re-verified against the raw SPSS output as part of this correction and is flagged here so that it is not mistaken for confirmed, audited results.

DISCUSSION OF FINDINGS

Advertising and Perceived Sales Performance

The finding that social media advertising is associated with higher perceived sales performance is consistent with the expectation that well-targeted, frequent, and persuasive advertisements on platforms such as Facebook, Instagram, and TikTok make it easier for customers to see and act on Jumia Nigeria's offers. Respondents rated the precision, reach, and persuasiveness of Jumia's advertisements highly (mean scores above 4.50), and this positive perception carried through to their assessment of advertising's contribution to sales growth. Because this assessment came from staff rather than from sales records or customers themselves, it should be read as evidence of internal confidence in the advertising function rather than as direct proof of sales impact. This finding is nonetheless broadly consistent with the direction reported by Nwankwo and Akinyemi (2024) and Alalwan et al. (2017), who found significant positive links between social media advertising and sales-related outcomes using different respondent bases.

Engagement and Perceived Customer Acquisition/Retention

The significant association between engagement and perceived customer acquisition and retention suggests that staff believe prompt customer responses, interactive campaigns, and an active online community strengthen Jumia's brand image and help it attract and retain customers. This is consistent with the relational logic in Hollebeek et al. (2022) and Adeola et al. (2023), both of whom found that social media engagement significantly predicts customer loyalty and acquisition outcomes among actual customers or mixed samples. The present result extends this logic to what Jumia's own staff perceive to be happening, which is a useful but distinct form of evidence from customer-reported outcomes.

Content Quality and Perceived Brand Awareness

The result for content quality shows that, in the view of Jumia Nigeria's own staff, the informational value, visual appeal, and relevance of the organisation's social media content have a measurable association with perceived brand recognition and recall. Although this effect was comparatively weaker ($R^2 = 0.338$) than the advertising and engagement paths ($R^2 = 0.406$ each), it remains statistically significant, suggesting that while quality content is perceived to contribute meaningfully to brand-building, other factors outside content quality, such as competitor activity and broader market conditions, may also shape brand awareness. This finding is directionally consistent with Vrontis et al. (2021) and Dwivedi et al. (2021).

Taken together, and read within the bounds set out under Limitations of the Study, the findings show that Jumia Nigeria's staff perceive social media marketing — across advertising, engagement, and content — as making a real and measurable contribution to organisational performance. This internal perception is a useful management signal and a foundation for further research, but it should not, on its own, be treated as external confirmation that any one of the three dimensions should be prioritised over the others in resource allocation.

CONCLUSION

This study examined employees' and management's perceptions of the effect of social media marketing on organisational performance at Jumia Nigeria Limited, focusing on advertising, engagement, and content quality as they relate respectively to perceived sales performance, perceived customer acquisition and retention, and perceived brand awareness. Based on the findings, Jumia Nigeria's staff perceive social media advertising activities as boosting sales, engagement activities as helping the company win and retain customers, and the quality of content shared on social media as strengthening brand visibility and standing in the Nigerian e-commerce market. Since all three dimensions of social media marketing examined showed a statistically significant positive association with their respective perceived performance outcomes, it is concluded that, within the internal-perception scope of this study, social media marketing is seen by Jumia Nigeria's own staff as playing an important role in shaping how well the company performs. Given the study's reliance on a single internal respondent base, its ceiling-affected response pattern, and its use of isolated rather than combined regression models, these conclusions should be treated as a starting point for further research rather than as a final, externally validated assessment of social media marketing's effect on Jumia Nigeria's performance.

RECOMMENDATIONS

Based on the conclusions drawn, and the limitations identified above, the following recommendations are made:

- i) Jumia Nigeria should continue to invest in precise audience targeting and regularly review its advertising parameters, given the association observed between advertising precision/reach and perceived sales performance, while validating this against actual sales data.
- ii) Management should sustain and expand interactive engagement activities, such as prompt customer service responses, contests, polls, and live sessions, as these were perceived by staff to significantly influence customer acquisition and retention.
- iii) The company should continue improving the informational value, visual quality, and relevance of its social media content, and consider tracking content performance metrics more closely, given the comparatively weaker, though still significant, perceived link between content quality and brand awareness.
- iv) Jumia Nigeria should adopt an integrated social media marketing approach that gives balanced attention to advertising, engagement, and content, rather than concentrating resources on a single dimension, since all three were perceived by staff to matter for performance.
- v) Management should periodically survey both staff and customers to track how changes in social media strategy translate into measurable performance outcomes, so that marketing decisions continue to be guided by evidence rather than assumption.
- vi) Future studies should validate the present findings using data collected directly from Jumia Nigeria's customers — covering brand recall, purchasing behaviour, and response to advertising — or using verified secondary data such as the organisation's own sales and CRM records, rather than relying solely on internal staff perception.
- vii) Future studies should combine social media advertising, engagement, and content quality into a single multiple regression or structural equation model predicting overall organisational performance, to establish their relative effect sizes and to control for correlation among the three predictors.

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