# A FRAMEWORK
# FOR THE GOVERNANCE
# OF SOCIAL MEDIA
# IN THE WORKPLACE


J.W. Scharneck




2012

# A FRAMEWORK
# FOR THE GOVERNANCE
# OF SOCIAL MEDIA
# IN THE WORKPLACE

J.W. Scharneck

Supervisor: Prof. A.Calitz

November 2012

Submitted in partial fulfilment of the requirements for the degree of Masters in

Business Administration at the Nelson Mandela Metropolitan University.

# DECLARATION

DEPARTMENT OF ACADEMIC ADMINISTRATION EXAMINATION SECTION

SUMMERSTARND NORTH CAMPUS

**PO Box 77000**

Nelson Mandela Metropolitan University Port Elizabeth

6013

Enquiries: Postgraduate Examination Officer

## DECLARATION BY CANDIDATE

**NAME:**                                    Justin William Scharneck

**STUDENT NUMBER:**            202338975

**QUALIFICATION:**                  Masters in Business Administration

**TITLE OF PROJECT:**            A Framework for the Governance of Social Media in the Workplace.

**DECLARATION:**

In accordance with Rule G4.6.3, I hereby declare that the above-mentioned treatise/ dissertation/ thesis is my own work and that it has not previously been submitted for assessment to another University or for another qualification.

**SIGNATURE:**_____

# ACKNOWLEDGEMENTS

# ABSTRACT

Social media is fast becoming an ever-increasingly significant part of the world of business and a phenomenon which cannot be evaded. The advent of social media in the workplace compels organisations to acclimatise to the transformation emanating from employees' adoption of these technologies (Hanaki & Casella, 2008).

Approximately seventy percent of organisations do not have a social media governance framework in place (Fink et al., 2011). Social media governance in organisations is very disjointed; companies have varying stances as to social media strategy, the risks, benefits and business use of social media (Thompson et al., 2011). The growth of social media and its use in the business environment will see a more standardised approach to social media governance (Thompson et al., 2011).

Being at the forefront of technology development in Africa, and in certain areas, globally (Government of the Republic of South Africa, 2012), places added emphasis on IT organisations in South Africa to set the standard as it relates to social media governance. The diversity and depth of the human and technology resources within these organisations, creates an environment conducive to establishing and pioneering sound social media governance structures.

The treatise consists of a study on the governance of social media and the successive development of two frameworks; an integrated framework for the governance of social media in the workplace, as well as integrated framework for a social media policy within an IT organisation. These frameworks are empirically evaluated amongst employees, within the context of Information Technology (IT) organisations, in South Africa. Several recommendations are proposed by the author in relation to the adoption of the proposed frameworks.

**Table of Contents**

# List of Tables

## List of Figures

## List of Annexures

# Chapter 1: Introduction

## 1.1. Background

Organisations are responding in different ways to the impact of social media (Backhouse, 2009). No single, universally accepted defintion of social media exists (Scott & Jacka, 2011). Scott and Jacka view social media as " the set of Web-based broadcast technologies that enable the democratisation of content, giving people the ability to emerge from consumers of content to publishers".

In particular, the birth of social media has presented the management of organisations with mixed feelings of both apprehension and admiration for this platform which has taken the world by storm (Bennett et al., 2010). The advent of social media in the workplace compels organisations to acclimatise to the transformation emanating from employees' adoption of these technologies (Hanaki & Casella, 2008) .

Brito (2012) views social media governance as a "set of rules, policies, and procedures that companies create to manage social media internally". Social media governance includes consensual decision making by a group of individuals, as well as the enforcement thereof (Dadashzadeh, 2010). It is meant to be a compass for employees in terms of professional and private use of social media platforms. Dand (2010) explains that social media governance is a package of, inter-alia, procedures, processes, educational tools and guidelines.

Social media policy is not to be confused with social media governance  (Dand, 2010). Dand indicates that a social media policy, as a subset of social media governance, is the cornerstone, and also the primary tool for managing the risks inherent to the company and employees as a result of the use of social media.

Social media governance must be all-inclusive, and must span across the entire organisation (Ernst & Young, 2012), implying the need for it to be considered as part of the IT governance of an organisation. Information Technology (IT) governance is an oversight and regulatory function over the IT resources of an organisation. The primary role of IT governance is to ensure that the organisation's IT resources are

used in a responsible manner, with view to mitigating risks inherent to IT, and also to support the business objectives of an organisation (The IT Governance Institute, 2009).

A framework is a construct that is used to show a comprehension of concepts and principles that are pertinent to a research study (University of Southern California, 2012); a framework is useful as it assists the researcher to expound on various aspects of a phenomenon, and not to merely describe the said phenomenon. The perspective of the researcher is communicated through the framework, which serves as a frame of reference in terms of the empirical evaluation and analysis of data, against a set of predetermined theories and variables contained within the framework (University of Southern California, 2012).

Organisations adopting the use of social media as part of their business strategy are proving to be financially more successful than competitors who do not reciprocate (ISACA, 2010). Notwithstanding the growth of social media, top management are cognisant of social media risk, but feel these risks are currently ill-defined (Thompson et al., 2011, p.15). Thompson et al. also reveal that social media governance structures are still evolving, meaning that organisations are currently grappling with understanding how the proper governance of social media can assist to detect and mitigate social media risk.

## 1.2. Main Problem Definition and Main Research Question

The ever-increasing use of social media is a phenomenon that has major implications for organisations and employees alike. Despite the benefits offered by social media, there are major risks facing organisations that do not have a strong approach regarding the adoption of social media as part of their overall strategy (ISACA, 2010). As with any initiative, organisations must duly consider, appropriately understand and mitigate the risks inherent to the use of social media.

Approximately seventy percent of organisations do not have a social media governance framework in place (Fink et al., 2011). Social media governance in organisations is very disjointed; companies have varying stances as to social media strategy, the risks, benefits, and business use of social media (Thompson et al., 2011). A social media strategy is a clear plan which each organisation should create

indicates the degree to which social media will become part of its operations and how social media will support its business objectives (Scott & Jacka, 2011, p.26). Thompson et al. (2011) explain that the growth of social media and its use in the business environment will see a more standardised approach to social media governance.

South Africa is the leader of information technology (IT) development in Africa. The industry is an important contributor to the South African economy and is rapidly growing, with many South African IT organisations displaying global technology leadership in areas such as fraud detection and electronic banking systems. South Africa is rated amongst the top thirty software development outsourcing countries globally and is home to subsidiaries of major global IT organisations, including Microsoft, Dell and IBM (Government of the Republic of South Africa, 2012).

Being at the forefront of technology development in Africa, and in certain areas, globally, places added emphasis on IT organisations in South Africa to set the standard as it relates to social media governance. The diversity and depth of the human and technology resources within these organisations, creates an environment conducive to establishing and pioneering sound social media governance. Social media is, after all a technological phenomenon.  Managers are to be convinced of the business benefits (if any) accompanying the use of social media by employees. Employees are demanding the use of social media in the workplace, and are vigorously bypassing restrictive IT processes in order to do so.

The main research problem can be stated as "Many IT organisations do not have policies or structures which govern the use of social media by employees ".

Based on the above statement a framework is required which can support IT organisations to implement sound social media governance. Such a framework will assist these organisations to mitigate the risks inherent to the use of social media by employees, and also empower employees to use social media responsibly and effectively. This introduces the main research question for this study:

RQ$_m$: Can a Framework for the Governance of Social Media in the Workplace be developed?

## 1.3. Research Objectives (ROx)

The Main Research Objective (ROm) of this study is to "Develop a Framework for the Governance of Social Media in the Workplace".

Other research objectives of this study are:

RO1 Establish the significance of developing a social media governance framework. RO2 Review the literature in order to identify frameworks that affect social media governance.

RO3 Review the literature in order to identify key tenets contained in the social media policies of major IT organisations.

RO4 Develop a proposed framework for the governance of social media in the workplace.

RO5 Develop a proposed framework for a social media policy for an IT organisation.

RO6 Explain, in detail, the research methodology applied in this research study, in order to enable future reproduction thereof.

RO7 Conduct an empirical evaluation of the proposed social media governance and social media policy framework.

## 1.4. Secondary Research Questions

In order to answers to the main question, seven research questions (RQ1 to RQ7) will be investigated:

RQ1 What is the significance of developing a social media governance framework?

RQ2 What global frameworks are revealed in the literature that affects social media governance?

RQ3 What are the key tenets contained in the social media policies of major IT organisations?

RQ4 Can an integrated framework be developed for the governance of social media?

RQ5 Can an integrated framework be developed for social media policies?

RQ6 How can a detailed research methodology be provided in order to understand and reproduce this study in future?

RQ7 What results are obtained from the empirical evaluation of the proposed social media governance framework?

A simple storyline of this research study is portrayed in Table 1.1 below. The table outlines the research questions and related research objectives, as well as the chapter links and the nature of each chapter.

**Table 0.1 – Research Questions, Objectives and Chapter Outline**

| Secondary research questions (RQ) | Research objective (RO) | Chapter |
|---|---|---|
| RQ1 | Establish the significance of developing a social media governance framework | Chapter 2: Social Media Governance (Literature Study) |
| RQ2 | Review the literature in order to identify frameworks that affect social media governance | |
| RQ4 | Develop a proposed framework for the governance of social media in the workplace | |
| RQ3 | Review the literature in order to identify key tenets contained in the social media policies of major IT organisations | Chapter 3: Social Media Policies (Literature Study) |
| RQ5 | Develop a proposed framework for a social media policy for an IT organisation | |
| RQ6 | Explain, in detail, the research methodology applied in this research study, in order to enable future reproduction thereof | Chapter 4: Research Design and Methodology (Literature Study) |
| RQ7 | Conduct an empirical evaluation of the proposed social media governance and social media policy framework | Chapter 5: Results and Analysis of The Empirical Study (Empirical Study) |
| RQm | ROm | Chapter 6: Findings, Recommendations and Conclusions |

## 1.5. Significance of the Research

The awareness of the risks around social media is fairly low (ISACA, 2010). Organisations cannot control the social media activities of employees and external parties; a governance mechanism, inclusive of all stakeholder input is required to mitigate the risks inherent to social media, both for the organisation and its employees  (Ernst & Young, 2012). Organisations that ignore social media will struggle to survive and remain relevant in the current business environment (Scott & Jacka, 2011, p.48). Organisations are just beginning to understand how to use social media to create business value; those that do not invest in understanding social media will be at a greater risk of having existing business models disrupted. (Chui et al., 2012). The business and personal use of social media, by people of all ages is expected to continue growing  (Flynn, 2012).

Organisations that understand how social media supports business objectives perform better than those that don't; organisations that create and implement effective social media governance will have a competitive advantage over those that do not follow suit (Ernst & Young, 2012). Organisations that out rightly forbid the use of social media by employees may bear the opportunity cost of forgoing the business benefits of social media (ISACA, 2010, p.5). Based on the above statements, the development of an integrated social media governance framework is significant to organisations and is much-needed.

## 1.6. Research Methodology

Research methodology is employed to formulate a plan in order to answer research questions and meet research objectives of a study (Saunders et al., 2009). Saunders et al., include the research philosophy, research approach, strategies, as well as the data collection method and data analysis as part of the research methodology.

Research philosophy can be viewed as the creation of knowledge and the ancillary nature of the said knowledge (Saunders et al., 2009). Research philosophy provides the researcher with a roadmap as to the manner in which research may be carried out, by outlining how the world is perceived by the researcher, what constitutes reality, the understanding of the reality, as well as the methods that may be employed to gather more knowledge on the reality (Saunders et al., 2009).

Collis and Hussey indicate that there are two main research paradigms; positivism and interpretivism. Positivism is premised on the belief that the natural world may be viewed in the same manner as the social world (Collis & Hussey, 2009). Interpretivism is premised on the belief that human beings cannot be seperated from the social environment in which they live (Collis & Hussey, 2009). Collis and Hussey explain that interpretivistic research "involves an inductive process with a view to providing interpretive understanding of social phenomena within a particular context". Notwithstanding this, Collis and Hussey argue that a researcher's paradigm, methodology and methods may represent a composite of the philosophical assumptions of the two paradigms, but a quality research strategy will always reflect the core assumptions of either the positivistic or interpretivistic paradigms.

## 1.6.1. Research Approach

A research approach may be either inductive, deductive, or a hybrid of these approaches (Saunders et al., 2009). Saunders et al. (2009) indicate that the choice of research approach is important as it assists the researcher to make well-informed decisions regarding the research design, as well as which research strategy will best work for the purpose of a particular study. A deductive research approach entails developing theories or hypotheses (Crowther & Lancaster, 2008) and then rigorously testing these using an empirical study (Saunders et al., 2009).

An inductive research approach entails the development of a theory to explain data and information which is observed (Crowther & Lancaster, 2008). Crowther and Lancaster indicate that inductive research is more flexible than deductive research and is better suited to studying the behaviour of people. A mixture of the interpretivism (mostly) and positivism research paradigms will be employed by the researcher. Both the inductive and deductive research approaches will be used in this study.

## 1.6.2. Research Strategy

Research strategy is the plan employed to answer research questions and achieve the research objectives is the research strategy (Marshall & Rossman, 2010). Marshall and Rossman indicate that the strategy represents the decisions made and the course of action adopted by the researcher in formulating the most suitable

method to address the research questions. A survey strategy may be used for either a positivist or interpretivist study (Collis & Hussey, 2009). In a positivist study, the objective is to generalise the results to a broader population, whereas an interpretivist study focusses on gaining insight into the individuals in the sample (Collis & Hussey, 2009, p.77). Collis and Hussey indicate two types of surveys; a *descriptive survey* provides an accurate account of phenomena at various points in time, while an *analytical survey* is used to ascertain the existence of possible relationships between variables.

In terms of the research strategy, the use of a descriptive survey and questionnaire strategy is envisaged to collect and analyse data and achieve the objectives of the study. The empirical study will be conducted amongst employees across several IT organisations within South Africa.

## 1.6.3. Data Collection Methods and Data Analysis

The collection of data is a precursor to the processing and analysis of such data (Creswell, 2003). In order for data to be processed, it must be tabulated, edited and categorised; analysis of the data will then be possible (Leedy & Ormrod, 2009). Data analysis entails making interpreting the results of a study in a meaningful manner, where the data makes sense (Creswell, 2007).

The results gathered in this research study will be mostly qualitative in nature, with certain results providing quantitative data. This research will utilise an attitude survey (Collis & Hussey, 2009) in order to evaluate the proposed framework for social media governance, as well as the proposed framework for a social media policy for an IT organisation. The detailed research methodology for this study will be expounded upon in Chapter 4.

## 1.7. Definition of Key Concepts

**Social Media:** An "engaging and popular communications platform" of "online technologies" which allows users to produce, distribute and consume content (Government of Western Australia, 2011).It entails the "creation and dissemination of content through social networks using the Internet" (ISACA, 2010).

**Social Business:** "Activities that use social media, social software and social networks to enable more efficient, effective and mutually useful connections between people, information and assets. These connections can drive business decisions, actions and outcomes across the enterprise" (Kiron et al., 2012). A social business "embraces networks of people to create business value" (IBM, 2011).

**Social Media Governance:** Social media governance is a "set of rules, policies, and procedures that companies create to manage social media internally" (Brito, 2012).

**Social Media Policy:** A set of guidelines, it is the cornerstone of social media governance and the primary tool for guiding employees on how to use social media responsibly and to mitigate risks ancillary to the use of social media (Ansaldo, 2012).

**Framework:** "A theoretical structure or perspective to form the basis of a theory. A conceptual framework is used in research to outline possible courses of action or to present a preferred approach to an idea or thought" (Webster's Online Dictionary, 2012).

## 1.8. Assumptions

At the outset of this research, certain assumptions have been made:

— Adequate literature is available on the subject of social media governance to allow a meaningful study to be conducted, as well as to reach effective conclusions and propose sound recommendations.
— The study will yield outputs of value to organisations in the IT industry.
— The management of the IT organisations assessed will find value in the proposed product of this study (i.e. a Framework for Social Media Governance).
— The IT organisations assessed as part of the study are relatively similar, enabling comparisons. Any differences which may offset the results of the empirical study are insignificant.
— The author assumes that the organisations to be assessed possess adequate Information and Communications Technology and other pertinent resources, and that the organisations are functional.

## 1.9. Delimitations of the Research

This study is delimited to the subject of social media governance within the IT industry, specifically several IT organisations in South Africa. The study will require the participation of employees in these IT organisations

## 1.10. Ethics Clearance

The necessary pro-forma document for Ethics Clearance was completed and duly submitted to the NMMU Business School. No vulnerable groups were involved in this study, therefore full ethics clearance was not applied for.

## 1.11. Structure of the Research Report

This treatise is structured as follows

Chapter 1: Introduction

This chapter contextualises the research study. It defines the research problem and outlines the research objectives, research questions, and the significance of the research. The research methodology and approach, key assumptions, as well the delimitations of the research are discussed.

Chapter 2: Social Media Governance

This literature study chapter will provide a brief overview of IT governance and also identify frameworks that affect social media governance. An overview of social media, including the business value and risks inherent to the use of social media, will be discussed. An overview of social media governance will be discussed, which will include a delineation of the relationship between social media policies and social media governance. Several existing social media governance frameworks and constituent elements will be explored. The deliverable from this chapter will be a proposed framework for the governance of social media in the workplace.

Chapter 3: Social Media Policies

This literature study chapter will provide an overview of social media policies and key principles therein. The contents and tenets of several social media policies, belonging to some of the world's largest IT companies, will be identified and

unbundled. The deliverable from this chapter will be a proposed framework for a social media policy within an IT organisation.

Chapter 4: Research Design and Methodology

In order to facilitate the accurate reproduction of this study in future, this chapter will outline and develop the research methodology to be employed in this study. This includes the research philosophy, approach and strategy.

Chapter 5: Results and Analysis of the Empirical Study

This chapter will present and discuss the results of the empirical study of both the proposed framework for social media governance and that of social media policy framework for an IT organisation.

Chapter 6: Findings, Recommendations and Conclusions

The findings of the study will be discussed and conclusions drawn therefrom. Recommendations emanating from the study will be detailed, including recommendations for future research.

## 1.12.Summary

In this chapter, the author provided an overview of the composition of the research paper. This included the background to the study, as well as a contextualisation thereof. The main and secondary research questions and objectives were outlined, and the significance of the research expounded. An overview of the research methodology was provided and the scope of the research was delimited. Key concepts have been defined and the overall structure of the treatise was presented.

In Chapter 2, literature will be reviewed pertaining to IT governance and frameworks that affect social media governance. An overview of social media and social media governance will be discussed. Several existing social media governance frameworks and constituent elements thereof will be explored.

# Chapter 2: Social Media Governance

## 2.1. Introduction

Social media is changing the way employees engage with each other, with clients, other stakeholders and the public at large (IBM, 2010). Social media channels are used for public and private, professional and individual purposes, but the lines separating these uses are generally indistinct.

A recent social media study revealed that seventy percent of organisations do not have a social media governance framework in place (Fink et al., 2011). Organisations are not able to control the social media activities of employees and external parties, but some type of governance mechanism is required to mitigate, insofar as possible, the risks inherent in social media, both for the organisation and its employees.

This chapter is concerned with the research questions RQ1, RQ$_2$ and RQ$_4$. The objectives of this chapter are, to establish the significance of developing a social media governance framework, to identify frameworks that affect social media governance and to develop a proposed framework for the governance of social media in the workplace.

In Section 2.2, the author will provide a brief overview of social media. In Section 2.3, the business value of social media will be explored. In Section 2.4, the risks associated with the use of social media will be discussed. In Section 2.5, the author will provide a brief overview of IT governance. In Section 2.6, an overview of social media governance will be discussed, which will include a delineation of the relationship between social media policies and social media governance.

In Section 2.7, several existing social media governance frameworks and constituent elements will be explored. Section 2.8 and 2.9 will expound on the proposed social media governance framework and on an ancillary empirical study. The chapter deliverable is a proposed social media governance framework .The chapter will then be summarised in Section 2.10. A diagrammatic illustration of the outline of this chapter follows:

## Chapter 2: Social Media Governance

2.1 Introduction

2.2. An overview of Social Media

2.3. Business Value of Social Media

2.4. Risks Associated with Social Media Usage

2.5. An overview of IT Governance

2.6. An overview of Social Media Governance

2.7. Existing Social Media Governance Frameworks

2.8. A Proposed Social Media Governance Framework

2.9. Proposal for empirical study

2.10. Summary

**Deliverable**

•**A proposed social media governance framework**

| Ch1 Introduction | Ch2 Social Media Governance | Ch3 Social Media Policies | Ch4 Research Design and Methodology | Ch5 Results and Analysis of the Empirical Study | Ch6 Findings, Recommendations and Conclusions |

## A Framework for the Governance of Social Media in the Workplace.

## 2.2. An overview of Social Media

Currently, there is no single, globally accepted defintion of social media (Scott & Jacka, 2011). Notwithstanding this, Scott and Jacka (2011) view social media as "the set of Web-based broadcast technologies that enable the democratisation of content, giving people the ability to emerge from consumers of content to publishers" (Scott & Jacka, 2011, p.5). The scalability and real -time nature of social media enables people to create value through collaboration and online dialogue (Scott & Jacka, 2011).

Social media is an "engaging and popular communications platform" of "online technologies" which allows users to produce, distribute and consume content (Government of Western Australia, 2011, p.3). It entails the "creation and dissemination of content through social networks using the Internet" (ISACA, 2010). ISACA explains that social media differs materially from other forms of media because of its interactive nature, which allows users to engage with the content through dialogue and real-time commentary. The Indian government supports this sentiment by defining social media as "any web or mobile based platform that enables an individual or agency to communicate interactively and enables exchange of user generated content" (Department of Electronics and Information Technology Ministry of Communications & Information Technology Government of India, 2012, p.6).

The Department of Electronics and Information Technology attributes the interactive nature of social media to three characteristics; "connectedness", "collaboration" and "community". Regarding "connectedness", social media brings together like-minded individuals or individuals with similar interests in various topics. In the current environment, people are able to connect with each other, in real time, using one of several devices, such as smartphones, tablets and notebooks. The sharing of ideas and creation of knowledge are enabled by social media, as a platform for collaboration. The product of "collaboration" and "connectedness" is the formation of enduring social media communities. The McKinsey Global Institute states that social media improves transparency and provides an opportunity for masses of individuals to engage in dialogue, which in turn, can greatly impact and shape policy development (Chui et al., 2012).

## 2.3. Business Value of Social Media

According to recent research conducted by the Massachusetts Institute of Technology, the line between real and social business is becoming increasingly indistinguishable (Kiron et al., 2012). This study revealed four areas in which social media generates business value for an organisation, namely, "marketing", "innovation", "operations" and "leadership". The research findings within these areas are further expounded:

*Marketing*

Organisations are using social media to improve customer relationships (Kiron et al., 2012, p.10). This is being realised though the creation, support and monitoring of online social media communities, as well as several forms of customer engagement, including competitions, sponsored initiatives and the accumulation of *fan bases* on social media (Kiron et al., 2012, p.11).

*Innovation*

Organisations are employing the use of social media to drive innovation by creating a virtual environment for customers to share new thinking and concepts, as well as to enhance existing services or products (Kiron et al., 2012, p.12).

*Operations*

Social media assists organisations to improve the performance of operations by better enabling the dispersion of knowledge (Kiron et al., 2012). Teamwork is improved through the collaborative platform which social media provides, and problem solving is more effective because of the scale of participants and the speed with which solutions can be sourced from social communities  (Kiron et al., 2012, p.12).

*Leadership*

Executives can use social media to gain insight into a market landscape, which includes  the sentiment and changing preferences of customers (Kiron et al., 2012, p.13). Social media can also be used by executives to quickly communicate required

actions or information to employees across divisions or geographical regions (Kiron et al., 2012, p.13).

IBM (2011) indicates that social media can add business value in three areas:

*Deepen customer relationships*

Social media has revolutionised the manner in which consumers connect with organisations (IBM, 2011, p.5). IBM suggests that business value is generated through *"brand building"* and customer *"engagement"* via social media. This is attributable to the interactive nature and multimedia capabilities offered by social media channels, which allows marketers to post personalised content to the target market, based on customer profiles and behaviour patterns. In terms of customer service, social media increases the speed of response to customers and substantially decreases the costs of communication to a wide audience (IBM, 2011). In summation, social media adds business value by enabling real-time, customer-centric dialogue, as well as by providing consistent, personalised customer experiences.

*Drive operational efficiencies*

IBM (2011) points out that operational efficiency can be boosted by social media through increased communication and the rapid distribution of ideas. Innovation is spurred on by organisations extending their reach to external networks, thereby accessing a much broader audience with problem-solving capabilities and diverse knowledge (IBM, 2011, p.6). IBM is of the view that social business, enabled by social media, can bring together smaller teams of experts which can more efficiently solve problems, unconstrained by organisational bureaucracy.

*Optimise the workforce*

The "connected" nature (Department of Electronics and Information Technology Ministry of Communications & Information Technology Government of India, 2012) of social media is empowering organisations to bring together authorities on subject matter with contextualised content (IBM, 2011, p.7). Social media adds value to employees by acting as collaboration tool by which employees may track project tasks, update management and in general, promote communication amongst teams.

Through the establishment of online social communities, an organisation, with a geographically dispersed workforce, can still keep employees productive (IBM, 2011, p.7).

Other areas where social media may add business value include (IBM, 2011, p.8);

— Employees can employ the use of social media to build strong relationships with colleagues across the organisation;

— Future leaders and talented employees can also be fostered through the establishment of "leadership development communities";

— Organisations can use social media to deploy the appropriate employees, with specific skill sets, to clients and also to specific business opportunities;

— Skills transfer and the acclimatisation of new employees can be enabled through social media by means of shared repositories of professional and communal information.

Research conducted by the McKinsey Global Institute indicates that organisations are using social media to gain rich consumer insight in a faster and cheaper manner than by traditional methods (Chui et al., 2012). Further findings from this research show that business value is being generated via social media as follows:

— Organisations use social media to harvest data regarding consumer behaviour, product preferences and other market intelligence. Consumers are now co-creating products with organisations via social media;

— In terms of procurement and logistics, stakeholders along the value chain are using social media to communicate instantly with one another;

— By streamlining communication and collaboration, social media is increasing the productivity of *"knowledge workers"*. Using social media, organisations are able to tap into the expertise and skills of a larger audience of individuals, external to the workplace;

— Communication and social interaction amongst employees is being greatly improved by the social media attributes of promptness, scalability and cost-effectiveness;

— Social media is being used to produce and nurture sales leads;

— In terms of customer service, traditional call centres are being supplemented by dedicated customer care service channels enabled by social media. The social nature of online communities now allows for customers to interact with each other, and even solve one another's queries without the organisation having to expend effort and resources itself on the resolution of these queries;

— As a human resources tool, social media is assisting organisations to delve more aptly into the labour market and to better match competencies to required employee roles for new candidates and projects.

## 2.4. Risks Associated with Social Media Usage

Several forms of risk, inherent to social media exist, including legal, regulatory, security and organisational risk (Flynn, 2012). Other risks include compliance, operational and reputational risks, which can lead to a loss of customers or market share, as well as adversely affecting an organisation's top-line (Ernst & Young, 2012, p.4). Ernst and Young indicate that social media risk occurs across three channels of social media activity; when employees use social media, when other stakeholders engage in dialogue about the organisation via social media, and when the organisation itself adopts a social media presence to promote its brand and engage stakeholders about its offering. The McKinsey Global Institute indicates that theft, privacy violation, the loss of intellectual property, reputational damage and abuse of social media by employees, are all risks inherent to the use of social media (Chui et al., 2012).

The threat of organisational IT assets with malware and virus infection, resulting from social media usage, is a risk which is prevalent at all times (ISACA, 2010). ISACA indicates that organisations should consider three circumstances where social media usage may have an impact on the organisation; employees accessing social media by using the organisation's network; the use of social media by the organisation to communicate with customers and stakeholders, as well as employees using mobile devices issued by the organisation to access social media.

Mobile devices belonging to the organisation pose a particular security threat, as these devices are not always subject to the same IT controls and monitoring as normal IT assets owned by the organisation (ISACA, 2010, p.5). The use of social media by employees and data security risks associated with this use, contribute to

management's fears of social media (Kiron et al., 2012, p.9). Employees are progressively increasing the use of mobile devices, such as tablets and smartphones, for both private and business use (Flynn, 2012). Flynn is of the view that organisations should have formal policies which govern the use of mobile devices by employees, so as to mitigate the risks inherent in this area.

Organisations must regularly train and educate employees about the risks and dangers inherent to social media usage (ISACA, 2010). This is because most employees are not fully aware of all the risks attached to both the personal and business-orientated usage of social media. Employees using social media can expose the organisation to significant risk as confidential or proprietary information may be leaked, intentionally or unintentionally, and the organisation may also be subjected to public embarrassment because inapt content may be posted (Macnamara, 2011). Technology can be employed to enforce certain aspects of social media policy, as well as to mitigate the abovementioned social media usage risks through detecting and averting potential incidents (ISACA, 2010, p.6).

## 2.5. An overview of IT Governance

Information Technology (IT) governance provides an oversight and regulatory function over the IT resources of an organisation. Its role is to ensure that the organisation's IT resources are used in a responsible manner, to mitigate risks inherent to IT (The IT Governance Institute, 2009). IT governance is a subset of overall enterprise governance. Enterprises however, require assurance that IT is adding value regulating information and removing ancillary risk emanating from IT (The IT Governance Institute, 2007).

One of the mandates of the function of IT governance is to support the objectives of a business; therefore it is critical to link the IT control framework to the requirements of the business with a view to leveraging its key IT resources. Evidently, IT governance is an enabler to provide the enterprise with the appropriate information it needs, in support of its business objectives (The IT Governance Institute, 2007). In terms of risk management, IT governance is a mitigation tool and contributes to the prevention, discovery and rectification of undesirable events (The IT Governance Institute, 2007). Evidently, IT governance should support business in a manner

which does not stifle daily operations, but rather brings about benefits by being an enabler to the business.

CobiT is the worldwide, generally recognised internal control framework for IT (The IT Governance Institute, 2007) and identifies several focus areas for IT governance. These focus areas are:

*Strategic alignment*

Centres on aligning the operations of Information Technology to that of the business. It also outlines the IT value proposition, while providing continuous maintenance and authentication thereof.

*Value delivery*

Enterprises need to ascertain the value which IT adds (The IT Governance Institute, 2007); this focus area makes certain that IT provides the requisite value and benefits when the objectives of the business are considered, by demonstrating the inherent value of IT and managing its associated costs.

*Resource management*

Certain resources are fundamental to the function of IT. These include software, IT infrastructure, information and human resources. This focus area of governance is premised on the need to manage the said resources effectively to make optimal use of enterprise enhanced knowledge and the supporting infrastructure.

*Risk management*

To mitigate risks associated with IT, management needs to have an overall understanding and knowledge of risk. Legislative and other regulatory framework compliance, as well as the enterprise's risk profile, requires that these risks be appropriately identified and responsibly managed. The results of non-compliance with legal or regulatory requirements include reputational damage as well as financial losses and penalties (National Computing Centre, 2005, p.53), while the benefits include reduced administrative costs, losses and a  general improvement in the regulation of IT undertakings.

Management needs to specifically ensure that significant IT risks are addressed (National Computing Centre, 2005). When assessing the significance of an IT risk, both the effect, as well as probability must be considered (National Computing Centre, 2005, p.29).

*Performance measurement*

The requirement for the visibility of IT costs, business value and other benefits, is a driver of IT governance. This focus area is therefore concerned directly with the tracking and measurement of IT performance, using objectives and indicators in a similar manner to which the balanced scorecard is used to measure the performance of the business in other areas.

## 2.6. An overview of Social Media Governance

Social media governance is a "set of rules, policies, and procedures that companies create to manage social media internally" (Brito, 2012). It is meant to be a compass for employees in terms of professional and private use of social media platforms. A recent research report conducted by Grant Thornton LLP revealed that many executives are cognisant of social media risk, but feel these risks are currently ill-defined (Thompson et al., 2011, p.15). Thompson et al. (2011) also reveal that social media governance structures are still evolving.

The governance of social media includes consensual decision making by a group of individuals, as well as by the enforcement of the decisions (Dadashzadeh, 2010). Notwithstanding the requirement to enforce the aforementioned decisions, Brito (2012) indicates that social media governance is not to be used as a compliance mechanism; employees should feel empowered and motivated because of the establishment of social media governance, as opposed to feeling oppressed or obligated to abide by the guidance an organisation will issue.

Social media governance is not to be confused with a *social media policy* (Dand, 2010). The governance of social media is much more holistic and far reaching than a policy. To this effect, Brito (2012) indicates that a social media policy is an element of social media governance, and is the primary tool for managing the risks inherent to the company and employees as a result of the use of social media. Dand (2010) corroborates Brito's (2012) view by illustrating how  policy is geared towards guiding

employees in the of social media, while social media governance is a package of, inter-alia, procedures, processes, educational tools and guidelines. Social media governance is meant to equip employees to be better, informed representatives of the organisation when engaging in social media activity.

Social media governance must take into consideration both internal and external factors (Vodden, 2011). This is necessary if organisations are to govern social media effectively. Vodden (2011) further states that the intricacy of a social media governance framework is directly affected by factors such as the size of the organisation and the industry in which it operates. Underpinning the governance framework is documentation which sets out the relevant guidelines and policies contained therein (Vodden, 2011).

Social media governance must be all-inclusive and must span across the entire organisation (Ernst & Young, 2012). Ernst and Young indicate that effective social media governance must be transparent for stakeholders, as well as incorporating the diverse skills of several departments within the organisation. Training and educating employees about social media is seen as fundamental to the governance of social media.

## 2.7. Existing Social Media Governance Frameworks

Dand (2010) highlights five components within her social media governance model (Figure 2.1). These include scope; frequency and process for updates; branding guidelines; training and education; approval processes and continuity planning.

**Figure 2.1  Mia Dand's Social Media Governance Model**
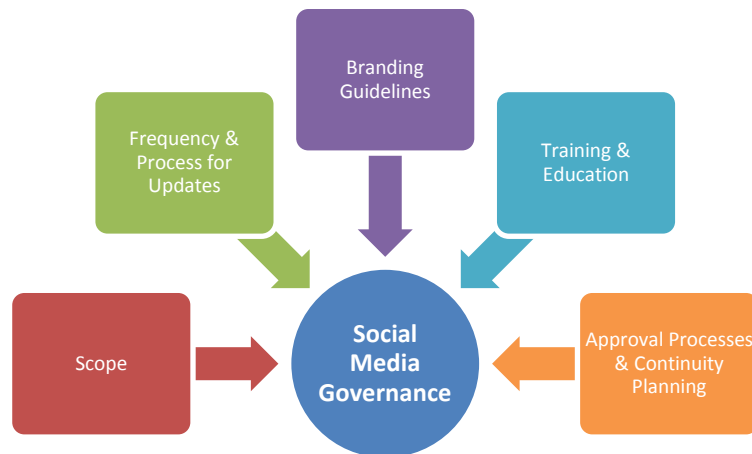


**Source: (Dand, 2010)**

Figure 2.1 indicates the following five components:

*Scope*

According to Dand (2010), defining what does not fall within the scope of social media governance is equally as important as what is included therein. Organisations need to adopt either a collective governance model, or individual models which address the needs of the internal and external communities affected by the use of social media (Dand, 2010). This view of social media governance is contrasted with Brito's prerogative of social media governance being used to manage only social media internally.

*Frequency and process for updates*

The world of social media is rapidly evolving (Dand, 2010). Implicit in this statement is the need for organisations to regularly assess the adequacy of existing governance. In doing so, Dand advocates the involvement of employees, as well as clearly communicating the process and outlining the regularity of updates to the governance model.

<u>*Branding guidelines*</u>

Dand (2010) recognises the importance of the role social media has to play as a tool in the marketing function of an organisation. To this end, the same branding guidelines used for non-social media marketing, should be applied to social media channels used by the organisation (Dand, 2010).

<u>*Training and education*</u>

Social media training and educational resources are the foundation of a solid social media governance model (Dand, 2010). Training and education contribute to a sound governance model and are a means of empowering employees and promoting accountability (Ansaldo, 2012).

<u>*Approval Processes & Continuity Planning*</u>

An organisation's social media governance model should clearly stipulate the process for approving the participation of employees in its social media channels (Dand, 2010). Participation by all employees is recommended. An organisation should also indicate the process for obtaining authorisation (across social media channels) for an official account  (Dand, 2010). In saying so, for the sake of continuity, social media succession planning should ensure that, when a new employee takes over any account as the administrator, such a transition should be smooth and facilitate the continued operation of the specific social media channel in the manner required by the organisation.

Michael Ansaldo indicates his five fundamental components of a social media governance framework as depicted in Figure 2.2 below:

**Figure 2.2   Michael Ansaldo's Social Media Governance Framework**



**Source: (Ansaldo, 2012)**

Included in the framework are; social media policy; training; monitoring; frequent updates and a crisis management. The commonalities between Ansaldo's model and that of Dand, lies in the training and frequency of update components.  In terms of the different concepts introduced, the following is revealed;

*Monitoring*

Organisations are discussed via social media channels, irrespective of whether they are actively involved in the dialogue or not (Ansaldo, 2012). Ansaldo advocates the monitoring of such social media discussions to gather intelligence for subsequent analysis and any remedial action which may be required thereafter. Several social media software monitoring tools are available for this purpose and can go a long way in managing consumer awareness and perceptions of an organisation and it brand.

*Crisis management plan*

Organisations should use social media channels effectively to  respond rapidly and correctly  to rumours or bad publicity (Ansaldo, 2012). In this regard, Ansaldo recommends that the public relations function of an organisation should build into its crisis management plan the use of social media channels.

Brito's (2012) view of a social media policy is supported by Ansaldo (2012). It is the cornerstone of social media governance and the primary tool for guiding employees how to use social media responsibly and to mitigate risks ancillary to the use of social media (Ansaldo, 2012).

A recent study (Fink et al., 2011) conducted by The University of Leipzig revealed additional components of a social media governance model which looks at a more expansive governance model that focusses on structures and resources required for the governance function to operate effectively, as illustrated in Figure 2.3:

**Figure 2.3  University of Leipzig Social Media Governance Framework**

| Technical infrastructure for accessing social media | Clear commitment of top management to social media | Human resources for social media | Person in charge of social media at a departmental level | Social media guidelines | Monitoring tools for social media | Participative, dialogue-based corporate culture | Social media workshops, seminars or training courses | Strategy paper for social media | Separate budget for social media | Key performance indicators for measuring success | Dedicated social media department |

# Social Media Governance

**Source: (Fink et al., 2011)**

Included in this model is the need for a dedicated social media governance department, supported by its own budget, technical infrastructure and human resources. Key performance indicators are also recommended for the department's performance to be measured. An effective social media governance model is also underpinned by a social media corporate culture, endorsed by top management, with a prevalent, participative dialogue occurring in the organisation to support the continued improvement of social media governance (Fink et al., 2011).  Aspects of training, a social media policy and monitoring tools are also contained in this model, which further supports the views of Brito (2012), Dand (2010) and Ansaldo (2012).

The study showed a positive correlation between a social media governance structure, human and financial resources, an organisation's social media strategy and the extent to which employees engage with social media channels. Evidently, if organisations are serious about social media governance, top management will invest the requisite resources and spend sufficient time and energy on this function.

The Indian Government's Department of Electronics and Information Technology has developed a governance framework for social media in government. The need for this framework emanates out of two material characteristics of social media: the exponential speed with which content is distributed, coupled with the need for organisations to timeously respond and counter-respond to content (Department of Electronics and Information Technology Ministry of Communications & Information Technology Government of India, 2012).

The pertinent governance elements for social media according to this framework are depicted in Figure 2.4 below.

**Figure 2.4   Department of Electronics and Information Technology Ministry of Communications & Information Technology Government of India Social Media Governance Framework**
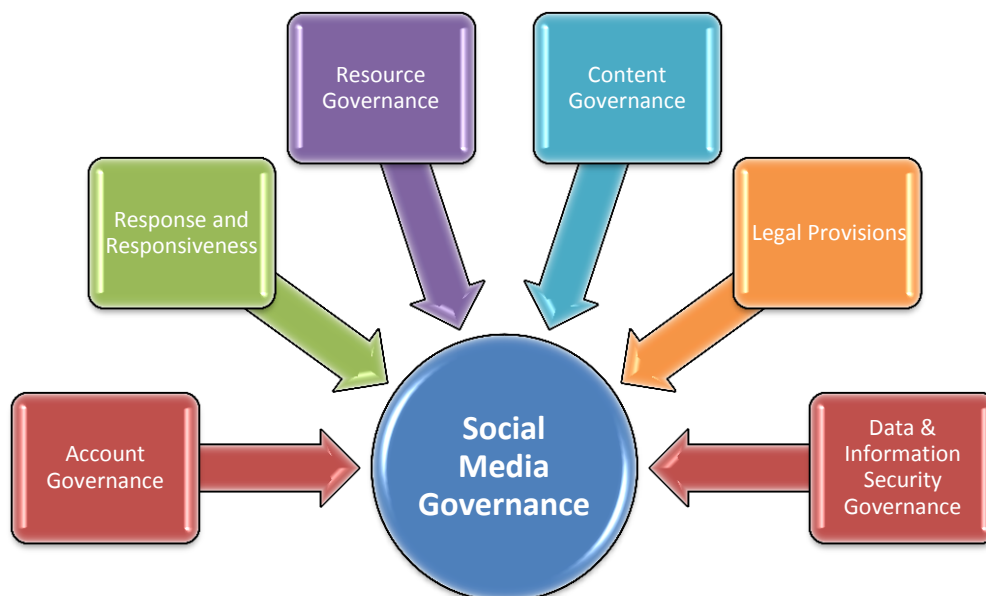


**Source: (Department of Electronics and Information Technology Ministry of Communications & Information Technology Government of India, 2012)**

The following are components of this social media governance framework are discussed:

*Account Governance*

Account governance relates to the management of the organisation's online social media identity and entails maintaining a proper record of login credentials, particularly where several employees are authorised to access any one of an organisation's multiple social media accounts on various platforms. Another important aspect of account governance is the formalisation by which employees may post official content on behalf of the organisation, using social media platforms. Organisations may opt to allow employees to use their personal account to post official content which represents the endorsed views of the organisation (Department of Electronics and Information Technology Ministry of Communications & Information Technology Government of India, 2012, p.13).

*Response and Responsiveness*

Users of social media expect spontaneity and almost-immediate responses to posted content such as questions and requested feedback. Responsiveness therefore entails timeously responding to content, including being upfront with users regarding the average turnaround time for responses (Department of Electronics and Information Technology Ministry of Communications & Information Technology Government of India, 2012, p.14).

The response itself is equally as important as the timing of a response. The Department of Electronics and Information Technology Ministry of Communications & Information Technology recommends that an organisation formulate a policy specifically regarding social media responses. This policy should cover aspects, such as, which content requires a response, as well as the immediacy thereof. Employees are also required to identify themselves clearly in their capacity and roles within the organisation; disclaimers are therefore required, unless a particular individual is authorised to officially respond on behalf of the organisation. Lastly, an "escalation mechanism" for different types of responses is recommended to ensure that comments and queries are classified accordingly and that an appropriate response is formulated and posted.

## Resource Governance

Social media requires human effort, therefore the Department of Electronics and Information Technology recommends that organisations employ the use of a dedicated team to manage social media. Depending on the business objectives and requirements, this team can be internal or outsourced. The level and type of social media moderation required, directly impacts the size of such a team; the more moderation, the larger the size of the team (Department of Electronics and Information Technology Ministry of Communications & Information Technology Government of India, 2012, p.15).

## Content Governance

At the heart of content governance is the need to ensure that consistent content is created and posted across all social media platforms being used by the organisation. Organisations are encouraged to tailor content according to the language demographics of the target audience and also to the particular social media platform being used. Records management is necessary to ensure that, for every instance of posted content, information is captured and an appropriate audit trail created. The relevant legislation pertaining to records management should be taken into account and appropriate archiving and content storage should be employed (Department of Electronics and Information Technology Ministry of Communications & Information Technology Government of India, 2012, p.16).

## Legal Provisions

Organisations must be cognisant of the particular legislative requirements and provisions affecting social media, specifically within their country. It is advised that copies of the relevant legislation be circulated internally to all employees to assist in achieving consistency of content in employees' responses (Department of Electronics and Information Technology Ministry of Communications & Information Technology Government of India, 2012).

## Data & Information Security Governance

The data retention policy of an organisation should be uniformly applied across all media, including social media and other electronic media (Department of Electronics

and Information Technology Ministry of Communications & Information Technology Government of India, 2012). The minimum period for data retention differs by country, but in India, there are civil consequences in a court of law for non-compliance by organisations. The privacy of employees must not be compromised while administering a social media platform on behalf of the organisation (Department of Electronics and Information Technology Ministry of Communications & Information Technology Government of India, 2012, p.20). Despite this, the social media policy of an organisation must comply with any legislation which governs the protection of data and individual privacy. In terms of identity management, it is advisable for an organisation to avoid anonymous interaction by its employees on official social media pages. Non-anonymity can be achieved by allowing only authorised users (with official login credentials) the authority to post officially on behalf of the organisation (Department of Electronics and Information Technology Ministry of Communications & Information Technology Government of India, 2012, p.21).

The framework presented by Thomas Philpott and Julie Swettenham provides a perspective of social media governance with a focus on the board of directors and three modes of governance, these being the fiduciary, strategic and generative modes (Philpott & Swettenham, 2012) as depicted in Figure 2.5 below.

**Figure 2.5    Social Media Governance Framework**



**Source: (Philpott & Swettenham, 2012)**

Included in the framework are the three "*modes*" of governance which are discussed;

## Fiduciary

The board of directors has a responsibility to act in the best interests of the organisation it serves (Philpott & Swettenham, 2012, p.63). It is the responsibility of the board to create policies and apply strategies to govern the use of social media. This includes the safeguarding and assemblage of social media content for future reference (Philpott & Swettenham, 2012). Philpott and Swettenham argue that the ignorance of board members, who are not experienced in social media(social media-savvy may result in incorrect decisions, or no decisions being taken at all when external stakeholders use social media to champion a certain cause, or challenge the ideals of leadership.

## Strategic

A further responsibility of the board is the formulation of a social media strategy (Philpott & Swettenham, 2012, p.63). Philpott and Swettenham warn that a board of directors in this era must consider social media in their normal strategic planning processes. This includes a decision to use or not employ the use of social media, and which business objectives social media will support.

## Generative

The generative mode of social media governance encompasses the synergistic value which a board brings to an organisation in terms of the diverse skills, experience and other competencies a board uses to resolve issues faced by the organisation (Philpott & Swettenham, 2012, p.64). Philpott and Swettenham indicate that the board of directors should not just govern or act in response to the use of social media by employees and other stakeholders; social media should be used by board members as a mechanism to communicate and collaborate with each other between board meetings and other formalised governance mechanisms.

## Training and Education

Social media training and education for the board of directors is advised due to the rapid pace at which social media evolves (Philpott & Swettenham, 2012). Social media literacy is viewed by Philpott and Swettenham as a must for board members in the current business environment.

The use of social media by organisations presents several challenges which accompany the shift in how the functions of a business would traditionally operate (ISACA, 2010). The need to resource and train employees adequately is directly proportional to the extent to which social media is employed and the nature of its use to serve business' objectives (ISACA, 2010, p.8). ISACA proposes the "Business Model for Information Security", depicted in Figure 2.6 below, as a framework which can be used by assurance professionals to assess the appropriateness of the social media governance being applied by organisations:

**Figure 2.6   ISACA Business Model for Information Security**
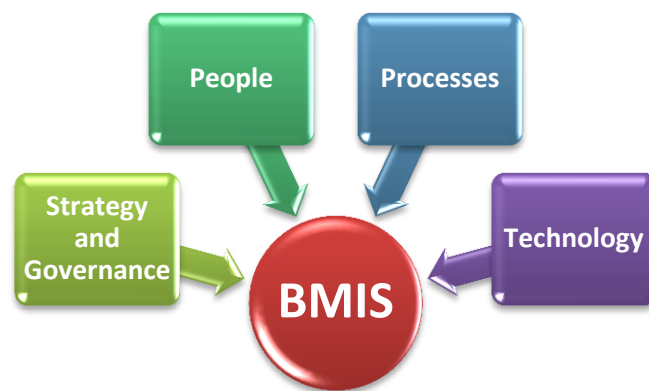


**Source: (ISACA, 2010)**

The elements of this framework are as follows:

*Strategy and Governance*

A social media strategy and social media policy are fundamental elements of social media governance (ISACA, 2010, p.9). ISACA indicates that organisations should be specific about how social media will be used to support business strategy. The social media policy should speak to both the personal and business-orientated usage of social media by employees, inside and outside the workplace, across the various devices used to access social media. The social media policy must also cover the monitoring of social media, with a particular focus on the protection of the organisation's brand (ISACA, 2010).

*People*

Organisations must see to training all employees how to use social media responsibly and effectively, as well as educating them about the organisation's social media policy and risks associated with social media usage (ISACA, 2010, p.9). Regular communication to employees to create and promote awareness of the social media policy is advocated.

*Processes*

In order to safeguard sensitive information and to mitigate risk, business processes which employ the use of social media, must be aligned with the social media policy and other social media principles of the organisation (ISACA, 2010, p.9). ISACA indicates that internal controls must be put into place to ensure that new business processes requiring the use of social media are approved and aligned with the organisation's social media policy.

*Technology*

As with any web-based technology, an organisation's IT department must have a strategy and resources to mitigate the risks posed by social media usage, including the risks of malware and other technical risks ancillary to social media (ISACA, 2010, p.9). ISACA indicates that such controls can include content monitoring, moderation, antivirus and antimalware toolsets, and importantly, an incident response plan to manage any virus or malware infection.

Regardless of an organisation's social media maturity, there is always the risk of external and internal stakeholders posting negative content which adversely affects the organisation and may damage its reputation (ISACA, 2010, p.10). This risk demands that the organisation has a clear strategy and process to timeously respond to instances of risk materialising. Where an organisation deems monitoring to be a key requirement for its social media governance, ISACA advocates the use of an external service provider for the said purpose.

The social media governance framework articulated by Peter Scott and Mike Jacka provides a viewpoint of social media governance through the eyes of an audit assurance professional. This approach encompasses several areas of governance

33

which should be reviewed when auditing the social media activities of an organisation (Scott & Jacka, 2011, p.123). These audit areas are graphically illustrated in Figure 2.7 below and the detail expounded thereafter:

**Figure 2.7  Social Media Governance Framework – Scott and Jacka**
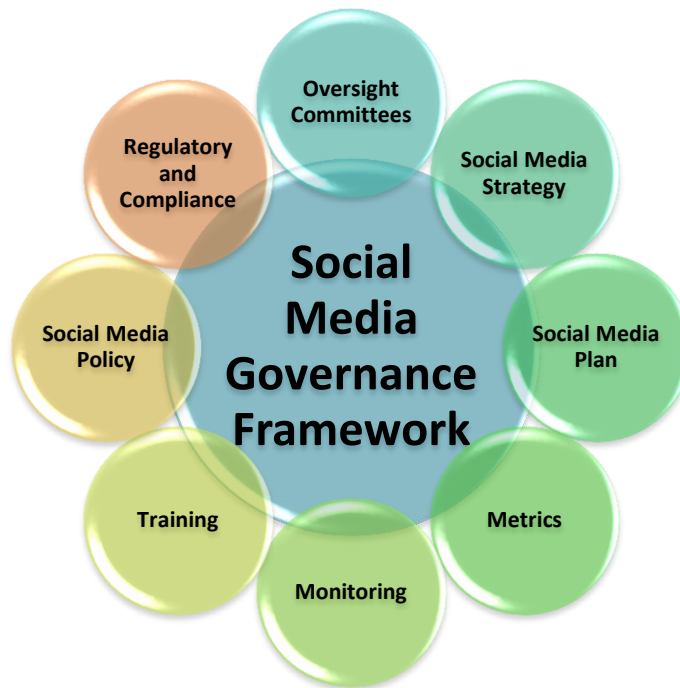


**Source:** (Scott & Jacka, 2011)

*Oversight Committees*

In terms of social media governance, three levels of oversight are identified; these are the "strategic", "executive" and "execution" levels (Scott & Jacka, 2011, p.105). Scott and Jacka argue that the board of directors have the highest level of responsibility when it comes to the strategic direction of social media governance, and board members should therefore have a thorough understanding of social media and the inherent risks and potential benefits of social media to the organisation.

One level down is the executive oversight committee which must ensure, amongst other matters, that the social media strategy is aligned with the overall strategy of an organisation. Risks and issues are referred to the board, and an environment is created which is conducive to social media initiatives proceeding smoothly and attaining predetermined goals (Scott & Jacka, 2011, p.106). Scott and Jacka also introduce the idea of an executive in top management, a *"social media champion".*

This person will act as a change agent by believing in, and spreading the gospel of social media throughout the organisation, and by using this role, is a catalyst for the positive adoption of social media and thus ensure that sufficient resources are allocated to the cause of social media as an organisational priority (Scott & Jacka, 2011, p.107).

The third level of social media governance is an operational oversight committee. This committee should consist of multi-disciplinary individuals across the various departments within the organisation, such as the legal, IT, marketing and human resources departments (Scott & Jacka, 2011, pp.110-11). This oversight committee is given the responsibility of developing and implementing a social media presence, while maintaining the organisation's social media efforts, with a view to achieving business-orientated social media objectives (Scott & Jacka, 2011, p.113).

*Social Media Strategy*

Each organisation should consider the degree to which social media will become part of its operations and support its business objectives (Scott & Jacka, 2011, p.26). A social media strategy is therefore required. In order to deliver the correct value to the organisation, this strategy should be aligned with the organisation's overall business strategy (Scott & Jacka, 2011, p.27). Evidently, the social media strategy of the organisation must be guided by the requirements of business; social media can be viewed as serving the purpose of a technology enabler within the business environment. An example where social media can be used in this regard is to support an organisational objective to improve customer satisfaction or retention.

*Social Media Plan*

A social media plan incorporates the detail of how the social strategy will be implemented. This includes the specific business functions which will be supported by social media, the various social media channels to be used, as well as the roles and responsibilities of the individuals who will support the implementation  (Scott & Jacka, 2011, p.32).

*Monitoring*

One of the most important means of mitigating social media risks is through the monitoring and measurement of social media (Scott & Jacka, 2011, p.47; Lasica, 2011). Scott and Jacka highlight the fact that stakeholders talk about an organisation across social media channels, irrespective of whether or not the organisation engages in social media and has a social media strategy. Monitoring social media incorporates listening to what stakeholders are saying about the organisation, responding timeously and appropriately to stakeholder sentiment, measuring the business value generated from social media, and distributing information gathered from social media across the organisation (Scott & Jacka, 2011, p.48)

*Metrics*

Business value is created by social media when meaningful social media metrics are evaluated against predetermined business objectives (Scott & Jacka, 2011, p.56). Scott and Jacka stress the fact, that merely having any type of metric, is of no value to the organisation; metrics therefore need to be defined which will provide quality information to management. These metrics should be grouped by the categories of business objectives such as brand recognition and awareness, customer service, human resources, innovation, and sales and marketing. An example of a metric for the human resources function could be the *'new hire rate',* which measures the number of new employees that the organisation has hired using social media as a tool for recruitment (Scott & Jacka, 2011, pp.57-60). The ideals of 'monitoring' and 'metrics' are discussed further in Chapter 3.

*Training*

Employees must be empowered through social media training and information regarding the organisation's social media governance, including the social media policy and procedural aspects of social media governance (Scott & Jacka, 2011, p.135) .Scott and Jacka therefore support the views of Dand (2010) and Ansaldo (2012), who view social media training and educational resources as the foundation of a solid social media governance model.

*Social Media Policy*

A social media policy serves the purpose of providing direction to employees and external stakeholders when it comes to social media engagement (Scott & Jacka, 2011, p.136). Scott and Jacka are of the opinion that both an internal and external social media policy is required. Brito (2012) and Ansaldo supports the need for a social media policy and identifies it as the cornerstone of an organisation's social media governance.

The social media governance framework proposed by Flynn (2012) is a *"seven-step action plan for successful social media policy and compliance management"*.

This framework is illustrated in Figure 2.8 below and further discussed below:

**Figure 2.8   Social Media Governance Framework – Nancy Flynn**



**Source: (Flynn, 2012)**

*Social Media Policy Team*

A social media policy team is necessary to ensure the successful creation, implementation and operation of an organisation's social media governance programme, including the social media policy (Flynn, 2012). In concurrence with Scott and Jack (2011), Flynn advocates the make-up of this team to be representative of several departments within the organisation. This diversity in the

team allows the organisation to gain unique and differing insights into social media (Flynn, 2012).

*Social Media Plan*

In alignment with the sentiment of Scott and Jacka (2011), Flynn cites the need for a social media plan. This plan serves the purpose of creating and implementing the social media governance programme of the organisation. It includes the tasks and activities of each social media team member, as well as the associated time frames and social media objectives (Flynn, 2012).

*Social Media Policy Audit*

A social media policy audit is a precursor to the drafting of a social media policy (Flynn, 2012). Flynn indicates that this audit is required to provide organisation-specific insight into the risk, benefits, and challenges associated with the social media activity of both internal and external audiences who use different devices when accessing social media.

Part of the audit should include a review of the organisation's legal risks relating to social media; incorporate a review of legislation pertaining to, amongst others, electronic content, records retention and e-discovery (Flynn, 2012). Flynn highlights the need for organisations that operate in regulated industries, such as the healthcare and financial services industries, to perform a review of regulatory risks specific to the affected industry. Another aspect of the social media policy audit pertains to human resources related matters. This can include instances of dismissal or disciplinary actions against employees, based on inappropriate social media activity (Flynn, 2012).

Flynn recommends the need for an audit to be performed to ascertain the nature and scope of an organisation's existing social media presence, if any. This includes identifying which social media channels are being used, which stakeholders are being reached and for what purpose. Additionally, the audit should identify if and how the organisation is using social media tools, such as social business software, for the purpose of collaboration and other business activities (Flynn, 2012).

A major component of the social media policy audit pertains to the usage of social media by employees (Flynn, 2012). This includes assessing the impact of social media usage by employees on productivity, as well as the effect of social media usage on company bandwidth. Flynn (2012) outlines the need for organisations to understand the nature of employees' personal social media activity outside business hours. Employees could be using social media as a platform to articulate their frustrations or discontent with the organisation, or even leaking potentially confidential or proprietary information.

The social media policy audit should also incorporate gaining an understanding of the attitudes and viewpoints of customers, vendors, partners, target markets and other stakeholders towards the organisation's social media presence, or lack thereof (Flynn, 2012) . The final component of the audit entails a review of the organisation's existing policies which govern the usage of social media, email and other electronic media. This assessment should focus on the frequency with which these policies are updated, the appeal of the policies to employees, as well as to what extent there is communication with employees and what training on company policy is given (Flynn, 2012).

*Social Media Policy*

A social media policy outlines the acceptable use of social media by employees Flynn (2012); Ansaldo (2012); Brito (2012); Scott & Jacka (2011). Flynn stresses the need for the policy to be tailored according to the results of the social media policy audit. This will assist the organisation to be pragmatic when it comes to mitigating prevalent social media risk.

*Education*

After the organisation has completed the social media policy audit and drafted the social media policy, its attention must shift to educating all employees about social media, including the ancillary risks, benefits, procedural matters and the requirements of the policy itself (Flynn, 2012). Flynn is of the view that organisational-wide social media training should be compulsory. This extends to all levels of employees, including full-time, part-time employees and any other external or internal parties performing work for the organisation. This recommendation is

substantiated by the fact that a court of law may, when assessing vicarious liability of the organisation, determine the extent of control exerted by the organisation over the affected employee's usage of social media (Flynn, 2012).

Flynn recommends that social media training methods, employed by the organisation should be interactive and allow for dialogue in an open forum regarding issues and solutions affecting social media usage. Training should be conducted regularly, and not be a once-off initiative. The contents of the policy must be enforced as its requirements apply at all times (Flynn, 2012).

*Disciplinary Action*

Flynn advocates that all employees should sign a form which acknowledges that they understand the requirements of the social media policy. Organisations are urged to keep a signed, dated copy of each updated social media policy, and also to issue each employee with a personal copy. Employees should be aware that any violation of the social media policy is a serious matter, and could lead to disciplinary action, including legal liability or even dismissal (Flynn, 2012).

*Technology Toolsets*

An organisation should use technology toolsets to support the mitigation of the several forms of risk inherent to social media (Flynn, 2012). Flynn indicates that these toolsets should not be used to stifle employee social media activity, but rather to facilitate the convergence of social media risk mitigation with the desire that employees use social media to engage through collaboration and dialogue.

The social media governance models discussed above indicates that the minimum elements of a structure for strong social media governance include a social media policy, training, education, and monitoring (Macnamara, 2011).

## 2.8. A Proposed Social Media Governance Framework

As illustrated in Table 2.1 below, the eight frameworks within this chapter were overlaid by the author in order to identify several, shared, common components:

**Table 2.1 - Proposed Social Media Governance Framework**

Table Legend:

| Symbol | Description |
|---|---|
| ✔ | Author reflects component in their framework |
| Blank Cell | Author does not reflect component in their framework |
| Y | Integrate into proposed framework |

| Components | Author | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | Dand | Ansaldo | University of Leipzig | Department of Electronics and Information Technology | Philpott & Swettenham | ISACA | Scott & Jacka | Flynn | Proposed Framework |
| Frequency & Process for Updates | ✔ | ✔ | | | | | | | Y |
| Training & Education | ✔ | ✔ | ✔ | | ✔ | ✔ | ✔ | ✔ | Y |
| Social Media Policy | | ✔ | ✔ | | | | ✔ | ✔ | Y |
| Monitoring | | ✔ | ✔ | ✔ | | | ✔ | | Y |
| Technical infrastructure for accessing social media | | | ✔ | | | | | | Y |
| Social Media Strategy | | | ✔ | | ✔ | ✔ | ✔ | | Y |
| Dedicated social media department | | | ✔ | | | ✔ | | ✔ | Y |
| Metrics | | | ✔ | | | | ✔ | | Y |

**Source: Researcher's own construction**

The proposed framework was derived by integrating the components which were common to all eight frameworks, as well as certain other components which, based on their merit, were also included in the framework.

The proposed integrated social media governance framework, depicted in Table2.2, has been derived from the preceding literature and represents the author's new proposal, based on the merged components of several frameworks reviewed.

**Table 2.2 - Proposed Social Media Governance Framework**



**Source: Researcher's own construction**

## 2.9. Proposal for empirical study

An empirical study will be performed to evaluate the proposed social media governance framework in Table 2.1. The study will be conducted using employees from several IT organisations across South Africa.

The study will gauge the perceptions of respondents towards social media governance and the applicability of the proposed social media governance framework for application in an IT organisation. The research methodology used is expounded in Chapter 5.

## 2.10. Summary

Information Technology (IT) governance has a regulatory function and oversight over the IT resources of an organisation. The primary role of IT governance is to ensure that the organisation's IT resources are used in a responsible manner, with the purpose of  mitigating risks inherent to IT, and also to support the business objectives of an organisation.

Social media governance is a set of rules, policies, and procedures that companies create to manage social media, and applies to both internal and external communities that engage in social media activity. It is meant to be a rudder for employees in terms of the professional and private use of social media platforms.

Employees should feel empowered and motivated because of the establishment of social media governance, as opposed to feeling oppressed or obligated to abide by the guidance and instructions an organisation will issue.

A proposed framework for social media governance has been proposed in Table 2.2 which has been derived from the literature reviewed in this chapter, concerned with the social media governance frameworks as per :

— Dand (2010)
— Ansaldo (2012)
—  Fink et al. (2011)
— Department of Electronics and Information Technology Ministry of Communications & Information Technology Government of India (2012)
— Philpott & Swettenham ( 2012)
— ISACA (2010)
— Scott & Jacka ( 2011)
— Flynn (2012)

This chapter has addressed the research questions RQ1, RQ2 and RQ4. The author has given a brief overview of social media, explored the business value of social media, and expounded on the risks associated with the use of social media.

The author has provided an overview of IT governance and social media governance, as a surrogate thereof. An overview of social media governance has been discussed, including a delineation of the relationship between social media policies and social media governance.

Several existing social media governance models and their constituent elements thereof have been explored by the author. The material impact of social media on organisations in the 21st century has been established, including the resulting requirement to employ social media governance to manage social media activities by stakeholders, both internal and external to the organisation.

The author has proposed a derived framework for social media governance, based on the literature in this chapter. This framework will serve as a point of departure for the empirical study, to follow in Chapter 5. The applicability and relevance of the framework will be empirically evaluated by using employees within IT organisations across South Africa.

The study will gauge the perceptions of respondents towards social media governance and the applicability of the proposed social media governance framework for application in an IT organisation. The following chapter discusses social media policies and key principles. The contents and tenets of several social media policies of some of the world's largest IT companies will also be unbundled.

# Chapter 3: Social Media Policies

## 3.1. Introduction

A set of social media guidelines is the foundation of any social media governance framework (Ansaldo, 2012). The primary objective for developing social media guidelines is to protect the organisation. This is achieved through the use of the guidelines as the main tool for guiding employees on how to use social media responsibly and to mitigate personal, company, and other social media risks (Brito, 2012). Notwithstanding this, organisations must establish equilibrium between "empowerment" and "accountability", and not use social media guidelines only to indicate what is not allowed by employees when engaging via social media channels (Smith et al., 2011).

This chapter is concerned with the research questions RQ3 and RQ5. The objectives of this chapter are, to identify key tenets contained in the social media policies of major IT organisations and to develop a proposed framework for a social media policy for an IT organisation. In Section 3.1, the author will provide a brief overview of the fundamentals of social media policies. In Section 3.3, several software toolsets, used for the purpose of social media monitoring and analytics will be explored. In Section 3.4, the author will expound on the key tenets contained within the social media policies of several large, global IT organisations. In Section 3.5 the author will propose a social media policy framework, to be derived from the preceding literature in this chapter. A brief discussion is then entered into in Section 3.6 which looks at the empirical study to be performed to evaluate the proposed social media policy framework. The chapter will then be concluded with a summary in Section 3.7. The chapter deliverable is a proposed social media policy framework for an IT organisation. A diagrammatic illustration of the outline of this chapter follows:

## Chapter 3: Social Media Policies
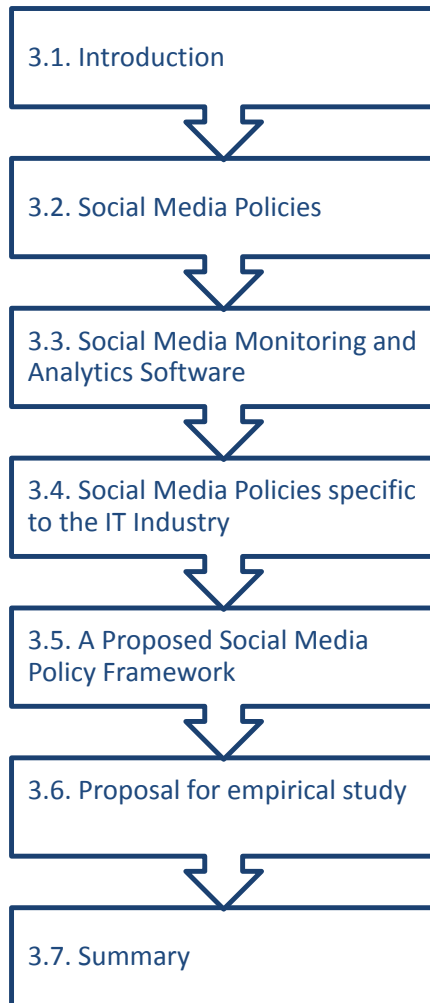
3.1. Introduction

3.2. Social Media Policies

3.3. Social Media Monitoring and Analytics Software

3.4. Social Media Policies specific to the IT Industry

3.5. A Proposed Social Media Policy Framework

3.6. Proposal for empirical study

3.7. Summary

**Deliverable**

- A proposed social media policy framework for an IT organisation

Ch1 Introduction → Ch2 Social Media Governance → Ch3 Social Media Policies → Ch4 Research Design and Methodology → Ch5 Results and Analysis of the Empirical Study → Ch6 Findings, Recommendations and Conclusions

## A Framework for the Governance of Social Media in the Workplace.

## 3.2. Social Media Policies

This section will provide an overview of social media policies, including their fundamental aspects. Brito (2012) indicates that social media guidelines should not be used to intimidate employees, but to empower them to collaborate both externally and internally. Brito (2012) also indicates that the essence each company's social media policy will differ because of varying organisational cultures and values. Evidently, there are fundamental tenets which any social media policy should contain, but an organisation should reflect its objectives and corporate culture in the policy, if it is to be effective.

Despite this, the policy, no matter how decent, is of no use if employees are not aware of it (Thomas & Barlow, 2011, p.78). It is therefore important to continually communicate the policy to employees. This can be achieved through the use of several media, including e-mail, an intranet, e-learning tools, educational videos, as well as social media itself (Guz, 2012). Guz indicates, the better the creativity of the communication of the policy to employees, the more successful the organisation will be in terms of ensuring that employees remember the elements of it. Accompanying the need to communicate the policy to employees regularly, is the need to regularly review and update the policy, taking into account changes in the social media landscape, organisational objectives and the maturity of the organisation as it relates to the effective use of social media (Smith et al., 2011, p.283).

Social media guidelines should be concise, easy to memorise, with common sense being a rudder for employees (Grant, 2009; Thomas & Barlow, 2011, p.75). One manner in which organisations can keep their social policies concise, is to ascertain which topics are already covered in other, existing policies, and merely refer to these within the social media policy (Thomas & Barlow, 2011). An example of this could be a corporate code of conduct which covers matters such as the non-disclosure of confidential company information.

A good set of social media guidelines is best developed by garnering the input of all employees, as well as that of top management (Hurd, 2012; Brito, 2012, p.63; Thomas & Barlow, 2011). Hurd (2012) forewarns of the need to use the guidelines to educate employees about the dangers of legal liability, violation of company privacy, as well as industry-specific compliance issues when it comes to social media activity.

Employees have certain expectations and rights in terms of their privacy. Organisations therefore need to be upfront and communicate to employees around "what", "when" and "where" their social media activities are being monitored. (Hurd, 2012). Evidently, organisations must be cognisant of the need to monitor social media activity, which is further explored.

*Social Media Monitoring*

In terms of social media governance, 'monitoring' refers to knowing and understanding what customers and other stakeholders are saying about the organisation, across a multitude of social media channels (Lasica, 2011). A plethora of social media monitoring tools are available to organisations. Such tools include, inter-alia, "Google Trends", "Google Alert", "Openbook", and "Hootsuite" and "Social Media Monitor". Lasica (2011) indicates that there are several reasons why organisations should be monitoring social media conversations which affect them. This includes understanding the general sentiment of people towards the organisation, identifying new markets and what Lasica refers to as "brand advocates". These advocates can be champions of an organisation's brand, and often, can reach an audience which an organisation's website alone, cannot. The impact of an individual's social media presence (posting content and other activity) and ability to reach such a wide audience is referred to as "influence" (Bentwood, 2008).

Social media is a platform which allows for the rapid dispersion of any content, and this can include defamatory or misrepresented information about an organisation (Dell, 2011). Lasica (2011) points out that social media monitoring tools can enable organisations to timeously detect and effectively respond to such misrepresentations and assist in preventing people from having negative misperceptions of the organisation.

*Social Media Monitoring – Metrics*

Lasica (2011) cautions organisations not to confuse the monitoring of social media (what people are saying about you) with "metrics". Metrics follow on from the monitoring process ('listening'), and are a set of quantitative and qualitative indicators  (Dasgupta & Bisal, 2010) used by organisations to gauge the impact of

their social media efforts (Haydon, 2012). Haydon indicates that organisations firstly need to set objectives in terms of what the desired effect on social media followers should be and what should be the resulting actions Metrics should then be developed to track the outcomes in relation to these objectives. An organisation's social media objectives should always be specific, measurable, attainable, realistic and measurable (Kanter, 2011). Dasgupta and Bisal (2010) indicate that every organisation has its own, unique business drivers, and therefore the metrics to be measured should be defined by the business outcomes desired by the organisation (Watson Huyse, 2011).

Watson Huyse (2011) refers to the "Three A's of Measurement". When measuring the impact of its social media strategy, an organisation, at a high level, is assessing the actions taken by people, their attitudes and the level of attention generated by the use of social media. In terms of 'actions', Huyse indicates that organisations need to tangibly measure the results of their social media campaigns and other social media activities, in relation to business objectives and ancillary key performance indicators. Take for example, the number of new sales leads created during a social media marketing campaign. Identifying social media actions which garner attention is important for the purpose of identifying loyal followers who act as advocates and brand champions for the organisation online. Optimisation of social media activity can therefore be achieved through the improved focus resulting from these attentive advocates. In terms of 'attitude', the social nature of social media allows an organisation to assess the overall sentiment and levels of satisfaction of stakeholders (internal and external) engaging in social media activity and interacting with the brand online.

*Common Sense, Disclosure and Use of Disclaimers*

"Common sense is not so common." – Voltaire

When engaging via social media channels, it is advisable for individuals always to be transparent (Brito, 2012; IBM, 2010; Intel, 2012). What this means, is that employees should always disclose their identities, including their positions and areas of expertise and knowledge, and overall affiliation to the organisation (Socialmedia.biz, 2011). The principle of disclosure is premised on the ideal that reputations are built on trust (Schwartzman, 2012). Schwartzman urges employees to use their real

names (not aliases) and to be consistent across social media channels when it comes to profile information.   Differing information can badly affect trustworthiness and reputation.

While using social media, employees are using their prerogative and not that of their organisations (Thomas & Barlow, 2011, p.77). In this regard, Schwartzman (2012) and Lasica (2011) specify that employees should use clear disclaimers to specify that the views aired on social media are personal and not those of the organisation. Schwartzman (2012) is of the view that employees do not need to include a disclaimer with each posting on a social media channel; the disclaimer can be stated once within the user's profile information on each account.

## *Moderation*

Employees should be trusted to use their better judgement and common sense when posting social media content and posts should not be reviewed by management before being posted (Society For New Communications Research, 2007). In the realm of social media, controlling the thoughts and actions of employees is impossible; therefore empowerment and trust should be used to foster accountability amongst employees (Smith et al., 2011). Notwithstanding this, Smith et al. (2011) indicate that management should educate employees on how to use social media responsibly and set clear boundaries to safeguard employees and the organisation. Conversely, Thomas and Barlow (2011) advocate honest communication from employees to their managers regarding their social media activities, as they relate to their jobs.

Brito (2012) cites two forms of social media moderation, but does not advocate either; these are "pre-moderation" and "post-moderation". The former involves an approval of proposed social media content before it is posted, with the latter allowing organisations to remove content after it is posted and if it has breached policy requirements. In saying so, moderation is mainly used to shield the organisation from legal or copyright infringement on a branded site. most employees in social media communities 'self-moderate' their content (Brito, 2012, p.66).

## 3.3.  Social Media Monitoring and Analytics Software

This section explores several software toolsets used for the purpose of social media monitoring and analytics. The features of these toolsets are explored, with a focus on the monitoring and analytics functionality.

_Luminoso_

Luminoso is cloud-based, multilingual, ontology-free software which provides real-time analysis of text (Luminoso LLC, 2012). The software supports users to understand the meaning behind text, providing a deeper understanding of comments made via social media or in any document (Luminoso LLC, 2012). The technology underpinning this offering is based on research into "common sense reasoning" which has been conducted over a number of years at the MIT Media Lab. With the volume of content posted on social media every day, organisations can benefit from this software which is scalable and can facilitate quicker, adequate responses through an adept interpretation of the text.

_Wildfire Suite 2.0_

Wildfire is a suite of social marketing software which "…combines best-of-breed social promotion and advertising software, robust mobile and desktop page management, messaging and sophisticated real-time analytics in one complete platform" (Google, 2012). The software enables brands to rapidly embark on marketing efforts by analysing the impact of consumer social media activity on purchasing (Google, 2012). Wildfire has an "Analytics" and a "Monitoring" component:

— _Analytics_: The "Analytics" functionality enables users to benchmark their social marketing performance in relation to that of competition in industry by using industry benchmarks based on data collected from millions of social pages (Google, 2012). The software also uses time-series visualisation for trend analysis and sorts data demographically, hereby enabling social media marketing initiatives to contain content which is relevant to the audience. Communication with social media fans is made more efficient by formulating messages based on the granular metrics which the software provides (Google, 2012).

— *Monitoring:* The "Monitoring" component of the Wildfire Suite measures, over time, social media fan and follower growth and compares this to the corresponding growth of competitors (Google, 2012). The software allows users to track this growth daily, across several social networks and reveals growth trends for each network (Google, 2012).

*Dachis Group*

The Dachis Group specialises in *"Social Business Intelligence" and assists* organisations to measure and compare their social media performance to that of competitors and industries as a whole, using a suite of cloud-based applications (The Dachis Group, 2012). The software is premised on providing social insights and assisting organisations to act accordingly, while gauging the success of these actions.

The *"Social Business Index"* application within the suite, grades global organisations by taking into account their social media performance, activity and the level of social business adoption. The service is at no cost and pulls its data from over 100 million social media accounts, across several platforms of social media. In doing so, conversations amongst engaged audiences are brought to life, empowering brand marketers with "real-time benchmarking data for their company's brands and competitors" (The Dachis Group, 2012).

The *"Employee Insight"* application is a paid-for service that "measures the impact of employees' social activities on a brand and allows for the management of employee advocacy programs, giving brands the ability to scale their engagement across their social audience" (The Dachis Group, 2012). This is a useful tool for organisations that would like to empower their employees to be "brand advocates" (Lasica, 2011). The social media efforts of employees in this regard, can be monitored and measured using the *"Employee Portal"* and *"Employee Leaderboard"* features of the software, while simultaneously providing organisations with an understanding of the sentiments and posts of online followers (The Dachis Group, 2012).

*Conversation Miner*

*"Conversation Miner"* is an industry-leading social media "Listening Platform" software from Converseon (Converseon, 2012). As with many of the other

monitoring and analytics tools discussed in this section, *"Conversation Miner"* helps organisations to achieve a competitive advantage by providing real-time insight into the massive number of social media conversations which occur online. Converseon identifies several benefits of the use of its software, including the ability to manage multiple languages, highlighting the implicit and explicit meanings inherent in conversations, advanced analytics, all underpinned by a strong consulting ethos aimed at driving actions as part of business strategy (Converseon, 2012).

## *Heartbeat*

Heartbeat is a software tool that measures and monitors social media, in real-time. The tool provides users with enlightening graphical representations of social media conversations. The tool allows organisations to identify and engage with individuals who are driving key conversations and also indicates whether these conversations are negative, positive or impartial in nature. These conversations are tracked by an audit trail and can be viewed demographically, by geography, by gender and by profession (Sysomos, 2012).

## *Salesforce Radian6 Insights*

Radian6 Insights is a tool from Salesforce which uses a text analysis platform to provide organisations with a profound understanding of social media conversations (Salesforce Marketing Cloud, 2012). The growth of online conversations and metrics requires a platform that can effectively manage the billions of posts being created every month. The social media monitoring offered by Radian6 represents an evolution of first generation social media monitoring which incorporated simple "listening", "engagement" and "analysis". The value of social data is increased by a deeper understanding of social media conversations, the posters of content, sources of data, as well as the underlying meaning of text itself (Salesforce Marketing Cloud, 2012). In light of the exponential rate of growth in terms of social media conversations and ancillary metrics, organisations can benefit from such a tool, which can provide the much-needed insight into what people are saying, and therefore enable organisations to timeously and adequately respond through tweaking business strategies.

## 3.4. Social Media Policies specific to the IT Industry

This section is concerned with exploring the key tenets contained within the social media policies of several of the world's influential IT companies. The author will now expound on the key tenets contained within these policies.

*Cisco – Internet Postings Policy*

Cisco recognises the opportunities for increased collaboration and communication which accompany the use of social media by employees, but also is not very forgiving when it comes to the violation of its 'Internet Postings Policy', with disciplinary action and even termination of an employee's contract cited as penalties for such non-compliance (Cisco, 2008). The principles of common sense and non-disclosure of confidential or copyrighted company information are advocated. Employees are encouraged to consult with their managers if they are unsure whether an intended posting is acceptable or not.

Posting content on any facet of Cisco's business, requires employees firstly, to identify themselves as a Cisco employee, and secondly, to clearly issue a disclaimer to the effect that their views are their own, and not those of Cisco. The inclusion of company logos or any trademark is expressly prohibited, as well as the disclosure of any company financial information. Employees are encouraged to consider their actions in relation to the 'Code of Business Conduct' and to familiarise themselves frequently with the guidelines in the 'Internet Postings Policy' (Cisco, 2008).

*Intel -Social Media Guidelines*

Intel's social media guidelines are premised on three overarching principles, these being "Disclose", "Protect" and "Use Common Sense" (Intel, 2012). In terms of disclosure, employees are encouraged to be transparent when it comes to their identities and their roles within the organisation. Similarly to Cisco, Intel employees are advised to make use of disclaimers.

Intel employees are not to disclose any confidential company information, including unreleased financial and product information. Offensive remarks about competitors are also forbidden. The application of common sense is meant be a moral rudder for

Intel employees; content should be positive and stimulate discussion and constructive debating. Content written on behalf of Intel is also moderated to ensure that unfavourable content is not posted (Intel, 2012).

*SAP - Social Media Participation Guidelines for SAP Employees*

SAP's social media guidelines were written in a collaborative effort by its employees, with all employees being afforded an opportunity to give their input, to arrive at a suitable set of guidelines. SAP's primary objective for developing these guidelines is to empower its employees to carefully engage via social media channels, with a view to limiting their personal liability while doing so. As is the case with Cisco and Intel, SAP employees are required to identify themselves when posting on social media.

SAP employees are further counselled to display honesty via social media through the use of transparent corrections of any mistakes, as opposed to merely editing an existing post. SAP frowns upon posting arbitrary content or engaging in conversation which is not thought-provoking. Employees are encouraged to make positive contributions which are informative and interesting, while clearly distinguishing between the truth and their sentiments about a certain topic. Misrepresentations by non- employees is commonplace in the realm of social media; SAP employees are urged to not behave in a manner which encourages fighting, but to contest any misrepresentations by using the facts, corroborated by information which is known to the public (SAP, 2010).

*IBM Social Computing Guidelines*

Dand's (2010) sentiments regarding the rapid and continuous evolution of social media is like a clarion call that IBM has heeded. The organisation's initial set of guidelines was developed for IBM employees who wanted to blog. Over time, as social media has evolved, the scope of the guidelines has been periodically reviewed (with input from employees) and amended to include all forms of social media.

Dialogue is key to IBM's business model of innovation and the organisation views its employees as brand ambassadors  (IBM, 2010). In saying so, employees are encouraged to engage via social media channels in a responsible manner, to add value (through posting meaningful content), while maintaining honesty and transparency. The tone of content posted by employees is intended to be positive

and conducive to stakeholders deeming IBM employees to be approachable. Inherent to this is the fact that social media is, inter-alia, a platform for meaningful social interaction. The guidelines are applicable to all employees, including executive management.

Further tenets within the guidelines include the non-disclosure of confidential or sensitive company and/or client information, the use of disclaimers and the application of common sense by employees. Maintaining respect for others and the organisation is a must; employees are cautioned to steer away from entering into dialogue which can provoke discord and non-constructive debate online. Topics such as religion and politics are included in the above.

As with SAP, IBM employees are allowed to respond to representations which do not represent the truth, provided that such responses are supported by the facts and the relevant employees identify themselves as IBM employees. Another common principle that these two organisations share in their guidelines, is the need for employees to be transparent while correcting their social media blunders (not just editing the post containing the mistake). Such correction is necessary to timeously restore the trust of readers of the affected social media content.

Lastly, employees are reminded that their social media activity does not absolve them from their primary responsibilities in the workplace, their internal duties and also their commitments to clients (IBM, 2010).

*Oracle Social Media Participation Policy*

Oracle's social media guidelines apply to social media channels which are sponsored by the company, as well as to the personal social media activity of employees who have an impact Oracle's business, its products, its employees and other stakeholders. The policy is therefore pertinent to both external and internal social media channels.

The online activity of employees is directly linked to Oracle's "Code of Ethics and Business Conduct", as well as to several other policies. Employees are to adhere to the provisions of these policies when engaging in social media activity. As with most of the IT organisations discussed in this chapter, the use of disclaimers by

employees is also required, along with employees being transparent when they identify themselves as Oracle employees.

Oracle takes copyright infringements seriously; employees are advised to seek the permission of the owners of third-party material, irrespective of whether or not such approval is mandatory by the owner. This principle extends to the use of third-party video material being used by employees when posting content.

Oracle prohibits employees from using its resources to set up their personal social media, even if they are doing so to comment on Oracle-related matters. The organisation urges its employees to ensure that their social media activities do not adversely affect their productivity in the workplace or their client deliverables (Oracle, 2010).

## 3.5. A Proposed Social Media Policy Framework

As illustrated in Table 3.1 below, the social media policies of the five IT organisations reviewed within this chapter were overlaid by the author to identify several, shared, common tenets:

### Table 3.1 - Proposed Social Media Policy Framework

Table Legend:

| Symbol | Description |
|---|---|
| ✔ | Organisation reflects tenet in its policy |
| Blank Cell | Organisation does not reflect tenet in its policy |
| Y | Integrate into proposed framework |

| Tenets | IT Organisation | | | | | |
|---|---|---|---|---|---|---|
| | Cisco | Intel | SAP | IBM | Oracle | Proposed Framework |
| Common Sense | ✔ | ✔ | | | | Y |
| Use of Disclaimers | ✔ | | | ✔ | ✔ | Y |
| Non-Disclosure of Confidential Company Information | ✔ | ✔ | ✔ | ✔ | ✔ | Y |
| Link to Company Code of Conduct | ✔ | | | ✔ | ✔ | Y |
| Honest Disclosure | | ✔ | ✔ | ✔ | | Y |
| Integrity, Respect, Objectivity | | | ✔ | | | Y |
| Transparency | ✔ | ✔ | ✔ | ✔ | ✔ | Y |
| Non-interference with primary work/customer commitments | | | | ✔ | ✔ | Y |

**Source: Researcher's own construction**

The proposed framework was derived by integrating the tenets which were common to the social media policies of all five organisations, as well as certain tenets which, based on their merit, were also included in the framework.

The proposed social media policy framework, shown in Table 3.2, has been derived from the preceding literature and represents the author's new proposal, based on the merged key tenets contained within the reviewed social media policies of several IT companies.

**Table 3.2 - Proposed Social Media Policy Framework**
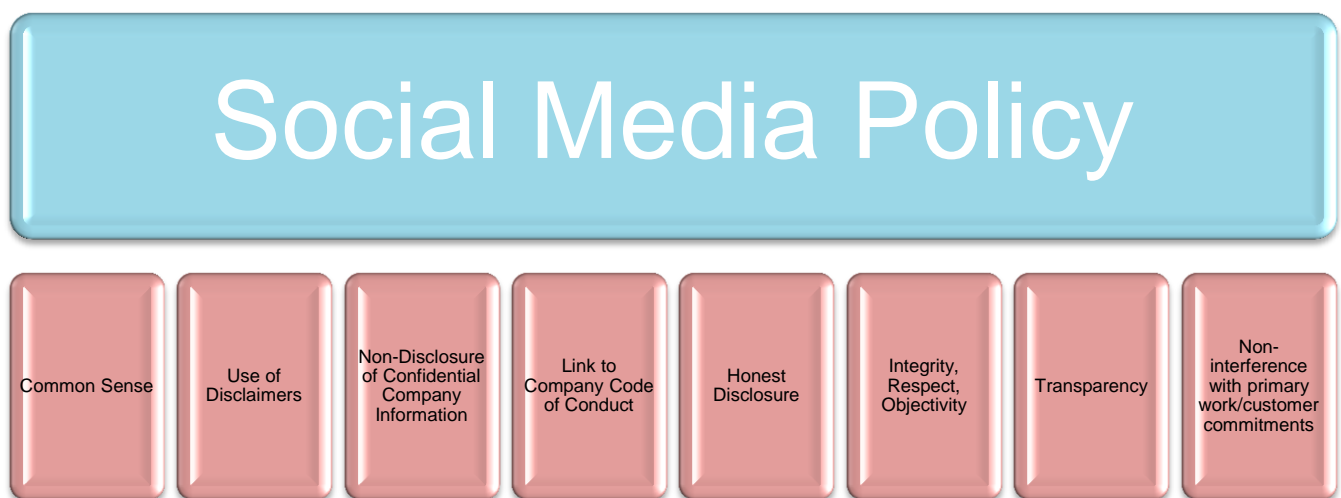


**Source: Researcher's own construction**

## 3.6. Proposal for empirical study

An empirical study will be performed to evaluate the proposed social media policy framework in Table 3.2. The study will be conducted amongst employees across several IT organisations within South Africa.

The study will gauge the perceptions of respondents towards a social media policy and the applicability of the proposed social media policy framework in an IT organisation. The research methodology in this regard is expounded in Chapter 5.

## 3.7. Summary

A social media policy is the cornerstone of social media governance and the primary tool for guiding employees on how to use social media responsibly and to mitigate risks ancillary to the use of social media. There are fundamental tenets which a social media policy should contain, but the policy must reflect an organisation's objectives and corporate culture if it is to be effective. Social media guidelines should be concise, easy to memorise, and underpinned by employee common sense. The policy should also be regularly communicated to employees.

A plethora of social media monitoring and analytics software tools exist. Salient benefits of such software include; real-time monitoring and insight into social media conversations; identification and engagement with key people driving online conversations; benchmarking social media performance against that of competitors and industries at large; using social media sentiment to adjust business strategy accordingly by "listening" to consumers online.

As a surrogate of social media governance, a social media policy is a compass for employees in terms of engaging in social media activity, as it relates to both the professional and private use thereof. A social media policy is also an organisation's primary tool for mitigating risks inherent to the use of social media by employees.

Fundamental tenets identified in the social media policies of several global IT companies include, inter-alia; use of common sense, use of disclaimers, non-disclosure of confidential company information, avoidance of inflammatory dialogue, honesty, respect and transparency. Employees are also urged to ensure that social media activity does not interfere with primary work and customer commitments.

A proposed framework for a social media policy has been proposed in Table 3.2 which has been derived from the literature reviewed in this chapter, concerned with the social media policies of several IT companies, these being:

— IBM (2010)
— Cisco (2008)
— Intel (2012)
— SAP (2010)
— Oracle (2010)

This chapter has addressed the research questions RQ3 and RQ5. Key tenets contained in the social media policies of major IT organisations have been identified and unbundled, and a proposed framework for a social media policy for an IT organisation has been developed. An overview of social media policies and key principles therein has been provided. Several software toolsets used for the purpose of social media monitoring and analytics have been explored. The following chapter is concerned with the research design adopted for this treatise. This includes a detailed discussion regarding the research philosophy, research approach, research strategy and data collection and analysis methods.

# Chapter 4: Research Methodology

## 4.1. Introduction

Research design is used to formulate a plan to answer research questions and meet research objectives (Saunders et al., 2009). Saunders et al. (2009) indicate that this plan incorporates the reasons and the techniques to be employed by a researcher when conducting a study. The main research question of this study is: Can a Framework for the Governance of Social Media in the Workplace be developed?

This chapter articulates the research design that will be employed for the purpose of this treatise, and, in doing so, addresses research question $RQ_6$ as outlined in Chapter 1. The following section elaborates on the research process, in accordance with the research onion process adapted from Saunders et al., (2009) (Section 4.2). The research philosophy (sub-section 4.2.1), approach (sub-section 4.2.2), research strategy (sub-section 4.2.3) and data collection method and analysis (sub-section 4.2.4) are discussed. Section 4.3 discusses the research integrity, while Section 4.4 discusses ethical considerations. Section 4.5 summarises the research design chapter. The chapter deliverable is the research design for this treatise: A diagrammatic illustration of the outline of this chapter follows:

# Chapter 4: Research Methodology

## 4.1. Introduction

## 4.2. Research Process

- 4.2.1. Research Philosophy
- 4.2.2. Research Approach
- 4.2.3. Research Strategy
- 4.2.3.1. Descriptive Survey Motivation
- 4.2.3.2. Questionnaire Design

## 4.3. Research Integrity

## 4.4. Ethical Considerations

**Deliverable**

- Research design

## 4.5. Summary

Ch1 Introduction → Ch2 Social Media Governance → Ch3 Social Media Policies → Ch4 Research Design and Methodology → Ch5 Results and Analysis of the Empirical Study → Ch6 Findings, Recommendations and Conclusions

**A Framework for the Governance of Social Media in the Workplace.**

## 4.2. Research Process

The general research process "onion" is depicted in Figure 4.1. The "onion" illustrates the link between the components of the research process (Saunders et al., 2009). The research methodology and research design of this study will be explained by using this research process. In terms of this process, the next components to be discussed will include research philosophy, research approach, strategies, as well as the data collection method and data analysis.
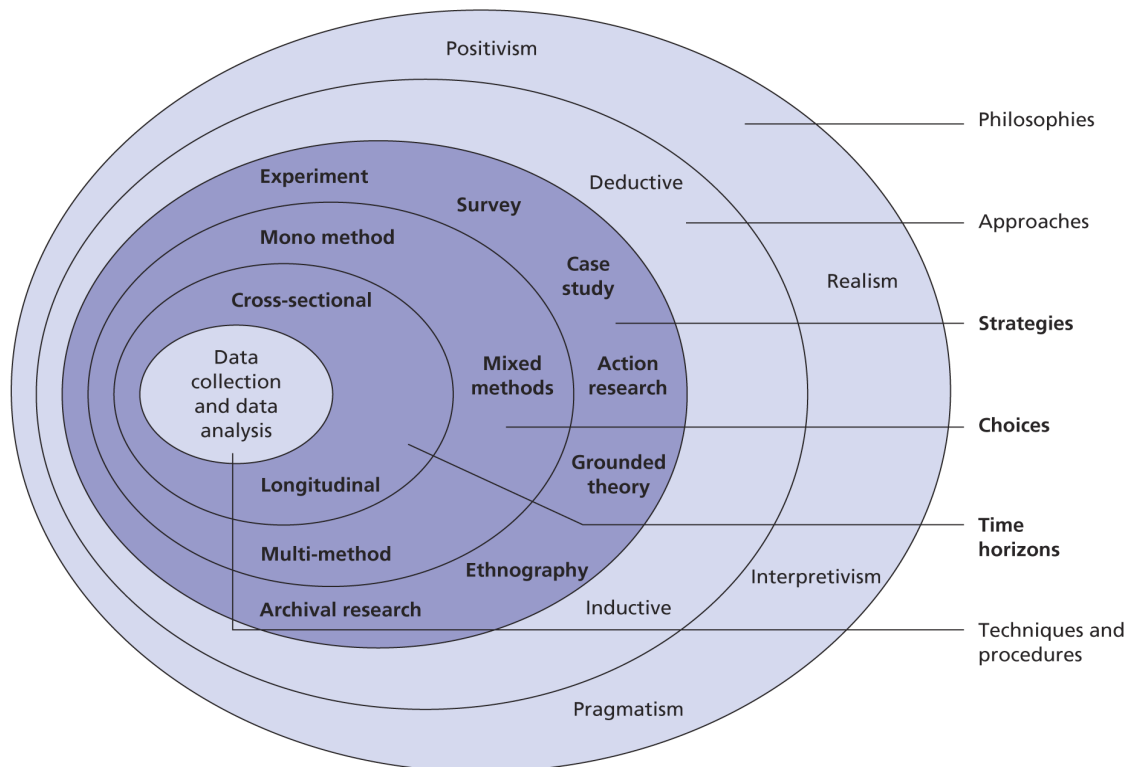


**Figure 4.1 The Research Onion Process – Adapted from Saunders et al., (2009)**

## 4.2.1. Research Philosophy

Research philosophy can be viewed as the creation of knowledge and the ancillary nature of the said knowledge (Saunders et al., 2009). Research philosophy provides the researcher with a roadmap as to the manner in which research may be carried out, by outlining how the world is perceived by the researcher, what constitutes reality, the understanding of the reality, as well as the methods that may be employed to gather more knowledge on the reality (Saunders et al., 2009). A research paradigm is defined as "a framework that guides how research should be

conducted, based on people's philosophies and their assumptions about the world and the nature of knowledge" (Collis & Hussey, 2009).

Collis and Hussey indicate that there are two main research paradigms; positivism and interpretivism. Positivism is premised on the belief that the natural world may be viewed in the same manner as the social world (Collis & Hussey, 2009). A positivist researcher believes in one reality and aims to discover that reality (Saunders et al., 2009). Positivists normally make use of quantitative methods of analysis and believe that research is reliable if the results can be reproduced (Collis & Hussey, 2009).

Interpretivism is premised on the belief that human beings cannot be seperated from the social environment in which they live (Collis & Hussey, 2009). Collis and Hussey explain that interpretivistic research "involves an inductive process with a view to providing interpretive understanding of social phenomena within a particular context." It can be concluded that, where the research findings do not emanate from the statistical analysis of data, such research is interpretivistic in nature (Strauss & Corbin, 1998).

Interpretivism and positivism, as the two main paradigms, represent two extremities on a continuum of research paradigms (Collis & Hussey, 2009, p.73). Notwithstanding this, Collis and Hussey argue that a researcher's paradigm, methodology and methods may represent a composite of the philosophical assumptions of the two paradigms, but a quality, research strategy will always reflect the core assumptions of either the positivistic or interpretivistic paradigms.

In this research, the aim of the study is to gauge the applicability of a proposed framework for social media governance in IT organisations. The study focusses on employees in their work environment. The proposed framework will be shaped by the perceptions of the respondents as the social reality of social media governance will be investigated. A mixture of the interpretivistic (mostly) and positivistic research paradigms is employed by the researcher.

## 4.2.2. Research Approach

The inductive and deductive research approaches are depicted in Figure 4.1. The research approach may be either inductive, deductive, or a hybrid of these approaches (Saunders et al., 2009). Saunders et al. (2009) indicate that the choice of research approach is important as it assists the researcher to make well-informed decisions regarding the research design, as well as which research strategy will best work for the purpose of a particular study.

A deductive research approach entails developing theories or hypotheses (Crowther & Lancaster, 2008) and then rigorously testing these by using an empirical study (Saunders et al., 2009). According to Crowther and Lancaster, the most widely used approach in the natural sciences is that of deductive research. A key characteristic of deductive research is "generalisation" (Saunders et al., 2009, p.125), which is the ability to draw statistical, generalised inferences to a broader population. Saunders et al. (2009) indicate that sample sizes must be sufficiently large for the aforementioned statistical inferences to be drawn.

An inductive research approach entails the development of a theory to explain data and information which is observed (Crowther & Lancaster, 2008). Crowther and Lancaster (2008) indicate that inductive research is more flexible than deductive research and is better suited to studying the behaviour of people. In contrast to a deductive approach, an inductive research approach is less concerned with generalisation, and more concerned with the context within which phenomena occur and with obtaining insight into the meanings which people attribute to events (Saunders et al., 2009, pp.126 - 127).

A combination of the deductive and inductive research approaches has been adopted for the purpose of this study. A deductive approach has been employed in developing proposed frameworks for social media governance and social media policies. An inductive approach has been adopted in terms of the empirical study as these proposed frameworks will be subjected to the attitudes and biases of the people who will evaluate the frameworks. Interpretivist research often adopts an approach which is qualitative in nature (Creswell, 2007). Creswell cites the adaption of inductive reasoning for the purpose of providing meaningful data in support of theory formulation.

## 4.2.3. Research Strategy

The plan employed to answer research questions and achieve the research objectives is the research strategy (Marshall & Rossman, 2010). Marshall and Rossman (2010) indicate that the strategy represents the decisions made and the course of action adopted by the researcher in formulating the most suitable method to address the research questions.

Several strategies for qualitative research exist (Collis & Hussey, 2009; Petty et al., 2012):

- *Grounded theory:* With this strategy, a general theory is verified from empirical data which represents the views of participants in a study (Creswell, 2007);
- *Case study:* The case study strategy emanates from human and social sciences (Creswell, 2007). Using this method, the researcher observes, in detail, individuals, groups, institutions, organisations or communities in their natural setting (Creswell, 2003). No singular method of data analysis is associated with a case study strategy; the case focus and the research question guide the researcher as to which data analysis method to employ (Petty et al., 2012);
- *Phenomenology:* Focusses on exploring the meaning of a phenomenon, with a view to gaining insight into the unique life experiences of individuals  (Petty et al., 2012);
- *Ethnography:* Is rooted in anthropology (Collis & Hussey, 2009, p.79). Collis and Hussey explain that an understanding of observed patterns of human behaviour is obtained by the researcher using shared and knowledge which is socially acquired. Data is collected  by using  participative observation, where the researcher, over a long period of time, assumes a full membership role of the group being observed (Petty et al., 2012, p.380);
- *Narrative research:* Creswell (2007) indicates that this strategy is used to, for a small number of individuals, focus on their expounded stories or life experiences linked to an event or number of events;
- *Survey strategy:* May be used for either a positivist or interpretivist study (Collis & Hussey, 2009). In a positivist study, the objective is to generalise the results to a broader population, whereas an interpretivist study focusses on

gaining insight into the individuals in the sample (Collis & Hussey, 2009, p.77). Collis and Hussey (2009) indicate two types of surveys; a *descriptive survey* provides an accurate account of phenomena at various points in time, while an *analytical survey* is used to ascertain the existence of possible relationships between variables.

## 4.2.3.1.  Descriptive Survey Motivation

The purpose of a descriptive survey methodology, in an interpretivistic study is not to draw statistical, generalised inferences to a broader population, but rather to gain insight from the respondents sampled (Collis & Hussey, 2009).  Collis and Hussey specify that selecting a large and impartial sample for the survey is not essential. A descriptive survey methodology also permits the researcher to request that volunteers to take part in the research or framework.

The reasons above provide a strong justification for the adoption of a descriptive survey methodology for this study. This study implements the use of a descriptive survey strategy to gauge the perceptions of respondents in IT organisations to the proposed framework for social media governance in the workplace.

Employees within several IT organisations in South Africa were approached to complete the survey questionnaire. No specific sample size is required, as the aim of the study is not to generalise to a population, but rather to gain insight into the social reality, perceptions and attitudes of employees towards the proposed frameworks for social media governance and social media policies, within the context of IT organisations. Each organisation approached requested that their names not be divulged in this research study.

## 4.2.3.2.  Questionnaire Design

The social media governance questionnaire, "A Framework for the Governance of Social Media in the Workplace", was developed based on the literature performed (Annexure C). The questionnaire was structured, with mostly Likert Scale questions used, formatted according to a five-point scale that ranged from (1) Strongly Disagree to (5) Strongly Agree. A Likert Scale format is more conducive to evaluating a continuum of behaviours, attitudes or perceptions (Leedy & Ormrod,

2009). The structured questionnaire allowed for all the respondents to be asked the same questions, in the same order (Collis & Hussey, 2009).

The questionnaire in Appendix C consists of four sections:

— *Section A: Biographical Details*. This section pertains to the biographical details of each respondent.
— *Section B: Social Media Usage.* This section of the questionnaire poses questions to the respondents regarding their usage of social media, both in a private and work capacity. It also seeks to ascertain how often respondents access social media and which devices they use to access social media.
— *Section C: Social Media Governance.* Presents questions relating to the proposed social media governance framework emanating from Chapter 2.
— *Section D: Social Media Policy.* Presents questions relating to the proposed social media policy framework for IT organisations emanating from Chapter 3.

## 4.2.4. Data Collection Methods and Data Analysis

The collection of data is a precursor to the processing and analysis of such data (Creswell, 2003). In order for data to be processed, it must be tabulated, edited and categorised; analysis of the data will then be possible (Leedy & Ormrod, 2009). Leedy and Ormrod (2009) indicate the analysis of data entails stratifying the data into similar relationships, trends or themes, which will in turn, enable easier analysis of the data. Evidently, analysis assists in collating the collected data in a manner which facilitates the answering of the research questions. Several methods for data collection in a qualitative study are presented:

— *Interviews:* May be structured, unstructured or semi-structured (Robson, 2011). A questionnaire represents a structured interview approach, whereas an unstructured approach entails the researcher being led by the participant where a broad topic is explored (Petty et al., 2012).
— *Questionnaire:* Marshall and Rossman (2010) explain that a questionnaire consists of a number of questions, on a form(s), drafted in a particular order. Qualitative research allows for open or closed-ended questions to be used by the researcher (Babbie, 2008). Babbie (2008) expounds on close-ended

questions requiring the respondent to select a response from the options provided by the researcher in the questionnaire.

— *Focus groups:* This method involves interviewing a group of six to ten people using structured, unstructured, or semi-structured interviews (Petty et al., 2012). Petty et al. (2012) indicate this method is useful when the researcher is trying to obtain a wide range of views regarding a particular matter.

— *Observation:* May be informal or formal, where the researcher pre-determines areas to be observed; the observation schedule is the research instrument for formal observation, while, for informal research, the researcher is the instrument (Petty et al., 2012). Robson (2011) cites the use of informal participant observation as a typical method for the purpose of qualitative studies.

— *Documentary analysis:* Incorporates the use of written documents such as textbooks, minutes and articles, but can also include visual methods of documentation such as photographs, pictures or television programmes (Petty et al., 2012). The context of documentation, as well as the author and ancillary purpose of the documentation, is critical in the analysis thereof (Robson, 2011).

Data for this research has been collected as follows:

— *Literature study (secondary data):* Chapter 2 (Social media governance) provides a brief overview of IT governance and identifies frameworks that affect social media governance. An overview of social media, including the business value and risks inherent to the use of social media, is discussed.

An overview of social media governance is discussed, which includes a delineation of the relationship between social media policies and social media governance. Several existing social media governance frameworks and constituent elements are explored. The deliverable from this chapter is the proposed framework for the governance of social media in the workplace.

Chapter 3 (Social media policies) provides an overview of social media policies and key principles therein. The contents and tenets of several social media policies, belonging to some of the world's largest IT companies, are

identified and unbundled. The deliverable from this chapter is a proposed framework for a social media policy within an IT organisation.

— *Structured survey questionnaire (primary data):* The data collection method for this study is that of a structured questionnaire for the purpose of a descriptive survey. The refined survey questionnaire was designed using a recognised, web-based survey tool (www.surveymonkey.com). This tool was used for the collection and collation of the questionnaire data. The use of this tool facilitated easier distribution of the questionnaire and allowed for respondent anonymity.

Data analysis entails interpreting the results of a study in a meaningful manner, where the data makes sense (Creswell, 2007). Creswell explains that qualitative data analysis involves gradually obtaining a deeper understanding of the data, leading to the ultimate interpretation of the overall meaning of the data. In certain instances, a method is required to convert qualitative data into numerical values (Collis & Hussey, 2009).

The *"data display"* quantitative data analysis presents data in a visual form and combines an inductive and deductive strategy to analyse quantitative data (Saunders et al., 2009, p.505). Saunders et al. indicate that this method allows the researcher to identify patterns and relationships from results, and also assists the researcher to draw conclusions, which may be verified visually.

The results are presented in a narrative and data display (Saunders et al., 2009) summary in Chapter 5. The web-based survey tool (www.surveymonkey.com) was used to summarise the results of respondents from each IT organisation approached. Each organisation's summarised results were downloaded using the tool, exported into Microsoft Excel, and therein collated and summarised into the overall findings.

The nature of the results are mostly qualitative, with quantitative results contained in Section A (Biographical Details) of the questionnaire. The data analysis of the study was done by grouping results into different categories. Each question has a unique code, so the results for each question have been assembled per question. In this manner, the results relating to each of the components of the proposed frameworks

are isolated and summarised. The use of a Likert Scale coding in the questionnaire enabled the qualitative data to be interpreted numerically and inductively; the meaning which the respondents attached to the proposed frameworks was sought after.

## 4.3. Research Integrity

An overall evaluative judgment of the extent of truth contained in a study is deemed to be research integrity (Saunders et al., 2009). Two major aspects in this regard, include the dependability and the integrity of the research. Several aspects of research integrity are discussed below, including how the researcher has adequately addressed these aspects.

— *Dependability:* A study is dependable if the same results can be repeated upon the replication of the study (Saunders et al., 2009). Qualitative researchers accept the fact that the passage of time, combined with the contexts and differences between people, have an effect on the ability to replicate a study (Petty et al., 2012). The following were performed to ensure the dependability of the research in this study:

   o the research design used is aligned to the philosophy adopted by the researcher;

   o The structured questionnaire allowed for all the respondents to be asked the same questions, in the same order;

   o In order to ensure the validity and reliability of the questionnaire, it was presented to the research supervisor of this study, the statistician of the NMMU Statistical Unit, as well as several managers from the IT organisations approached. The questionnaire was refined, based on the input from the aforementioned individuals.

   o The use of a credible survey questionnaire tool was employed;

   o The data was analysed using a clear, thorough procedure, with audit trails enabled through the survey tool used.

— *Trustworthiness:* A study is trustworthy if those assessing the study can be confident in the study and its findings (Robson, 2011). Two issues have an impact on the trustworthiness of a study: the credibility and confirmability of the study (Petty et al., 2012).

— *Confirmability*: Is the extent to which the findings of a study reflect the emphasis of the investigation (Lincoln & Guba, 1985) and not the researcher's bias (Guba, 1981).

  o The questionnaire was formulated using the proposed frameworks, which emanated from the literature study on existing theory in the areas of social media governance and social media policies. The questions posed, therefore, represent components of the frameworks and therefore address the research objectives of this study. The bias of the researcher has therefore been mitigated eliminated insofar as possible.

  o The findings of the study represent the collective insights into the feelings, attitudes and perceptions of the respondents to the proposed frameworks. All respondents have been asked the same close-ended questions, in the same order, and have stated the extent to which they agree or disagree with the statements made or questions posed. This approach has enabled general themes or trends to be aggregated or identified, while still allowing flexibility to the respondents.

— *Credibility:* A study is credible when its findings are recognised by individuals external to the study, as well as by those who have partaken in the study itself (Sandelowski, 1986).

  o The empirical findings of the study may not be manipulated by the researcher, as the survey tool has built-in security to control this. No predisposed truths may therefore be arrived at (Patton, 2001). The findings are therefore the true, unhampered views of the respondents i to the questions posed.

  o According to Patton (2001), the credibility of a study is further improved by using multiple data sources and systematic data collection procedures. In lieu of these requirements, the researcher has approached several IT organisations (multiple sources reflecting diversity) and each organisation has received its own unique link to the electronic survey (Annexure C). This has enabled the researcher to systematically distribute and collect the responses from respondents by

using the survey questionnaire software and ancillary controls for data collection and collation.

— *Transferability:* Is the ability to, in a separate instance, transfer the findings of a study into the same settings (Sandelowski, 1986). In terms of Sandelowski's (1986) definition, this would entail transferring the findings of this study into the context of another IT organisation. To ensure the transferability of this study, the researcher did the following:

  o Only the employees of IT organisations were approached to voluntarily complete the survey questionnaire.

  o The organisations were located in different areas/ regions across South Africa.

  o The size of each organisation, in terms of number of employees, was different in each case.

  o Respondents could not skip questions; the built-in controls of the survey tool ensured that respondents completed all questions posed.

  o The questionnaire design, findings and supporting evidence are presented in a manner that facilitates the application of the same study by others.

The integrity of this study was realised through the measures discussed in this section. Research studies involving people do raise ethical concerns which should be considered (Saunders et al., 2009). The following sub-section that follows, therefore, presents the ethical considerations and measures taken to adequately address this study's ethical concerns.

## 4.4. Ethical Considerations

This sub-section is concerned with the ethical considerations of this study. Saunders et al., (2009) refer to ethics as being "the appropriateness of your behaviour in relation to the rights of those who become the subject of your work, or are affected by it". The steps taken to adequately address this study's ethical concerns, in terms of several important principles regarding ethics are discussed below:

— *Voluntary Participation:* Individuals should not be coerced into participating in a research study  (Collis & Hussey, 2009) and should reserve the right to participate in the study or not (Saunders et al., 2009).

— *Anonymity and Confidentiality:* As a matter of principle, Collis and Hussey (2009) advocate the offering of "anonymity" and confidentiality to all who participate in the study.

— *Honesty:* Research findings must be reported in an honest, complete manner, without fabricating data, misrepresenting or intentionally deceiving others as to the nature of the findings (Saunders et al., 2009). The findings of the study are presented using the sections, numbering and parameters as per the questionnaire. The findings represent a summary of the unhampered responses of the participants.

Each organisation approached, requested that their names not be divulged in this research paper. This request was honoured by the researcher. Participants in this study were informed in detail about the contents and scope of the study. In accordance with the descriptive survey strategy employed, participation in the study was strictly voluntary.

The requisite ethical clearance and approval were obtained from the NMMU Ethics Committee (refer to Annexure D). The introduction section of the questionnaire used for this study assured participants of the anonymity and confidentiality of the study, the researcher's private capacity as an NMMU Business School student, and compliance with the requisite ethics clearance and other formal authorisation processes required by the university.

## 4.5. Summary

A mixture of the interpretivist (mostly) and positivist research paradigms is employed by the researcher. Both the inductive and deductive research approaches are used. In terms of the research strategy, a descriptive survey and questionnaire strategy are used to collect data and analyse data and achieve the objectives of the study.

The results gathered in this research study are mostly qualitative in nature, with certain results providing quantitative data. This research utilises an attitude survey (Collis & Hussey, 2009) to evaluate the proposed Social Media Governance Framework. The following chapter will address the research question RQ7 and is concerned with the empirical evaluation of the proposed social media governance and social media policy frameworks.

# Chapter 5: Results and Analysis of the Empirical Study

## 5.1. Introduction

Chapter 2 established the material impact of social media on organisations in the 21st century, including the resulting requirement to employ social media governance to manage social media activities by stakeholders, both internal and external to the organisation. The author then proposed an integrated framework for social media governance, based on the literature in the said chapter.

Chapter 3 recognised social media policy as the cornerstone of social media governance and the primary tool for guiding employees on how to use social media responsibly and to mitigate risks ancillary to the use of social media. The chapter also identified fundamental tenets which a social media policy should contain. The author identified and unbundled the key principles contained in the social media policies of large IT organisations and proposed a framework for an integrated social media policy for an IT organisation. In Chapter 4, the research methodology used in this treatise was described in detail.

Chapter 5 evaluates the frameworks, proposed by the author in Chapters 2 and 3. The aforementioned frameworks were investigated, using a descriptive survey methodology amongst employees within selected IT organisations in South Africa. This study implements the use of a descriptive survey strategy to gauge the perceptions of respondents in IT organisations to the proposed framework for social media governance in the workplace. The aim of the study was not to generalise to a population, but rather to gain insight into the social reality, perceptions and attitudes of respondents towards the proposed two frameworks for social media governance and social media policies, within the context of IT organisations.

This chapter will address the research question RQ7. The objective of this chapter is to conduct an empirical evaluation of the proposed social media governance and social media policy frameworks.

Section 5.2 presents the results from the social media governance questionnaire. Section 5.2.1 will discuss the results of Section A: Biographical Details, of the questionnaire, followed by a section conclusion in Section 5.2.1.1. Section 5.2.3

discusses the results of Section B: Social Media Usage, of the questionnaire, followed by a section conclusion in Section 5.2.2.1. In Section 5.2.3, the responses to Section C: Social Media Governance, are analysed, per component, followed by a section conclusion in Section 5.2.3.10. In Section 5.2.4, the author will analyse the responses, per component to Section D: Social Media Policy. This is followed by a section conclusion in Section 5.2.4.9. The Chapter will then conclude with Section 5.3, which will detail the derived conclusions. A diagrammatic illustration of the outline of this chapter follows:

## Chapter 5: Results and Analysis of the Empirical Study

5.1. Introduction

5.2. Results from the Survey Questionnaire

| 5.2.1. Section A: Biographical Details | 5.2.2. Section B: Social Media Usage | 5.2.3. Section C: Social Media Governance | 5.2.4.  Section D: Social Media Policy |

**Deliverable**

- Empirical evaluation of the proposed social media governance and social media policy frameworks

5.3. Conclusions

Ch1 Introduction → Ch2 Social Media Governance → Ch3 Social Media Policies → Ch4 Research Design and Methodology → Ch5 Results and Analysis of the Empirical Study → Ch6 Findings, Recommendations and Conclusions

## A Framework for the Governance of Social Media in the Workplace.

## 5.2. Results from the Survey Questionnaire

Employees within several IT organisations across South Africa were approached to complete the survey questionnaire. Senior management within these organisations were contacted telephonically and via email to request permission to conduct the survey within their organisations. Five organisations responded positively to this request.

A unique uniform resource locator (url) and questionnaire were then created for each organisation, by using the online survey tool. The url was then sent by the relevant managers to employees in their company via email. Included in the mail was the cover letter of the questionnaire which explained to the respondents the purpose, scope and objectives of the study. Respondents were assured of the voluntary nature of the questionnaire, as well as the anonymity and confidentiality of the questionnaire and results emanating therefrom. The timeframe for completion of the questionnaire was five business days. The author followed up with these senior managers periodically and also provided the response rate at the close of each day; management in turn, sent out reminders to the relevant the employees.

Each organisation approached, requested that its name not be divulged in this research paper. No specific sample size was required, as a descriptive survey strategy was adopted, with the aim that the study would not generalise to a population, but would gain insight into the social reality, perceptions and attitudes of employees towards the proposed frameworks for social media governance and social media policies, within the context of IT organisations. Notwithstanding this, a total of 76 respondents started the questionnaire; with 64 (84%) respondents completing the questionnaire fully (all 69 questions were answered).

## 5.2.1. Section A: Biographical Details

The biographical information of respondents was analysed according to gender, race, age, and level of education, length of service and job titles:

| Gender | | |
|---|---|---|
| **Answer Options** | **Response Percent** | **Response Count** |
| Male | 68.4% | 52 |
| Female | 31.6% | 24 |
| | *answered question* | **76** |
| | *skipped question* | **0** |

**Table 5.1  Gender of respondents – Response Summary**

Table 5.1 shows that of the 76 respondents, 52 (68.4%) were male and 24 (31.6%) were female.

*Race*

| Race | | |
|---|---|---|
| **Answer Options** | **Response Percent** | **Response Count** |
| Asian | 11.8% | 9 |
| Black | 11.8% | 9 |
| Coloured | 15.8% | 12 |
| White | 57.9% | 44 |
| Other | 2.6% | 2 |
| | *answered question* | **76** |
| | *skipped question* | **0** |

**Table 5.2    Race of respondents – Response Summary**

Table 5.2 depicts the racial breakdown of respondents as follows; 44 (57.9%) respondents were white, 12 (15.8%) coloured, 9 (11.8%) black and 9 (11.8%) were Asian. The balance of respondents (2) classified themselves under the "Other" category.

*Age (yrs)*

| Age (yrs) | | |
|---|---|---|
| **Answer Options** | **Response Percent** | **Response Count** |
| 18-25 | 13.2% | 10 |
| 26-35 | 47.4% | 36 |
| 36-45 | 27.6% | 21 |
| 46-55 | 10.5% | 8 |
| 56+ | 1.3% | 1 |
| | *answered question* | **76** |
| | *skipped question* | **0** |

**Table 5.3 Age distribution of respondents – Response Summary**

Table 5.3 shows the age distribution of respondents. 36 (47.4%) Respondents are within the 26-35 years bracket. 9 Respondents (11.8%) were 46 years or older, while the balance of the respondents were 45 years or younger.

| Level of Education | | |
| --- | --- | --- |
| **Answer Options** | **Response Percent** | **Response Count** |
| Matric | 13.2% | 10 |
| Diploma | 36.8% | 28 |
| Bachelor's Degree | 22.4% | 17 |
| Postgraduate | 27.6% | 21 |
| *answered question* | | 76 |
| *skipped question* | | 0 |

**Table 5.4  Level of education of respondents – Response Summary**

Table 5.4 shows the educational level of respondents. 10 (13.2%) Respondents had obtained a matric level of education, with the balance of respondents (66) all obtaining an undergraduate qualification at a tertiary institution. 21 (27.6%) of the respondents possessed a postgraduate qualification. The overall results indicate that respondents are relatively well-educated.

*Length of Service*

| Length of Service | | |
| --- | --- | --- |
| **Answer Options** | **Response Percent** | **Response Count** |
| Less than 3 years | 26.3% | 20 |
| 3-5 years | 21.1% | 16 |
| 6-10 years | 18.4% | 14 |
| Greater than 10 years | 34.2% | 26 |
| *answered question* | | 76 |
| *skipped question* | | 0 |

**Table 5.5  Length of service of respondents – Response Summary**

Table 5.5 shows the length of service of respondents. Approximately three quarters of respondents have been employed by their current organisation for 3 years or longer. Noticeably, 40 of the respondents (52.6%) have been with their current organisation for 6 years or longer. 20 (26.3%) of the respondents have been employed by their current organisation for less than 3 years. Based on the average length of service for the respondents shown above, it can be surmised that the responses to the questionnaire are informed by a group of individuals who possess an understanding of their organisations and ancillary cultures, and are therefore well-placed to respond to the questions within the context of their organisations.

The *"Job Title"* question was the only question which allowed for open-ended responses. This was allowed by design, as the author was seeking to gain insight into the depth of diversity of job titles and roles of the employees within the IT organisations surveyed. 76 of the respondents produced 56 unique responses in terms of their job titles. The results in this regard revealed a plethora of diverse titles, including, inter-alia; Sales Executives; Business Analysts; Systems Analysts; Administrators; Consultants; Software Developers; Systems Architects; Project Managers; Network Engineers; Systems Engineers and Project Administrators.

## 5.2.1.1. Summary: Section A

The biographical information of respondents was analysed according to gender, race, age, and level of education, length of service and job titles. In terms of the gender split 68.4% of respondents were male and 31.6% were female. The racial breakdown of respondents showed 57.9% respondents were white, 15.8% coloured, 11.8% black and 11.8% were Asian. The balance of respondents (2) classified themselves under the "Other" category.

In terms of the age distribution of respondents, 47.4% were 26-35 years of age, 11.8% were 46 years or older, while the balance of the respondents were 45 years or younger. With regard to the educational level of respondents, most respondents held an undergraduate qualification at a tertiary institution. The overall results indicate that the respondents were relatively well-educated.

The job title question revealed a multitude of different titles, including; Sales Executives; Business Analysts; Systems Analysts; Administrators; Consultants; Software Developers; Systems Architects; Project Managers; Network Engineer; Systems Engineers and Project Administrators. Lastly, in terms of service length, approximately three quarters of respondents had been employed by their current organisation for 3 years or longer. Noticeably, 40 respondents (52.6%) had been with their current organisation for 6 years or longer.

Based on the average length of service for the respondents shown above, it was surmised that the responses to the questionnaire came by a group of individuals who possess an understanding of their organisations and ancillary cultures. Respondents

were therefore well-placed to respond to the questions within the context of their organisations.

## 5.2.2. Section B: Social Media Usage

This section of the questionnaire posed questions to the respondents regarding their usage of social media, both in a private and in their work capacity. It also sought to ascertain how often respondents access social media and which devices they use to access social media.

*Section B.1: Device and Time*

| Which device do you mostly use to access social media? | | |
|---|---|---|
| Answer Options | Response Percent | Response Count |
| Tablet | 13.2% | 10 |
| Smartphone | 47.4% | 36 |
| Notebook | 22.4% | 17 |
| Desktop PC | 17.1% | 13 |
| None | 0.0% | 0 |
| | answered question | 76 |
| | skipped question | 0 |

**Table 5.6  Device Usage Social Media – Response Summary**

Table 5.6 illustrates which devices respondents use mostly to access social media. 36 of the respondents (approximately 50%) use their smartphones as the primary device to access social media. At least 60% (46) of respondents indicated that they use mobile devices (smartphones and tablets) as a primary means of accessing social media. This finding corroborates the sentiment of Flynn (2012), who indicates that employees are progressively increasing the use of mobile devices, such as tablets and smartphones, and that organisations should develop policies which guide the use of mobile devices by employees, so as to mitigate the risks inherent in this area.

*Time spent on Social Media*

The synthesis of this section of the results shows that employees within the IT organisations are accessing social media regularly while at work, and at home, at least on a daily basis. Approximately 75% of respondents spend 8 or fewer hours on social media per week for private use (not at work), while almost all respondents spend 8 or fewer hours on social media per week at work. It can be surmised from

these results that, despite the fact that employees access social media regularly, in aggregate, they do not spend an inordinate amount on time on social media. Being "connected" via social media (Department of Electronics and Information Technology Ministry of Communications & Information Technology Government of India, 2012) is not necessarily tantamount to employees being "disconnected" from their primary work commitments (IBM, 2010).

*How often do you access social media at work?*

| How often do you access social media at work? | | |
| --- | --- | --- |
| Answer Options | Response Percent | Response Count |
| Hourly | 6.6% | 5 |
| Daily | 44.7% | 34 |
| Weekly | 21.1% | 16 |
| Monthly | 13.2% | 10 |
| Never | 14.5% | 11 |
| answered question | | 76 |
| skipped question | | 0 |

**Table 5.7  Frequency of accessing social media at work – Response Summary**

Table 5.7 shows that respondents are accessing social media regularly while at work, at least on a daily basis.

*How often do you access social media at home?*

| How often do you access social media at home? | | |
| --- | --- | --- |
| Answer Options | Response Percent | Response Count |
| Hourly | 10.5% | 8 |
| Daily | 50.0% | 38 |
| Weekly | 21.1% | 16 |
| Monthly | 11.8% | 9 |
| Never | 6.6% | 5 |
| answered question | | 76 |
| skipped question | | 0 |

**Table 5.8 Frequency of accessing social media at home – Response Summary**

Table 5.8 shows that respondents are accessing social media regularly while at home, at least on a daily basis.

*How many hours do you spend on social media per week at work?*

| How many hours do you spend on social media per week at work? | | |
|---|---|---|
| **Answer Options** | **Response Percent** | **Response Count** |
| None | 26.3% | 20 |
| 8hrs or less | 71.1% | 54 |
| 9-16hrs | 0.0% | 0 |
| 17-24hrs | 1.3% | 1 |
| 25hrs+ | 1.3% | 1 |
| | *answered question* | 76 |
| | *skipped question* | 0 |

**Table 5.9  Hours spent on social media per week at work – Response Summary**

Table 5.9 indicates that almost all respondents spend 8 or fewer hours on social media per week at work.

*How many hours do you spend on social media per week for private use?*

| How many hours do you spend on social media per week for private use (not at work)? | | |
|---|---|---|
| **Answer Options** | **Response Percent** | **Response Count** |
| None | 11.8% | 9 |
| 8hrs or less | 69.7% | 53 |
| 9-16hrs | 13.2% | 10 |
| 17-24hrs | 5.3% | 4 |
| 25hrs+ | 0.0% | 0 |
| | *answered question* | 76 |
| | *skipped question* | |

**Table 5.10 Hours spent on social media per week at work – Response Summary**

Table 5.10 shows almost three quarters of respondents spend 8 or fewer hours on social media per week for private use thereof. The vast majority (approximately 95%) of respondents spend 16 or fewer hours on social media for private purposes.

*Social Media Benefits*

*B.1 My organisation can use social media to improve customer relationships.*

| B.1 My organisation can use social media to improve customer relationships | | | | | | |
|---|---|---|---|---|---|---|
| Answer Options | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Rating Average | Response Count |
| | 0 | 5 | 19 | 38 | 13 | 3.74 | 75 |
| | | | | | *answered question* | | 75 |
| | | | | | *skipped question* | | 1 |

**Table 5.11   Use of social media to improve customer relationships – Response Summary**

Table 5.11 shows an average rating of 3.74 for this question, 51 respondents either agreed or strongly agreed. Respondents therefore concur with Kiron et al. (2012) in terms of social media being used as a tool to improve customer relationships.

*B.2 Social media can drive innovation in the organisation by creating a virtual environment for customers to share new thinking and concepts, as well as to enhance existing services or products.*

| B.2 Social media can drive innovation in the organisation by creating a virtual environment for customers to share new thinking and concepts, as well as to enhance existing services or products | | | | | | |
|---|---|---|---|---|---|---|
| Answer Options | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Rating Average | Response Count |
| | 0 | 5 | 13 | 44 | 13 | 3.82 | 75 |
| | | | | | *answered question* | | 75 |
| | | | | | *skipped question* | | 1 |

**Table 5.12  Use of social media to improve customer relationships – Response Summary**

Table 5.12 shows an average rating of 3.82 for this question. 18 of the respondents were either neutral or disagreed, while 57 respondents either agreed or strongly agreed that social media can drive innovation in the organisation by creating a virtual environment for customers to share new thinking and concepts, as well as to enhance existing services or products (Kiron et al., 2012).

*B.3 Teamwork is improved through the collaborative platform which social media provides*

| B.3 Teamwork is improved through the collaborative platform which social media provides | | | | | | |
|---|---|---|---|---|---|---|
| Answer Options | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Rating Average | Response Count |
| | 0 | 4 | 20 | 33 | 18 | 3.82 | 75 |
| | | | | | answered question | | 75 |
| | | | | | skipped question | | 1 |

**Table 5.13  Use of social media to improve teamwork – Response Summary**

Table 5.13 shows an average rating of 3.82 for this question. 20 Respondents were either neutral or disagreed with the statement, while 51 respondents either agreed or strongly agreed that teamwork is improved through the collaborative platform which social media provides (Kiron et al., 2012).

*B.4 Social media can boost operational efficiencies through increased communication and the rapid distribution of ideas*

| B.4 Social media can boost operational efficiencies through increased communication and the rapid distribution of ideas | | | | | | |
|---|---|---|---|---|---|---|
| Answer Options | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Rating Average | Response Count |
| | 0 | 8 | 13 | 37 | 17 | 3.79 | 75 |
| | | | | | answered question | | 75 |
| | | | | | skipped question | | 1 |

**Table 5.14  Use of social media to boost operational efficiencies – Response Summary**

Table 5.14 indicates an average rating of 3.79 for this question. 21 of the respondents were neutral or disagreed, while 54 respondents either agreed or strongly agreed that social media can boost operational efficiencies. The result supports the view that social media can be used by teams to achieve better dispersion of knowledge and improve operations of an organisation  (Kiron et al., 2012).

*B.5 My organisation can use social media to extend its reach to external networks, thereby accessing a much broader audience with problem-solving capabilities and diverse knowledge*

| B.5 My organisation can use social media to extend its reach to external networks, thereby accessing a much broader audience with problem-solving capabilities and diverse knowledge | | | | | | | |
|---|---|---|---|---|---|---|---|
| Answer Options | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Rating Average | Response Count |
| | 0 | 2 | 17 | 50 | 6 | 3.75 | 75 |
| | | | | | | *answered question* | 75 |
| | | | | | | *skipped question* | 1 |

**Table 5.15  Use of social media to extend organisational reach to external networks – Response Summary**

Table 5.15 indicates an average rating of 3.75 for this question. 19 Respondents were neutral or disagreed, while 56 respondents either agreed or strongly agreed that social media can be used to extend an organisation's reach to external networks, thereby accessing a much broader audience with problem-solving capabilities and diverse knowledge. This result corroborates the view that social business, enabled by social media, can bring together smaller teams of experts which can more efficiently solve problems, unconstrained by organisational bureaucracy (IBM, 2011).

*Social Media Risks*

*B.6 I am concerned about social media risk*

| B.6 I am concerned about social media risk | | | | | | | |
|---|---|---|---|---|---|---|---|
| Answer Options | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Rating Average | Response Count |
| | 2 | 9 | 27 | 24 | 12 | 3.38 | 74 |
| | | | | | | *answered question* | 74 |
| | | | | | | *skipped question* | 2 |

**Table 5.16 Use of social media to extend organisational reach to external networks – Response Summary**

Table 5.16 indicates an average rating of 3.38 for this question. 38 Respondents were neutral or disagreed, while 36 respondents either agreed or strongly agreed that they were concerned about social media risk. The number of neutral responses reflects that, taking into account the on-going evolution of social media governance

structures, social media risk, as yet, may be ill-defined for certain employees (Thompson et al., 2011, p.15). Notwithstanding this, the result shows that a fair number of employees are concerned about social media risk.

*B.7 The most significant social media risk which I face as an employee is*

| B.7 The most significant social media risk which I face as an employee is | | |
|---|---|---|
| Answer Options | Response Percent | Response Count |
| Privacy violation | 56.8% | 42 |
| Litigation | 0.0% | 0 |
| Dismissal based on improper social media activity | 32.4% | 24 |
| Identity theft | 10.8% | 8 |
| | answered question | 74 |
| | skipped question | 2 |

**Table 5.17  Most significant risk which employees face – Response Summary**

Table 5.17 shows that the respondents felt that the most significant risk they faced in terms of social media usage is "Privacy Violation", which 42 (56.8%) respondents selected as their response to this question. A substantial portion of respondents (32.4%) felt that "Dismissal based on improper social media activity" represented the most significant risk which they faced, while 8 (10.8%) respondents felt that "Identity theft" was their most significant risk. Interestingly, "Litigation" was not selected by any of the respondents as a significant risk.

The two most significant risks identified by the respondents, the recommendations of Hurd (2012) and Flynn (2012) ring true in that these IT organisations need, as part of their social media governance, to communicate to employees around "what", "when and "where" their social media activities are being monitored, and also use their social media policy as a tool to educate employees as to the seriousness of policy violation, which can result in the aforementioned risks materialising.

*B.8 The most significant social media risk the organisation faces is:*

| B.8 The most significant social media risk the organisation faces is | | |
|---|---|---|
| Answer Options | Response Percent | Response Count |
| Malware or Virus infection | 4.1% | 3 |
| Exposure of confidential or proprietary information | 33.8% | 25 |
| Reputational Risk | 18.9% | 14 |
| Loss of customers or market share | 2.7% | 2 |
| Data security | 2.7% | 2 |
| Bandwidth abuse | 6.8% | 5 |
| Loss of employee productivity | 31.1% | 23 |
| | *answered question* | 74 |
| | *skipped question* | 2 |

**Table 5.18 Most significant social media risk the organisation faces –
Response Summary**

Table 5.18 reveals that the respondents felt that the most significant social media risk the organisation faces is the "Exposure of confidential or proprietary information", followed closely by "Loss of employee productivity" and also "Reputational Risk".

These results show that the respondents agree with Macnamara (2011) that employees using social media can expose the organisation to significant risk as confidential or proprietary information may be leaked, intentionally or unintentionally, potentially subjecting the organisation to public embarrassment due to inapt content being posted (Macnamara, 2011). To mitigate these risks, organisations may want to consider, as part of their social media governance, employing the use of technology (ISACA, 2010, p.6), particularly social media monitoring and analytics software such as *"Luminoso"* (Luminoso LLC, 2012) and *"Conversation Miner"* (Converseon, 2012) which can assist by detecting and averting potential incidents.

## 5.2.2.1. Summary: Section B

Section B of the questionnaire posed questions to the respondents regarding their usage of social media, both in a private and in a work capacity. It also sought to ascertain how often respondents access social media and which devices they use to access social media.

Section B.1 (Device and Time), revealed the following:

At least 60% of respondents indicated that they use mobile devices (smartphones and tablets) as a primary means of accessing social media. Employees within the IT organisations surveyed are accessing social media regularly while at work, and at home, at least on a daily basis. Almost all respondents spend 8 or fewer hours on social media per week at work, while almost three quarters of respondents spend 8 or fewer hours on social media per week for private use. The vast majority (approximately 95%) of respondents spend 16 or fewer hours on social media for private purposes, while respondents believe that social media can  be used as a tool to improve customer relationships.

Section B.2 (Risks & Benefits of Social Media), revealed the following:

Most respondents either agreed or strongly agreed that social media can drive innovation in the organisation by creating a virtual environment for customers to share new thinking and concepts, as well as to enhance existing services or products. Respondents felt that teamwork is improved through the collaborative platform which social media provides. Respondents agreed that social media can boost operational efficiencies by better enabling the dispersion of knowledge. These results corroborate the view that social business, enabled by social media, can bring together smaller teams of experts which can more efficiently solve problems, unconstrained by organisational bureaucracy.

Taking into account the number of neutral responses, as well as the on-going evolution of social media governance structures, social media risk, as yet, may be ill-defined for certain employees. Notwithstanding this, a fair number of employees were concerned about social media risk.

Respondents felt that the most significant risk they faced in terms of social media usage is "Privacy Violation", followed by a substantial portion of respondents who felt that "Dismissal based on improper social media activity" represented the most significant risk which they faced. Respondents felt that the most significant social media risk the organisation faced is the "Exposure of confidential or proprietary information", followed closely by "Loss of employee productivity" and also "Reputational Risk".

## 5.2.3. Section C: Social Media Governance

This section of the questionnaire posed questions to the respondents relating to the proposed social media governance framework, and constituent elements, emanating from Chapter 2.

### 5.2.3.1. Social Media Policy – General

*C.1 A clear social media policy can assist me to engage via social media in a more informed, responsible manner.*

| C.1 A clear social media policy can assist me to engage via social media in a more informed, responsible manner | | | | | | |
|---|---|---|---|---|---|---|
| **Answer Options** | **Strongly Disagree** | **Disagree** | **Neutral** | **Agree** | **Strongly Agree** | **Rating Average** | **Response Count** |
| | 0 | 0 | 13 | 51 | 7 | 3.66 | 71 |
| | | | | | | *answered question* | 71 |
| | | | | | | *skipped question* | 5 |

**Table 5.19  Question C.1 – Response Summary**

Table 5.19 indicates an average rating of 3.66 for this question. 13 of the respondents were neutral in their response, none disagreed, while 58 respondents either agreed or strongly agreed that a clear social media policy can assist employees to engage via social media in a more informed, responsible manner.

*C.2 A social media policy should reflect the culture of the organisation.*

| C.2 A social media policy should reflect the culture of the organisation | | | | | | |
|---|---|---|---|---|---|---|
| **Answer Options** | **Strongly Disagree** | **Disagree** | **Neutral** | **Agree** | **Strongly Agree** | **Rating Average** | **Response Count** |
| | 0 | 2 | 12 | 45 | 12 | 3.68 | 71 |
| | | | | | | *answered question* | 71 |
| | | | | | | *skipped question* | 5 |

**Table 5.20  Question C.2 – Response Summary**

Table 5.20 reflects an average rating of 3.68 for this question. 12 of the respondents were neutral, 2 disagreed, while 57 respondents either agreed or strongly agreed that a social media policy should reflect the culture of the organisation. When correlated to the literature study, this result supports the view that an effective social media governance model should be underpinned by a social media corporate culture, endorsed by top management, with a prevalent, participative dialogue occurring in the organisation  (Fink et al., 2011).

*C.3 Teamwork is improved through the collaborative platform which social media provides.*

| C.3 Teamwork is improved through the collaborative platform which social media provides | | | | | | | |
|---|---|---|---|---|---|---|---|
| Answer Options | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Rating Average | Response Count |
| | 1 | 5 | 24 | 35 | 6 | 3.33 | 71 |
| | | | | | | answered question | 71 |
| | | | | | | skipped question | 5 |

**Table 5.21  Question C.3 – Response Summary**

Table 5.21 displays an average rating of 3.33 for this question. 24 of the respondents were neutral, 5 disagreed, while 41 respondents either agreed or strongly agreed that teamwork may improve through the collaborative platform which social media provides. More respondents agreed than disagreed, but the proportion of respondents who were neutral in this regard, indicate that these employees are yet to be convinced of the benefit of social media as it relates to improving teamwork. The results in this question are not entirely consistent with the results from question B.4, where 51 respondents either agreed or strongly agreed that teamwork is improved through the collaborative platform which social media provides.

*C.4 A social media policy should not be used to intimidate employees, but to empower them to collaborate both externally, and internally.*

| C.4 A social media policy should not be used to intimidate employees, but to empower them to collaborate both externally, and internally | | | | | | | |
|---|---|---|---|---|---|---|---|
| Answer Options | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Rating Average | Response Count |
| | 1 | 1 | 9 | 41 | 19 | 3.80 | 71 |
| | | | | | | answered question | 71 |
| | | | | | | skipped question | 5 |

**Table 5.22 Question C.4 – Response Summary**

Table 5.22 displays an average rating of 3.80 for this question. 9 of the respondents were neutral, 2 disagreed to some degree, while a resounding 60 respondents either agreed or strongly agreed that a social media policy should not be used to intimidate employees, but to empower them to collaborate both externally, and internally, thus supporting the sentiment of Brito (2012) in this regard.

*C.5 My organisation can use social media to extend its reach to external networks, thereby accessing a much broader audience with problem-solving capabilities and diverse knowledge.*

| C.5 My organisation can use social media to extend its reach to external networks, thereby accessing a much broader audience with problem-solving capabilities and diverse knowledge | | | | | | | |
|---|---|---|---|---|---|---|---|
| Answer Options | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Rating Average | Response Count |
| | 0 | 2 | 16 | 46 | 7 | 3.57 | 71 |
| | | | | | *answered question* | | 71 |
| | | | | | *skipped question* | | 5 |

**Table 5.23 Question C.5 – Response Summary**

Table 5.23 displays an average rating of 3.57 for this question. 16 of the respondents were neutral, 2 disagreed to some extent, while 53 respondents either agreed or strongly agreed their organisation can use social media to extend its reach to external networks, thereby accessing a much broader audience with problem-solving capabilities and diverse knowledge.  This result confirms the findings in the literature study, that social business, enabled by social media, can bring together smaller teams of experts, which can more efficiently solve problems, unconstrained by organisational bureaucracy (IBM, 2011, p.6).

*C.6 My preferred means of receiving communication of a social media policy is via:*

| C.6 My preferred means of receiving communication of a social media policy is via | | |
|---|---|---|
| Answer Options | Response Percent | Response Count |
| e-Learning tools | 2.8% | 2 |
| Educational videos | 8.5% | 6 |
| Social media | 16.9% | 12 |
| Intranet | 14.1% | 10 |
| Email | 57.7% | 41 |
| *answered question* | | 71 |
| *skipped question* | | 5 |

**Table 5.24   Question C.6 – Response Summary**

Table 5.24 reveals that the respondents would mostly prefer to receive communication about a social media policy via "Email", followed by "Social media" itself, then by means of an "Intranet".  This result somewhat contradicts the view of Guz (2012), who feels that, the better the creativity of the communication of the policy to employees, the more successful the organisation will be in terms of ensuring  that employees remember the elements of it. It would seem from this result that these employees would be more comfortable receiving communication of the policy via a less creative, more orthodox media in the form of an email.

## 5.2.3.2. Transparency

*C.7 When engaging via social media, employees should always disclose their identities, including their positions, areas of expertise and knowledge, and overall affiliation to the organisation.*

| C.7 When engaging via social media, employees should always disclose their identities, including their positions, areas of expertise and knowledge, and overall affiliation to the organisation | | | | | | | |
|---|---|---|---|---|---|---|---|
| Answer Options | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Rating Average | Response Count |
| | 4 | 15 | 23 | 24 | 5 | 2.95 | 71 |
| | | | | | | *answered question* | 71 |
| | | | | | | *skipped question* | 5 |

**Table 5.25 Question C.7 – Response Summary**

Table 5.25 displays an average rating of 2.95 for this question. 23 of the respondents were neutral, 19 disagreed to some extent, while 29 respondents either agreed or strongly agreed that employees should always disclose their identities, including their positions, areas of expertise and knowledge, and overall affiliation to the organisation.   These results suggest that respondents are not convinced as to the need to disclose all this information as per the views of IBM (2010) and Intel (2012).

*C.8 Keeping my profile information consistent across social media will build trustworthiness.*

| C.8 Keeping my profile information consistent across social media will build trustworthiness | | | | | | | |
|---|---|---|---|---|---|---|---|
| Answer Options | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Rating Average | Response Count |
| | 2 | 7 | 13 | 43 | 6 | 3.62 | 71 |
| | | | | | | *answered question* | 71 |
| | | | | | | *skipped question* | 5 |

**Table 5.26  Question C.8– Response Summary**

Table 5.26 shows an average rating of 3.62 for this question. 13 of the respondents were neutral, 9 disagreed to some extent, while 49 respondents either agreed or strongly agreed that by keeping their profile information consistent across social media can build trustworthiness, thereby also giving credence to the principle that reputations are built by trust (Schwartzman, 2012).

*C.9 I would be comfortable to allow the organisation access  to my social media pages.*

| C.9 I would be comfortable to allow the organisation access my social media pages | | | | | | | |
|---|---|---|---|---|---|---|---|
| Answer Options | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Rating Average | Response Count |
| | 15 | 15 | 18 | 20 | 3 | 2.55 | 71 |
| | | | | | | answered question | 71 |
| | | | | | | skipped question | 5 |

**Table 5.27  Question C.9– Response Summary**

Table 5.27 shows an average rating of 2.55 for this question. 18 of the respondents were neutral, 30 disagreed to some extent, while 23 respondents either agreed or strongly agreed that they would be comfortable to allow their organisations to access their social media pages. The results would indicate that employees have certain expectations in terms of their privacy (Department of Electronics and Information Technology Ministry of Communications & Information Technology Government of India, 2012) and are concerned with their privacy being violated by their organisations.

*C.10 My organisation may monitor my social media activity.*

| C.10 My organisation may monitor my social media activity | | | | | | | |
|---|---|---|---|---|---|---|---|
| Answer Options | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Rating Average | Response Count |
| | 14 | 15 | 18 | 20 | 4 | 2.78 | 71 |
| | | | | | | answered question | 71 |
| | | | | | | skipped question | 5 |

**Table 5.28  Question C.10– Response Summary**

Table 5.28 shows an average rating of 2.78 for this question. 18 of the respondents were neutral, 29 disagreed to some extent, while 24 respondents either agreed or strongly agreed that their organisation may monitor their social media activity. The results indicate that respondents are not entirely comfortable with the idea of organisations monitoring their social media activity.

## 5.2.3.3. Disclaimers

The results within this sub-section reveal that, while most of the respondents advocate the use of disclaimers, they do not want to be burdened with having to use a disclaimer with each instance of posting social media content. In this regard, the results showed that the respondents preferred the use of disclaimer once, within their profile information on each of their social media accounts.

*C.11 When posting on social media, it is important to specify my views aired are personal, and not that of the organisation (referred to as a disclaimer).*

| C.11 When posting on social media, it is important to specify my views aired are personal, and not that of the organisation (referred to as a disclaimer) | | | | | | | |
|---|---|---|---|---|---|---|---|
| Answer Options | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Rating Average | Response Count |
| | 1 | 2 | 14 | 40 | 14 | 3.64 | 71 |
| | | | | | | *answered question* | 71 |
| | | | | | | *skipped question* | 5 |

**Table 5.29  Question C.11– Response Summary**

Table 5.29 shows an average rating of 3.64 for this question. 14 of the respondents were neutral, 3 disagreed to some extent, while 54 respondents either agreed or strongly agreed that it is important to use a disclaimer when posting content on social media.

*C.12 A disclaimer is required:*

| C.12 A disclaimer is required: | | |
|---|---|---|
| Answer Options | Response Percent | Response Count |
| Each time I post content on social media | 25.0% | 17 |
| Once, within my profile information on each of my social media accounts | 75.0% | 51 |
| *answered question* | | 68 |
| *skipped question* | | 8 |

**Table 5.30  Question C.12– Response Summary**

Table 5.30 indicates that 51(75%) respondents felt that a disclaimer is required once, within their profile information on each of their social media accounts. 17(25%) of the respondents felt that a disclaimer is required each time social media content is posted.

## 5.2.3.4. Common Sense

*C.13 As an employee, I should be trusted to use my better judgement and common sense when posting social media content.*

| C.13 As an employee, I should be trusted to use my better judgement and common sense when posting social media content | | | | | | | |
|---|---|---|---|---|---|---|---|
| Answer Options | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Rating Average | Response Count |
| | 1 | 4 | 6 | 44 | 14 | 3.96 | 69 |
| | | | | | *answered question* | | 69 |
| | | | | | *skipped question* | | 7 |

**Table 5.31  Question C.13– Response Summary**

Table 5.31 shows 6 respondents were neutral, 5 disagreed to some extent, while 58 respondents either agreed or strongly agreed that they should be trusted to use their better judgement and common sense when posting social media content. In lieu of this result,  As a result of this response the organisations these employees work for should not attempt to review their employee social media content before being posted (Society For New Communications Research, 2007). Instead, these employees should be empowered by their organisations through trust, which will foster accountability (Smith et al., 2011).

*C.14 My social media content should be positive and stimulate discussion and constructive debate.*

| C.14 My social media content should be positive and stimulate discussion and constructive debate | | | | | | | |
|---|---|---|---|---|---|---|---|
| Answer Options | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Rating Average | Response Count |
| | 0 | 3 | 13 | 39 | 14 | 3.93 | 69 |
| | | | | | *answered question* | | 69 |
| | | | | | *skipped question* | | 7 |

**Table 5.32  Question C.14– Response Summary**

Table 5.32 shows an average rating of 3.93. 13 of the respondents were neutral, 3 disagreed to some extent, while 53 respondents either agreed or strongly agreed that social media content should be positive and stimulate discussion and constructive debate.  The respondents therefore agree that they should steer away from entering into dialogue which can provoke discord and non-constructive debate online (IBM, 2010). Topics such as religion and politics are included in the above.

## 5.2.3.5. Non-interference with work/customer commitments

*C.15 My social media activity should not -interfere with my primary work/customer commitments.*

| C.15 My social media activity should not -interfere with my primary work/customer commitments | | | | | | | |
|---|---|---|---|---|---|---|---|
| Answer Options | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Rating Average | Response Count |
| | 0 | 0 | 6 | 25 | 38 | 4.46 | 69 |
| | | | | | | answered question | 69 |
| | | | | | | skipped question | 7 |

**Table 5.33  Question C.15– Response Summary**

Table 5.33 shows an average rating of 4.46 for this question. 6 of the respondents were neutral; none disagreed, while 63 respondents either agreed or strongly agreed that their social media activity should not interfere with their primary work/customer commitments. Respondents therefore agree with the sentiment of IBM (2010) in this regard, in that that their social media activity does not absolve them from their primary responsibilities in the workplace, as I they relates to their internal duties and also their commitments to clients.

## 5.2.3.6. Honest Disclosure

*C.16 The tone on social media should be positive and conducive to stakeholders deeming employees to be approachable.*

| C.16 The tone on social media should be positive and conducive to stakeholders deeming employees to be approachable | | | | | | | |
|---|---|---|---|---|---|---|---|
| Answer Options | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Rating Average | Response Count |
| | 0 | 3 | 12 | 39 | 13 | 3.93 | 67 |
| | | | | | | answered question | 67 |
| | | | | | | skipped question | 9 |

**Table 5.34  Question C.16– Response Summary**

Table 5.34 shows an average rating of 3.93 for this question. 12 of the respondents were neutral; 3 disagreed, while 52 respondents either agreed or strongly agreed that the tone of social media should be positive and conducive to stakeholders deeming employees to be approachable (IBM, 2010). The respondents reflect a commitment of ensuring that they are approachable on social media when engaging with stakeholders.

*C.17 When correcting a social media blunder, the organisation/employee must correct the mistake and not just edit the post containing the mistake.*

| C.17 When correcting a social media blunder, the organisation/employee must correct the mistake and not just edit the post containing the mistake | | | | | | | |
|---|---|---|---|---|---|---|---|
| Answer Options | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Rating Average | Response Count |
| | 0 | 2 | 9 | 39 | 17 | 4.06 | 67 |
| | | | | | | *answered question* | 67 |
| | | | | | | *skipped question* | 9 |

**Table 5.35  Question C.17– Response Summary**

Table 5.35 reflects an average rating of 4.06 for this question. 9 of the respondents were neutral; 2 disagreed, while 56 respondents either agreed or strongly agreed that, when correcting a social media blunder, the organisation/employee must correct the mistake and not just edit the post containing the mistake. The views of the respondents corroborate those of SAP (2010) and IBM (2010).

*C.18 Correcting a social media blunder is necessary to timeously restore the trust of readers of the affected social media content.*

| C.18 Correcting a social media blunder is necessary to timeously restore the trust of readers of the affected social media content | | | | | | | |
|---|---|---|---|---|---|---|---|
| Answer Options | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Rating Average | Response Count |
| | 0 | 0 | 10 | 37 | 20 | 4.15 | 67 |
| | | | | | | *answered question* | 67 |
| | | | | | | *skipped question* | 9 |

**Table 5.36  Question C.18– Response Summary**

Table 5.36 shows an average rating of 4.15 for this question. 57 of the respondents either agreed or strongly agreed that correcting a social media blunder is necessary to timeously restore the trust of readers of the affected social media content, thereby reinforcing the stance of SAP (2010) and IBM (2010), in that transparency is fostered through trust being built up in this manner.

*C.19 Employees should be allowed to contest any misrepresentations on social media, using the facts, corroborated by information which is known to the public.*

| C.19 Employees should be allowed to contest any misrepresentations on social media, using the facts, corroborated by information which is known to the public | | | | | | |
|---|---|---|---|---|---|---|
| Answer Options | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Rating Average | Response Count |
| | 0 | 1 | 12 | 45 | 9 | 3.93 | 67 |
| | | | | | *answered question* | | 67 |
| | | | | | *skipped question* | | 9 |

**Table 5.37  Question C.19– Response Summary**

Table 5.37 shows an average rating of 3.93 for this question. 54 of the respondents either agreed or strongly agreed that they should be allowed to contest any misrepresentations on social media, using the facts, corroborated by information which is known to the public. The respondents therefore support the views of SAP (2010), which urges employees to not behave in a manner which encourages fighting, but rather to objectively respond to misrepresentations as discussed above.

## 5.2.3.7. Non-Disclosure of Confidential Company Information

*C.20 Employees should never disclose confidential company information on social media.*

| C.20 Employees should never disclose confidential company information on social media | | | | | | |
|---|---|---|---|---|---|---|
| Answer Options | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Rating Average | Response Count |
| | 0 | 1 | 2 | 17 | 47 | 4.64 | 67 |
| | | | | | *answered question* | | 67 |
| | | | | | *skipped question* | | 9 |

**Table 5.38  Question C.20– Response Summary**

Table 5.38 shows an average rating of 4.64 for this question. 64 of the respondents either agreed or strongly agreed that they should never disclose confidential company information on social media. The results from these respondents support the incorporation of non-disclosure of confidential company information, as part of the organisation's social media governance efforts (Intel, 2012; Cisco, 2008).

*C.21 Employees should consult with their managers in the event that they are unsure whether an intended posting is acceptable or not.*

| C.21 Employees should consult with their managers in the event that they are unsure whether an intended posting is acceptable or not | | | | | | | |
|---|---|---|---|---|---|---|---|
| Answer Options | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Rating Average | Response Count |
| | 1 | 2 | 8 | 25 | 31 | 4.24 | 67 |
| | | | | | *answered question* | | 67 |
| | | | | | *skipped question* | | 9 |

**Table 5.39  Question C.21– Response Summary**

Table 5.39 indicates an average rating of 4.24 for this question. 56 of 67 respondents either agreed or strongly agreed that they should consult with their managers if they were unsure whether an intended posting is acceptable or not (Cisco, 2008).

*C.22 It is advisable for employees to seek the permission of the owners of third-party material, before posting such content on social media.*

| C.22  It is advisable for employees to seek the permission of the owners of third-party material, before posting such content on social media | | | | | | | |
|---|---|---|---|---|---|---|---|
| Answer Options | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Rating Average | Response Count |
| | 0 | 0 | 7 | 30 | 30 | 4.34 | 67 |
| | | | | | *answered question* | | 67 |
| | | | | | *skipped question* | | 9 |

**Table 5.40  Question C.22– Response Summary**

Table 5.40 indicates an average rating of 4.34 for this question. 60 of the respondents either agreed or strongly agreed that it is advisable for employees to seek the permission of the owners of third-party material, before posting such content on social media. This result supports the views of Oracle (2010), where copyright infringements are viewed in a serious light.

## 5.2.3.8. Link to Company Code of Conduct

*C.23 It is advisable for a social media policy to be linked to the corporate code of conduct and other relevant organisational policies.*

| C.23  It is advisable for a social media policy to be linked to the corporate code of conduct and other relevant organisational policies | | | | | | | |
|---|---|---|---|---|---|---|---|
| Answer Options | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Rating Average | Response Count |
| | 0 | 0 | 6 | 36 | 25 | 4.28 | 67 |
| | | | | | *answered question* | | 67 |
| | | | | | *skipped question* | | 9 |

**Table 5.41  Question C.23– Response Summary**

Table 5.41 indicates an average rating of 4.28 for this question. 61 of the respondents either agreed or strongly agreed that a social media policy be linked to the corporate code of conduct and other relevant organisational policies. Organisations should keep their policies concise by merely referring to the aforementioned policies within their social media policy, and not regurgitating the entire content thereof, as per the direction of Thomas and Barlow (2011).

*C.24 When engaging via social media, employees should obey local laws and adhere to local legal and ethical regulations.*

| C.24 When engaging via social media, employees should obey local laws and adhere to local legal and ethical regulations | | | | | | | |
|---|---|---|---|---|---|---|---|
| Answer Options | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Rating Average | Response Count |
| | 0 | 1 | 2 | 39 | 25 | 4.31 | 67 |
| | | | | | | answered question | 67 |
| | | | | | | skipped question | 9 |

**Table 5.42  Question C.24– Response Summary**

Table 5.42 indicates an average rating of 4.31 for this question. 64 of the respondents either agreed or strongly agreed that when engaging via social media, employees should obey local laws and adhere to local legal and ethical regulations. Such compliance by employees can assist their organisations to mitigate legal and regulatory, and organisational risk (Flynn, 2012), and to avoid the consequences of non-compliance, such as a loss of customers or market share (Ernst & Young, 2012, p.4).

## 5.2.3.9. Integrity, Respect, Objectivity

*C.25 Social media should never be used by employees as a platform to articulate their frustrations or discontent with the organisation.*

| C.25 Social media should never be used by employees as a platform to articulate their frustrations or discontent with the organisation | | | | | | | |
|---|---|---|---|---|---|---|---|
| Answer Options | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Rating Average | Response Count |
| | 1 | 3 | 6 | 21 | 35 | 4.30 | 66 |
| | | | | | | answered question | 66 |
| | | | | | | skipped question | 10 |

**Table 5.43  Question C.25– Response Summary**

Table 5.43 shows an average rating of 4.30 for this question. 56 of the respondents either agreed or strongly agreed that social media should never be used by employees as a platform to articulate their frustrations or discontent with the organisation. One may surmise that the respondents are cognisant of their duties not

to abuse social media as a mouth-piece for venting their discontent with work-related issues. Employees, who do so, could increase their risk of incurring disciplinary action, including legal liability or even dismissal (Flynn, 2012).

*C.26 When posting social media content, maintaining respect for others and the organisation is a must.*

| C.26 When posting social media content, maintaining respect for others and the organisation is a must | | | | | | | |
|---|---|---|---|---|---|---|---|
| Answer Options | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Rating Average | Response Count |
| | 0 | 0 | 5 | 25 | 36 | 4.47 | 66 |
| | | | | | | *answered question* | 66 |
| | | | | | | *skipped question* | 10 |

**Table 5.44  Question C.26– Response Summary**

Table 5.44 shows an average rating of 4.47 for this question. 61 of the respondents either agreed or strongly agreed that, when posting social media content, maintaining respect for others and the organisation is a must. In doing so, respondents support the view IBM (2010), where employees are encouraged to engage via social media channels in a responsible manner and to add value through posting meaningful content, which does not stir undue, negative behaviour on social media.

## 5.2.3.10.  Summary: Section C

This section of the questionnaire posed questions to the respondents relating to the proposed integrated social media governance framework, and constituent elements, emanating from Chapter 2.

The results in this section, per component of the framework, are summarised as follows:

⎯ *Social Media Policy: General*

Respondents agreed that a clear social media policy can assist employees to engage via social media in a more informed, responsible manner. Respondents felt that a social media policy should reflect the culture of the organisation and that an effective social media governance model should be underpinned by a social media corporate culture, endorsed by top management, with a prevalent, participative dialogue occurring in the organisation. Many respondents felt that teamwork may be

improved through social media. More respondents agreed than disagreed, but the proportion of respondents who were neutral in this regard, indicate that these employees are yet to be convinced of the benefit of social media as it relates to improving teamwork.

Most respondents agreed that a social media policy should not be used to intimidate employees, but to empower them to collaborate both externally and internally. Respondents felt that their organisations could use social media to reach external and access a much broader audience with problem-solving capabilities and diverse knowledge; social business, enabled by social media, can bring together smaller teams of experts, which can more efficiently solve problems, unconstrained by organisational bureaucracy. It would seem that respondents would be more comfortable receiving communication of a social media policy via a less creative, more orthodox media, being that of an email.

— *Transparency*

Respondents felt employees should always disclose their identities, including their positions, areas of expertise and knowledge, and overall affiliation to the organisation when accessing social media and that their profile information should be kept consistent across social media in order to build trustworthiness. The results would indicate that employees have certain expectations in terms of their privacy and are concerned with their privacy being violated by their organisations. Respondents were also not entirely comfortable with the idea of organisations monitoring their social media activity.

— *Disclaimers*

The results of this sub-section revealed that, while most of the respondents advocate the use of disclaimers, they do not want to be burdened with having to use a disclaimer with each instance of posting social media content. In this regard, the results showed that the respondents preferred the use of disclaimer once, within their profile information on each of their social media accounts.

— *Common Sense*

Respondents felt they should be trusted to use their better judgement and common sense when posting social media content. Respondents were of the view, that as employees, they should steer away from entering into dialogue which can provoke discord and non-constructive debate online. The sentiment of respondents showed that they agree that their social media activity does not absolve them from their primary responsibilities in the workplace, as it relates to their internal duties and also their commitments to clients.

— *Non-interference with work/customer commitments*

The tone of social media should be positive and conducive to stakeholders deeming employees to be approachable; respondents reflected a commitment to ensuring that they are approachable on social media when engaging with stakeholders. Most respondents were in agreement that, when correcting a social media blunder, the organisation/employee should correct the mistake and not just edit the post containing the mistake. The correction of any blunders on social media was viewed by respondents as necessary to timeously restore the trust of readers of the affected social media content.

— *Honest Disclosure*

The respondents felt they should be allowed to contest any misrepresentations on social media, using the facts, corroborated by information which is known to the public. In doing so, the respondents advocate behaviour in a manner which does not spur on fighting, but which objectively responds to misrepresentations.

— *Non-Disclosure of Confidential Company Information*

Almost all respondents agreed that confidential company information should never be disclosed on social media. Respondents were also of the view that they should consult with their managers in if that they are unsure whether an intended posting is acceptable or not. In terms of copyrighted material, respondents advocated seeking the permission of the owners of third-party material, before posting such content on social media.

— *Link to Company Code of Conduct*

Respondents felt that a social media policy should be linked to a corporate code of conduct and other relevant organisational policies; organisations should keep their policies concise by merely referring to the aforementioned policies within their social media policy, and not regurgitating the content thereof. The vast majority of respondents agreed that, when engaging via social media, employees should obey local laws and adhere to local legal and ethical regulations.

— *Integrity, Respect, Objectivity*

It was surmised that the respondents were cognisant of their duties not to abuse social media as a mouth-piece for venting their discontent with work-related issues. Respondents agreed that, when posting social media content, maintaining respect for others and the organisation is essential; these respondents therefore concur with the adage   view of engaging via social media channels in a responsible manner, to add value through posting meaningful content, which does not stir undue, negative behaviour on social media.

## 5.2.4.  Section D: Social Media Policy

This section of the questionnaire posed questions to the respondents relating to the proposed social media policy framework, and constituent elements, emanating from Chapter 3.

### 5.2.4.1. Frequency & Process for Updates

*D.1 My organisation must regularly assess the adequacy of its existing social media governance.*

| D.1 My organisation must regularly assess the adequacy of its existing social media governance | | | | | | |
|---|---|---|---|---|---|---|
| Answer Options | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Rating Average | Response Count |
| | 0 | 0 | 11 | 46 | 9 | 3.97 | 66 |
| | | | | | answered question | | 66 |
| | | | | | skipped question | | 10 |

**Table 5.45  Question D.1– Response Summary**

Table 5.45 shows an average rating of 3.97 for this question. 55 of the respondents either agreed or strongly agreed that their organisations should regularly assess the adequacy of existing social media governance. In doing so, respondents support the view of Dand (2010), who also advocates the involvement of employees in this process, along with clearly communicating the process and outlining the regularity of updates to the governance model.

*D.2 My organisation's social media governance should be assessed for adequacy*

| D.2 My organisation's social media governance should be assessed for adequacy: | | |
|---|---|---|
| Answer Options | Response Percent | Response Count |
| Monthly | 15.2% | 10 |
| Quarterly | 43.9% | 29 |
| Every Six Months | 16.7% | 11 |
| Annually | 15.2% | 10 |
| On an Ad-Hoc basis | 9.1% | 6 |
| answered question | | 66 |
| skipped question | | 10 |

**Table 5.46  Question D.2– Response Summary**

Table 5.46 reveals that the respondents mostly advocate a quarterly assessment of social media governance for adequacy. This result, in combination with the previous

question's result, shows that respondents are in favour of a regular assessment of social media governance, but are of the opinion that a quarterly review will suffice for such purpose.

*D.3 As an employee, my contribution to the on-going assessment and improvement of my organisation's social media governance is important*

| D.3 As an employee, my contribution to the on-going assessment and improvement of my organisation's social media governance is important | | | | | | | |
|---|---|---|---|---|---|---|---|
| Answer Options | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Rating Average | Response Count |
| | 0 | 1 | 10 | 47 | 8 | 3.94 | 66 |
| | | | | | *answered question* | | 66 |
| | | | | | *skipped question* | | 10 |

**Table 5.47  Question D.3– Response Summary**

Table 5.47 shows an average rating of 3.94 for this question. 55 of the respondents either agreed or strongly agreed that their contribution to the on-going assessment and improvement of their organisation's social media governance is important. This further supports the view of Dand (2010) as per question D.1.

## 5.2.4.2. Training & Education

*D.4 I would like the organisation's social media policy to be communicated to me*

| D.4 I would like the organisation's social media policy to be communicated to me | | |
|---|---|---|
| Answer Options | Response Percent | Response Count |
| Weekly | 6.1% | 4 |
| Monthly | 18.2% | 12 |
| Quarterly | 37.9% | 25 |
| Every Six months | 16.7% | 11 |
| Annually | 21.2% | 14 |
| *answered question* | | 66 |
| *skipped question* | | 10 |

**Table 5.48  Question D.4– Response Summary**

Table 5.48 reveals that the respondents would mostly prefer a quarterly communication of a social media policy. The balance of respondents were divided between receiving such communication annually, monthly and then every six months. A social media policy should be regularly enforced, as its requirements apply at all times (Flynn, 2012). Notwithstanding the views of Flynn, one may surmise from this result that the respondents do not want to be inundated with

108

communication of a social media policy. These organisations should take heed of this sentiment, as too much communication of the policy may be counter-productive.

*D.5 I would prefer to receive social media training via:*

| D.5 I would prefer to receive social media training via | | |
|---|---|---|
| Answer Options | Response Percent | Response Count |
| Workshops | 31.8% | 21 |
| Seminars | 7.6% | 5 |
| eLearning | 21.2% | 14 |
| Formalised training course | 6.1% | 4 |
| On-line training | 33.3% | 22 |
| answered question | | 66 |
| skipped question | | 10 |

**Table 5.49  Question D.5– Response Summary**

Table 5.49 reveals that, in order of preference, 22 (33.3%) of the respondents would prefer on-line training, 21(31.8%) respondents would prefer workshops, while 14 (21.2%) respondents would prefer an eLearning approach. The results from respondents support Flynn (2012), who recommends that social media training methods employed by the organisation should be interactive and allow for dialogue in an open forum regarding issues and solutions affecting social media usage. These results, in combination with the advice of Flynn (2012), lead the author to believe that, instead of choosing one particular method of social media training, these organisations may want to consider using a combination of the abovementioned methods.

*D.6 A formalised social media training program will benefit all employees and the organisation.*

| D.6 A formalised social media training program will benefit all employees and the organisation | | | | | | | |
|---|---|---|---|---|---|---|---|
| Answer Options | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Rating Average | Response Count |
| | 0 | 2 | 12 | 42 | 10 | 3.91 | 66 |
| | | | | | answered question | | 66 |
| | | | | | skipped question | | 10 |

**Table 5.50  Question D.6– Response Summary**

Table 5.50 shows an average rating of 3.91 for this question. 52 of the respondents either agreed or strongly agreed that a formalised social media training program will benefit all employees and their organisations. Respondents therefore support the

views of Scott and Jacka (2011), in that, employees must be empowered through social media training and information regarding the organisation's social media governance, including the social media policy and procedural aspects of social media governance. Respondents also mostly agree with Dand (2010) and Ansaldo (2012), that social media training and educational resources are part of a solid social media governance framework.

## 5.2.4.3. Social Media Policy

*D.7 A social media policy is a fundamental requirement of an organisation's social media governance.*

| D.7 A social media policy is a fundamental requirement of an organisation's social media governance | | | | | | | |
|---|---|---|---|---|---|---|---|
| Answer Options | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Rating Average | Response Count |
| | 0 | 0 | 6 | 43 | 17 | 4.17 | 66 |
| | | | | | *answered question* | | 66 |
| | | | | | *skipped question* | | 10 |

**Table 5.51   Question D.7– Response Summary**

Table 5.51 shows an average rating of 4.17 for this question. 60 of the respondents either agreed or strongly agreed that a social media policy is a fundamental requirement of an organisation's social media governance. Most respondents back the view of ISACA (2010) in this regard, in that a social media policy is a critical element of social media governance (ISACA, 2010, p.9).

*D.8 A social media review can provide organisation-specific insight into the risk, benefits, and challenges associated with the social media activity of both internal and external audiences.*

| D.8 A social media review can provide organisation-specific insight into the risk, benefits, and challenges associated with the social media activity of both internal and external audiences | | | | | | | |
|---|---|---|---|---|---|---|---|
| Answer Options | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Rating Average | Response Count |
| | 0 | 0 | 5 | 49 | 12 | 4.11 | 66 |
| | | | | | *answered question* | | 66 |
| | | | | | *skipped question* | | 10 |

**Table 5.52   Question D.8– Response Summary**

Table 5.52 shows an average rating of 4.11 for this question. 61 of the respondents either agreed or strongly agreed that a social media review can provide organisation-specific insight into the risk, benefits, and challenges associated with the social media activity of both internal and external audiences. The sentiment of respondents

in this regard support that of Flynn (2012), who recommends the need for an audit to be performed to ascertain the nature and scope of the organisation's existing social media presence, as well as identifying if and how the organisation is using social media tools (Flynn, 2012).

## 5.2.4.4. Monitoring

*D.9 It is important for my organisation to understand what customers and other stakeholders are saying about it*

| D.9 It is important for my organisation to understand what customers and other stakeholders are saying about it | | | | | | | |
|---|---|---|---|---|---|---|---|
| Answer Options | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Rating Average | Response Count |
| | 0 | 0 | 5 | 40 | 21 | 4.24 | 66 |
| | | | | | | answered question | 66 |
| | | | | | | skipped question | 10 |

**Table 5.53   Question D.9– Response Summary**

Table 5.53 shows an average rating of 4.24 for this question. 61 Respondents either agreed or strongly agreed that it is important for their organisations to understand what customers and other stakeholders are saying. Respondents strongly concur with Scott and Jack (2011) and Lasica (2011) who advocate the monitoring of social media in order to timeously and appropriately respond to stakeholder sentiment, whether good or bad.

*D.10 Social media monitoring tools (software) can assist in managing consumer awareness and perceptions of my organisation and its brand.*

| D.10 Social media monitoring tools (software) can assist in managing consumer awareness and perceptions of my organisation and its brand. | | | | | | | |
|---|---|---|---|---|---|---|---|
| Answer Options | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Rating Average | Response Count |
| | 0 | 1 | 10 | 44 | 11 | 3.98 | 66 |
| | | | | | | answered question | 66 |
| | | | | | | skipped question | 10 |

**Table 5.54   Question D.10– Response Summary**

Table 5.54 shows an average rating of 3.98 for this question. 55 of the respondents either agreed or strongly agreed that social media monitoring tools (software) can assist in managing consumer awareness and perceptions of their organisation and its brand. The feelings of respondents support the use of monitoring tools as advocated by Brito (2012), Dand (2010) and Ansaldo (2012) as part of social media governance initiatives.

*D.11 An acceptable timeframe for my organisation to respond to social media posts (including queries) by the public is within:*

| D.11 An acceptable timeframe for my organisation to respond to social media posts (including queries) by the public is within | | |
|---|---|---|
| Answer Options | Response Percent | Response Count |
| 15min | 10.6% | 7 |
| 30min | 9.1% | 6 |
| 1hr | 16.7% | 11 |
| 1 day | 47.0% | 31 |
| 1 week | 12.1% | 8 |
| 1 month | 4.5% | 3 |
| *answered question* | | 66 |
| *skipped question* | | 10 |

**Table 5.55   Question D.11– Response Summary**

Table 5.55 reveals that 47% of the respondents feel that a 1 day turnaround time is a fair timeframe for organisations to respond to social media posts (including queries) by the public. 16.17% of the respondents felt that a 1 hour response time was needed, while 12.1% of respondents felt that a 1 week response time would suffice. Overall, the results show that respondents support the use of social media channels to rapidly correct or respond to rumours or bad publicity (Ansaldo, 2012).

## 5.2.4.5. Dedicated Social Media Department

*D.12 A dedicated social media department is required by my organisation.*

| D.12 A dedicated social media department is required by my organisation | | | | | | |
|---|---|---|---|---|---|---|
| Answer Options | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Rating Average | Response Count |
| | 3 | 11 | 24 | 24 | 4 | 3.23 | 66 |
| | | | | | *answered question* | | 66 |
| | | | | | *skipped question* | | 10 |

**Table 5.56  Question D.12– Response Summary**

Table 5.56 shows an average rating of 3.23 for this question. 38 of the respondents were either neutral or disagreed, while 28 respondents either agreed or strongly agreed that a dedicated social media department is required by their organisation. These results indicate that respondents are not entirely convinced of the need for such a structure, and therefore do not necessarily agree with the view of Fink et al.,(2011) who advocate the need for such a structure.

*D.14 A social media department must have its own key performance indicators so that the organisation may measure its performance.*

| D.14  A social media department must be supported by its own financial and human resources, with adequate technical infrastructure | | | | | | | |
|---|---|---|---|---|---|---|---|
| Answer Options | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Rating Average | Response Count |
| | 3 | 8 | 27 | 24 | 4 | 3.27 | 66 |
| | | | | | | answered question | 66 |
| | | | | | | skipped question | 10 |

**Table 5.57   Question D.14– Response Summary**

Table 5.57 shows an average rating of 3.27 for this question. 28 of the respondents were either neutral or disagreed, while 38 respondents either agreed or strongly agreed that a social media department must have its own key performance indicators so that the organisation may measure its performance. This result, read in combination with the results in question D.13 show that respondents are not convinced that there should be a separate social media department, supported by its own key performance indicators.

## 5.2.4.6. Technical infrastructure for accessing social media

*D.13 A social media department must be supported by its own financial and human resources, with adequate technical infrastructure.*

| D.13  A social media department must have its own key performance indicators so that the organisation may measure its performance | | | | | | | |
|---|---|---|---|---|---|---|---|
| Answer Options | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Rating Average | Response Count |
| | 1 | 3 | 28 | 28 | 6 | 3.53 | 66 |
| | | | | | | answered question | 66 |
| | | | | | | skipped question | 10 |

**Table 5.58  Question D.13– Response Summary**

Table 5.58 shows an average rating of 3.53 for this question. 32 of the respondents were either neutral or disagreed, while 34 respondents either agreed or strongly agreed that a social media department must be supported by its own financial and human resources, with adequate technical infrastructure. This result further shows that there is not overwhelming support from respondents for a fully-resourced social media department. The author surmises from this result that the attitudes of respondents are influenced by the size of the organisations they work for, as well as their perceived level of social media risk (which was low to moderate as per the results in question B.6). Notwithstanding this, organisations that opt to incorporate a

dedicated social media department as part of their governance structures, need to take into account the business objectives and requirements, which directly impact the size of such a team (Department of Electronics and Information Technology Ministry of Communications & Information Technology Government of India, 2012).

## 5.2.4.7. Social Media Strategy

*D.15 A social media strategy must support business strategy.*

| D.15 A social media strategy must support business strategy | | | | | | | |
|---|---|---|---|---|---|---|---|
| Answer Options | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Rating Average | Response Count |
| | 0 | 2 | 7 | 41 | 14 | 4.05 | 64 |
| | | | | | answered question | | 64 |
| | | | | | skipped question | | 12 |

**Table 5.59  Question D.15– Response Summary**

Table 5.59 shows an average rating of 4.05 for this question. 55 of the respondents either agreed or strongly agreed that a social media strategy must support business strategy. Respondents therefore support the ideals that, firstly, an organisation should consider the degree to which social media will become part of its operations and support its business objectives, and secondly, a social media strategy should be aligned to the organisation's overall business strategy  (Scott & Jacka, 2011, p.26).

*D.16 A social media strategy must be a good fit with the organisation's culture.*

| D.16 A social media strategy must be a good fit with the organisation's culture | | | | | | | |
|---|---|---|---|---|---|---|---|
| Answer Options | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Rating Average | Response Count |
| | 0 | 1 | 7 | 37 | 19 | 4.16 | 64 |
| | | | | | answered question | | 64 |
| | | | | | skipped question | | 12 |

**Table 5.60  Question D.16– Response Summary**

Table 5.60 shows an average rating of 4.16 for this question. 56 of the respondents either agreed or strongly agreed that a social media strategy must be a good fit coincide with the organisation's culture, thereby concurring with Brito (2012) that social media policy should reflect its objectives and corporate culture, if it is to be effective.

*D.17 Top management must invest the requisite resources and spend sufficient time and energy in developing a social media strategy.*

| D.17 Top management must invest the requisite resources and spend sufficient time and energy in developing a social media strategy | | | | | | | |
|---|---|---|---|---|---|---|---|
| Answer Options | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Rating Average | Response Count |
| | 0 | 2 | 14 | 41 | 7 | 3.83 | 64 |
| | | | | | answered question | | 64 |
| | | | | | skipped question | | 12 |

**Table 5.61  Question D.17– Response Summary**

Table 5.61 shows an average rating of 3.83 for this question. 48 of the respondents either agreed or strongly agreed that top management must invest the requisite resources and spend sufficient time and energy in developing a social media strategy (Fink et al., 2011).

*D.18 A social media strategy must be specific about which business objectives social media will support.*

| D.18 A social media strategy must be specific about which business objectives social media will support | | | | | | | |
|---|---|---|---|---|---|---|---|
| Answer Options | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Rating Average | Response Count |
| | 0 | 0 | 10 | 43 | 11 | 4.02 | 64 |
| | | | | | answered question | | 64 |
| | | | | | skipped question | | 12 |

**Table 5.62  Question D.18– Response Summary**

Table 5.62 shows an average rating of 4.02 for this question. 54 of the respondents either agreed or strongly agreed that a social media strategy must be specific about which business objectives social media will support, thereby further supporting the results and views of Scott and Jack (2011) as per question D.15.

*D.19 Social media monitoring software can assist my organisation to identify social media loyal followers who act as advocates and brand champions for the organisation online.*

| D.19  Social media monitoring software can assist my organisation to identify social media loyal followers who act as advocates and brand champions for the organisation online | | | | | | | |
|---|---|---|---|---|---|---|---|
| Answer Options | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Rating Average | Response Count |
| | 2 | 1 | 13 | 43 | 5 | 3.75 | 64 |
| | | | | | answered question | | 64 |
| | | | | | skipped question | | 12 |

**Table 5.63  Question D.19– Response Summary**

Table 5.63 shows an average rating of 3.75 for this question. 48 of the respondents either agreed or strongly agreed that social media monitoring software can assist their organisation to identify social media loyal followers who act as advocates and brand champions online. The respondents are supportive, overall, in the opinion of Lasica (2011), who indicates that these online advocates and brand champions can reach an audience which an organisation's website alone, cannot.

## 5.2.4.8. Metrics

*D.20 My organisation's social media objectives should be specific, measurable, attainable, realistic and measurable.*

| D.20  My organisation's social media objectives should be specific, measurable, attainable, realistic and measurable | | | | | | | |
|---|---|---|---|---|---|---|---|
| Answer Options | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Rating Average | Response Count |
| | 0 | 0 | 8 | 45 | 11 | 4.05 | 64 |
| | | | | | *answered question* | | 64 |
| | | | | | *skipped question* | | 12 |

**Table 5.64  Question D.20– Response Summary**

An average rating of 4.05 is shown in Table 5.64 for this question. 8 of the respondents were neutral in their stance, while 56 respondents either agreed or strongly agreed that their organisation's social media objectives should be specific, measurable, attainable, realistic and measurable  (Kanter, 2011).

*D.21 Social media metrics must be defined by the business objectives desired by my organisation.*

| D.21 Social media metrics must be defined by the business objectives desired by my organisation | | | | | | | |
|---|---|---|---|---|---|---|---|
| Answer Options | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Rating Average | Response Count |
| | 0 | 0 | 10 | 47 | 7 | 3.95 | 64 |
| | | | | | *answered question* | | 64 |
| | | | | | *skipped question* | | 12 |

**Table 5.65  Question D.21– Response Summary**

An average rating of 3.95 is shown in Table 5.65 for this question. 10 of the respondents were neutral in their stance, no respondents disagreed, and 56 respondents either agreed or strongly agreed that their organisation's social media metrics must be defined by the business objectives desired by my organisation. In agreement with Watson Huyse (2011), overall, respondents felt that the metrics to be

measured should be determined by the business outcomes desired by the organisation.

*D.22 My organisations social media objectives must be defined in terms of what the desired results/actions of its social media followers should be*

| D.22 My organisations social media objectives must be defined in terms of what the desired results/actions of its social media followers should be | | | | | | | |
|---|---|---|---|---|---|---|---|
| Answer Options | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Rating Average | Response Count |
| | 0 | 1 | 8 | 44 | 11 | 3.95 | 64 |
| | | | | | *answered question* | | 64 |
| | | | | | *skipped question* | | 12 |

**Table 5.66  Question D.22– Response Summary**

An average rating of 3.95 is shown in Table 5.66 for this question. 8 of the respondents were neutral in their stance, 1 respondent disagreed, and 55 respondents either agreed or strongly agreed that their organisation's social media metrics must be defined in terms of what the desired results/actions of its social media followers should be. One may surmise from this result that respondents agree that the optimisation of social media activity can be achieved by effectively listening to and responding to the metrics gathered from social media (Watson Huyse, 2011).

*D.23 Social media monitoring software can assist my organisation to identify social media loyal followers who act as advocates and brand champions for the organisation online.*

| D.23 Social media monitoring software can assist my organisation to identify social media loyal followers who act as advocates and brand champions for the organisation online | | | | | | | |
|---|---|---|---|---|---|---|---|
| Answer Options | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Rating Average | Response Count |
| | 2 | 0 | 14 | 40 | 8 | 3.95 | 64 |
| | | | | | *answered question* | | 64 |
| | | | | | *skipped question* | | 12 |

**Table 5.67  Question D.23– Response Summary**

An average rating of 3.95 is shown in Table 5.67 for this question. 14 of the respondents were neutral in their stance, 2 respondents strongly disagreed, and 48 respondents either agreed or strongly agreed that social media monitoring software can assist my organisation to identify social media loyal followers who act as advocates and brand champions for the organisation online (Lasica,2011; Bentwood, 2008).

*D.24 Social media analytics can assist my organisation to measure the effectiveness of its use of social media.*

| D.24  Social media analytics can assist my organisation to measure the effectiveness of is use of social media | | | | | | |
|---|---|---|---|---|---|---|
| Answer Options | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Rating Average | Response Count |
| | 1 | 0 | 12 | 48 | 3 | 3.21 | 64 |
| | | | | | *answered question* | | 64 |
| | | | | | *skipped question* | | 12 |

**Table 5.68  Question D.24– Response Summary**

An average rating of 3.21 is revealed in Table 5.68 for this question. 12 of the respondents were neutral in their stance, 1 respondent strongly disagreed, and 51 respondents either agreed or strongly agreed that social media analytics can assist their organisation to measure the effectiveness of its use of social media. The fact that 48 respondents agreed, but did not strongly agree, has led the author to surmise that these respondents can see the potential value of social media analytics, but need to be further convinced of the benefits of such analytics, as discussed in Chapter 3, including, inter-alia;  real-time monitoring and insight into social media conversations;  identification and engagement with key people driving online conversations; benchmarking social media performance against that of competitors and industries at large; and using social media sentiment to adjust business strategy accordingly by "listening" to consumers online.

## 5.2.4.9. Summary: Section D

This section of the questionnaire posed questions to the respondents relating to the proposed social media policy framework, and constituent elements, emanating from Chapter 3.

The results in this section, per component of the framework, are summarised as follows:

— *Frequency & Process for Updates*

Respondents advocate a regular assessment of social media governance, but are of the opinion that a quarterly review will suffice for such purpose. Most respondents agreed that their contribution to the on-going assessment and improvement of their organisation's social media governance is important.

— *Training & Education*

The respondents did not want to be inundated with communication of a social media policy and would prefer a combination of training methods and not one in particular; it was agreed that a formalised social media training programme would benefit all employees and their organisations.

— *Social Media Policy*

Respondents felt that a social media policy is a critical element of social media governance. The sentiment of respondents supports an audit being performed to ascertain the nature and scope of their organisational social media presence, as well as identifying if and how their organisations are using social media tools.

— *Monitoring*

Respondents felt that it is important for their organisations to understand what customers and other stakeholders are saying and also advocate the monitoring of social media in order to timeously and appropriately respond to stakeholder sentiment, whether good or bad. Respondents believe that social media monitoring tools (software) can assist in managing consumer awareness and perceptions of their organisations and felt that a 1 day turnaround time was a fair timeframe for organisations to respond to social media posts (including queries) by the public.

⎯ *Dedicated Social Media Department*

Respondents were not entirely convinced of the idea of having a separate social media department, supported by its own key performance indicators.

⎯ *Technical infrastructure for accessing social media*

There was not overwhelming support from respondents for a fully-resourced social media department. The author surmised from this result that the attitudes of respondents could have been influenced by the size of the organisations they work for, as well as their perceived level of social media risk (which was low to moderate as per the results in question B.6).

⎯ *Social Media Strategy*

Respondents agreed that a social media strategy must support business strategy and it must be a good fit with the organisation's culture; they felt it necessary for top management to invest the requisite resources and spend sufficient time and energy in developing a social media strategy.

⎯ *Metrics*

Respondents were of the opinion that their organisational social media objectives should be specific, measurable, attainable, realistic and measurable. Overall, respondents felt that the metrics to be measured should be determined by the business outcomes desired by an organisation Respondents agreed that the optimisation of social media activity could be achieved by effectively listening to and responding to the metrics gathered from social media. Respondents felt that social media monitoring software could assist to identify social media loyal followers who act as advocates for an organisation and its brand; they could see the potential value of social media analytics, but need to be further convinced of the benefits of such analytics.

## 5.3. Conclusions

The idea of presenting the questionnaire to employees within several IT organisations in South Africa was to gain insight into the social reality, perceptions and attitudes of respondents towards the proposed frameworks for social media governance and social media policies, within the context of IT organisations.

*Section A* of the questionnaire analysed the biographical information of respondents according to gender, race, age, and level of education, length of service and job titles. The overall results indicated that respondents were relatively well-educated and were in employment for an acceptable time had decent service lengths; responses to the questionnaire were therefore informed by a group of individuals who possessed an understanding of their organisations and ancillary cultures. Respondents were therefore well-placed to respond to the questions within the context of their IT organisations.

*Section B* of the questionnaire posed questions to the respondents regarding their usage of social media, both in a private and work capacity. It also sought to ascertain how often respondents access social media and which devices they use to access social media. Most respondents indicated they use mobile devices (smartphones and tablets) as a primary means of accessing social media. Respondents showed that they access social media regularly while at work, and at home, at least on a daily basis. Almost all respondents spend 8 or fewer hours on social media per week at work, while almost three quarters of respondents spend 8 or fewer hours on social media per week for private use thereof.

The results in this section also showed that respondents believe that social media can be used as a tool to improve customer relationships. Respondents advocated the use of social media to drive innovation in their organisations. Positive sentiment was delivered by respondents in terms of teamwork being improved through the collaborative platform which social media provides. It was widely agreed that social media can boost operational efficiencies by better enabling the dispersion of knowledge.

The findings revealed that social media risk, as yet, may be ill-defined for certain employees. Notwithstanding this, a fair amount of employees were concerned about

social media risk. The most significant risk respondents felt they faced in terms of social media usage was "Privacy Violation"; the most significant social media risk for organisations was the "Exposure of confidential or proprietary information". Organisations will therefore be wise to employ mitigating actions, as discussed in this treatise.

*Section C* posed questions to the respondents relating to the proposed integrated social media governance framework, and constituent elements. Overall, the average ratings from respondents were relatively strong and indicative of a positive response to the components of the proposed social media governance framework. Notwithstanding the overall positive sentiment, certain respondents are yet to be convinced of the benefit of social media as it relates to improving teamwork.

Respondents showed that they have certain expectations in terms of their privacy and are concerned with their privacy being violated by their organisations. Respondents were also not entirely comfortable with the idea of organisations monitoring their social media activity. Behaviour on social media which does not spur on fighting, but objectively responds to misrepresentations, was supported by respondents.

*Section D* posed questions to the respondents relating to the proposed social media policy framework, and constituent elements thereof. Overall, the average ratings from respondents were strong and indicative of a positive response and approval of the components of the proposed social media policy framework for an IT organisation. Despite the overall buy-in, agreement, respondents did not want to be inundated with communication of a social media policy and would prefer a combination of social media training methods and not one in particular.

Respondents were not entirely convinced of the idea of having a separate social media department, supported by its own key performance indicators; the attitudes of respondents could have been influenced by the size of the organisations they work for, as well as their perceived level of social media risk, which was low to moderate as per the results in Section B of the questionnaire. Respondents viewed it necessary for top management to invest the requisite resources and spend sufficient time and energy in developing a social media strategy. Lastly, the findings indicate there is potential value for organisations that employ the use of social media

analytics, but respondents need to be further convinced of the benefits of such analytics.

The results of this empirical study may be used to enhance the current frameworks so that a more refined social media governance and social media policy framework may be implemented in IT organisations. The overall response to the proposed frameworks was positive, with respondents approving of the components that these frameworks present. The proposed frameworks established in Chapter 2 and 3 have therefore been qualitatively evaluated, and the applicability and validity thereof, affirmed by respondents, within the context of IT organisations. The proposed social media governance and social media policy frameworks offer a convincing solution to the problems identified in this treatise, as it relates to the governance of social media within IT organisations. Chapter 6 will outline the salient findings of this study. Recommendations for the application of the proposed framework, as well as additional research opportunities will be presented.

.

# Chapter 6: Findings, Recommendations Conclusions

## 6.1. Introduction

In Chapter 2, a literature study, concerned with social media governance, was performed. An overview of social media governance was discussed, including a delineation of the relationship between social media policies and social media governance. Several existing social media governance frameworks and constituent elements were explored. An overview of IT governance and social media was provided, as well as a discussion regarding the value and risks inherent in the use of social media. This chapter produced a proposed integrated framework for the governance of social media in the workplace.

In Chapter 3, a literature study, concerned with social media policies was conducted. An overview of social media policies and key principles therein was provided, and the contents and tenets of several social media policies, belonging to some of the world's largest IT companies, were identified and unbundled. A proposed integrated framework for a social media policy within an IT organisation was developed as part of this chapter. In Chapter 4, the detailed research methodology for this treatise, supported by a literature study, was presented. This enabled the accurate reproduction of this study in future. Chapter 5 presented and discussed the results of the empirical study of both the proposed framework for social media governance and that of social media policy framework for an IT organisation.

In this chapter, findings of the study will be discussed and conclusions drawn therefrom. The summary in Section 6.2 will determine whether the research conducted, successfully answers the research questions for this treatise. Section 6.3 summarises the contributions made by this study to the current body of knowledge on the subject of social media governance. Several recommendations are proposed Section 6.4 in relation to the adoption of the proposed frameworks. The limitations of the research will be discussed in Section 6.5 and the areas for future research will be deliberated in Section 6.6. The chapter summary follows in Section 6.7. A diagrammatic illustration of the outline of this chapter follows below:

# Chapter 6: Findings, Recommendations Conclusions

| | |
|---|---|
| **6.1. Introduction** | |
| **6.2. Summary of the research** | → 6.2.1. Main research question RQm |
| **6.3. Summary of Contributions** | 6.2.2. Research questions: RQ1; RQ2; RQ4 |
| **6.4. Recommendations** | 6.2.3. Research questions: RQ3 and RQ5 |
| **6.5. Limitations of the study** | 6.2.4. Research question RQ6 |
| **6.6. Future research** | 6.2.5. Research question RQ7 |
| **6.7. Summary** | |

6.1. Introduction

6.2. Summary of the research

6.3. Summary of Contributions

6.4. Recommendations

6.5. Limitations of the study

6.6. Future research

6.7. Summary

6.2.1. Main research question RQm

6.2.2. Research questions: RQ1; RQ2; RQ4

6.2.3. Research questions: RQ3 and RQ5

6.2.4. Research question RQ6

6.2.5. Research question RQ7

**Deliverable**

- **Findings, Recommendations Conclusions of the study**

Ch1 Introduction → Ch2 Social Media Governance → Ch3 Social Media Policies → Ch4 Research Design and Methodology → Ch5 Results and Analysis of the Empirical Study → Ch6 Findings, Recommendations and Conclusions

**A Framework for the Governance of Social Media in the Workplace.**

## 6.2. Summary of the research

Several research questions were identified and investigated to address the main research question of this treatise. These investigations, per research question, have been summarised and explained below.

## 6.2.1. Main research question RQm

The main research question of the research was identified as, "Can a Framework for the Governance of Social Media in the Workplace be developed?". In order to propose resolutions to this main problem, seven research questions ($RQ_1$ to $RQ_7$) were identified and investigated as follows:

— $RQ_1$ Identified and investigated the literature study on the significance of developing a social media governance framework;

— $RQ_2$ Identified and investigated the literature study on global frameworks that affect social media governance;

— $RQ_3$ Identified and investigated the literature study on the key tenets contained in the social media policies of major IT organisations;

— $RQ_4$ Identified and investigated the possibility of developing an integrated framework for the governance of social media;

— $RQ_5$ Identified and investigated the possibility of developing an integrated framework for social media policies;

— $RQ_6$ Identified and investigated how a detailed research methodology be provided in order to understand and reproduce this study in future;

— $RQ_7$ Identified and investigated the results obtained from the empirical evaluation of the proposed social media governance and social media policy framework.

## 6.2.2. Research questions: RQ1; RQ2; RQ4

The first research question was stated as, "What is the significance of developing a social media governance framework?". The second research question was stated as, "What global frameworks are revealed in the literatures that affect social media governance?" while the fourth research question was stated as, "Can an integrated framework be developed for the governance of social media?". In Chapter 2, a literature study was performed which gave an overview of social media, explored the business value of social media, and expounded on the risks associated with the use of social media. An overview of social media governance was discussed and several existing social media governance frameworks and constituent elements thereof were explored.

It was discovered that social media governance is a set of rules, policies, and procedures that companies create to manage social media, which apply to both internal and external communities engaging in social media activity. It is meant to be a rudder for employees in terms of the professional and private use of social media platforms. Employees should feel empowered and motivated because of the establishment of social media governance, as opposed to feeling oppressed or obligated to abide by the guidance an organisation will issue.

The material impact of social media on organisations in the 21st century was thus established, including the resulting requirement to employ social media governance to manage social media activities by stakeholders, both internal and external to the organisation. An integrated framework for social media governance was proposed, based on the literature reviewed in the said chapter.

## 6.2.3. Research questions: RQ3 and RQ5

The third research question was stated as, "What are the key tenets contained in the social media policies of major IT organisations?". The fifth research question was stated as, "Can an integrated framework be developed for social media policies?". In Chapter 3, a literature study was conducted, in which the key tenets contained in the social media policies of major IT organisations were identified and unbundled, and an integrated framework for a social media policy for an IT organisation was developed and proposed. In addition to this, an overview of social media policies and

key principles therein was provided and several software toolsets, used for the purpose of social media monitoring and analytics, were explored.

It was discovered that a social media policy is the cornerstone of social media governance and the primary tool for guiding employees on how to use social media responsibly and to mitigate risks ancillary to the use of social media. There are fundamental tenets which a social media policy should contain, but the policy must reflect an organisation's objectives and corporate culture if it is to be effective.

As a surrogate of social media governance, a social media policy is a compass for employees in terms of engaging in social media activity, as it relates to both the professional and private use thereof. Social media policies should be concise, easy to memorise, and underpinned by employee common sense.

## 6.2.4. Research question RQ6

The sixth research question was stated as, "How can a detailed research methodology be provided in order to understand and reproduce this study in future?". In Chapter 4, a literature study was conducted and the research methodology followed for this treatise was described, in detail, thereby enabling the future reproduction thereof. A mixture of the interpretivist (mostly) and positivist research paradigms was employed, with the inductive and deductive research approaches incorporated therein. In terms of the research strategy, a descriptive survey and questionnaire strategy were chosen, to collect, analyse data and achieve the objectives of the study.

## 6.2.5. Research question RQ7

The seventh research question was stated as, "What results are obtained from the empirical evaluation of the proposed social media governance framework?". In Chapter 5, the results and analysis of the empirical study for the proposed frameworks were presented. In doing so, insight was gained into the social reality, perceptions and attitudes of respondents towards the proposed frameworks for social media governance and social media policies, within the context of IT organisations.

The overall response to the proposed frameworks was positive, with respondents approving of the components that these frameworks presented. The proposed frameworks were therefore qualitatively evaluated, and the applicability and validity thereof, affirmed by respondents, within the context of IT organisations. It was surmised that the results of the empirical study may be used to enhance the current frameworks so that a more refined social media governance and social media policy framework may be implemented IT organisations.

## 6.3. Summary of Contributions

This treatise has made the following contributions to the current body of knowledge on the subject of social media governance:

— A new, proposed, integrated framework for the governance of social media in the workplace, based on literature reviewed, has been presented (Section 2.8 of Chapter 2);

— A new, proposed, integrated framework for a social media policy within an IT organisation, based on literature reviewed, has been presented (Section 3.5 of Chapter 3);

— Recommendations proposed by the author, in relation to the adoption of these frameworks, have been provided. These recommendations were drawn  from the findings and  based  on the author's viewpoints and new insights into the subject matter.

## 6.4. Recommendations

The overall sentiment from the empirical study results have clarified that the proposed integrated frameworks can be implemented within IT organisations, which can solve the main problem, stated as, "Can a Framework for the Governance of Social Media in the Workplace be developed?". Several recommendations proposed by the author, in relation the adoption of these frameworks are discussed below:

— It is recommended that, at a minimum, IT organisations should develop and adopt a social media policy as the primary tool for guiding employees on how to use social media responsibly and to mitigate risks ancillary to the use of social media. It is further recommended that such a policy should take into account the organisation's objectives and corporate culture, and the

development of the policy should be include all pertinent stakeholders. These organisations should strive to ensure that their social media policies should be concise, easy to memorise and underpinned by employee common sense. Based on the sentiment displayed in the findings of the empirical study, organisations should not inundate employees with communication about a social media policy and should strongly consider a combination of social media training methods.

— Employees within the IT organisations surveyed the use of mobile devices (smartphones and tablets) as a primary means of accessing social media. IT organisations would therefore be wise to mitigate social media risk by specifically focussing on developing policies which guide the use of mobile devices by employees, so as to mitigate the risks inherent in this area.

— Despite the fact that employees access social media regularly, in aggregate, they do not spend an inordinate amount on time on social media. Being "connected" via social media is not necessarily tantamount to employees being "disconnected" from their primary work commitments, and organisations should not become too stringent or prescriptive with regard to the access of social media during working hours.

— The positive sentiment delivered by respondents in terms of teamwork being improved through social media, shows that organisations should seriously consider the use of social media as an enabler to disperse knowledge and therefore boost operational efficiencies.

— The findings revealed that social media risk, as yet, may be ill-defined for certain employees. Notwithstanding this, a fair number of employees were concerned about social media risk. It is therefore recommended that organisations employ mitigating actions, such as implementing formalised social media training and education as part of their governance initiatives.

— Organisations, when considering a separate social media department, supported by its own key performance indicators, should consider the size of the organisation and the business objectives which such a department would serve. A social media strategy should therefore always support business strategy.

## 6.5. Limitations of the study

The limitations in this study are considered to be the following:

— The author was not able to perform a t-test statistical comparison (in a addition to the qualitative analysis), as the number of respondents per organisation was not sufficient to do so. A repeat of this study, with a larger number of respondents per organisation would enable the aforementioned statistical comparison. Organisations, when considering a separate social media department, supported by its own key performance indicators, should consider the size of the organisation and business objectives;

— A limitation of interpretivistic, qualitative research is the inability thereof to make inferences to a broader population;

— The study was conducted amongst IT organisations in South Africa only. This reduced the number of potential respondents; the study could have been extended to a broader audience, across other industries and geographies.

## 6.6. Future research

Several areas of further research issues could be addressed by further research. Some of these research issues are outlined below:

— Future research may be conducted by evaluating this framework in a larger number of IT organisations across South Africa or across different industries. This would enable a larger response rate and facilitate a quantitative inferential statistical analysis of the framework.

— This research study has presented and empirically evaluated proposed frameworks for social media governance and social media policies, within the context of IT organisations in South Africa. The study does not present a methodology for the implementation of these frameworks within these, or any other organisation. This is not within the scope of the study, but presents an opportunity for future research.

— Future research may also be conducted whereby a social media governance maturity model can be developed which can be used to assess the maturity of the social media governance in place within organisations.

— A study may also be conducted to ascertain the impact of the usage of social media on employee productivity in the workplace.

## 6.7. Summary

This study has successfully addressed the main research problem "Many IT organisations do not have policies or structures which govern the use of social media by employees ", it answered the main research question "Can a Framework for the Governance of Social Media in the Workplace be developed?" and it achieved the main research objective "Develop a Framework for the Governance of Social Media in the Workplace". The proposed frameworks have been qualitatively evaluated, and their applicability and validity, were affirmed by respondents, within the context of IT organisations in South Africa.

# References

Ansaldo, M., 2012. 5 Components of a Social Media Governance Model. [Online] Available at: http://www.pcworld.com/businesscenter/article/250043/5_components_of_a_social_ media_governance_model.html [Accessed 17 July 2012].

Babbie, R..E., 2008. The Basics of Social Research. 4th ed. Thomson Wadsworth: Cengage Learning.

Backhouse, J., 2009. Social Media: Impacting The Enterprise? pg9.

Baxter, P. & Jack, S., 2008. Qualitative Case Study Methodology: Study Design and Implementation for Novice Researchers. The Qualitative Report, 13(4), pg.544-559.

Bennett, J., Owers, M., Pitt, M. & Tucker, M., 2010. Workplace impact of social networking. Property Management, 28(3), pg.138-148.

Bentwood, J., 2008. Distributed Influence: Quantifying the Impact of Social Media. White Paper. Edelman.

Brito, M., 2012. Smart Business, Social Business: A Playbook for Social Media in Your Organization. Indianapolis: Que Publishing.

Chui, M. et al., 2012. The social economy: Unlocking value and productivity through social technologies. Research Report. McKinsey Global Institute.

Cisco,2008. Cisco's Internet Postings Policy. [Online] Available at: http://blogs.cisco.com/news/ciscos_internet_postings_policy [Accessed 14 July 2012].

Collis, J. & Hussey, R., 2009. Business Research: A Practical Guide for Undergraduate and Postgraduate Students. 3rd ed. New York: Palgrave Macmillan.

Converseon, 2012. Converseon: Conversation Miner. [Online] Available at: http://converseon.com/miner [Accessed 5 November 2012].

Creswell, W., 2003. Research design: qualitative, quantitative, and mixed method approaches. 2nd ed. London: Sage Publications.

Creswell, W., 2007. Qualitative inquiry and research design: Choosing among five approaches. 2nd ed. Thousand Oaks: Sage.

Crowther, D. & Lancaster, G., 2008. Research Methods: A concise introduction to research in management and business consultancy. 2nd ed. Oxford: Elsevier.

Dadashzadeh, M., 2010. Social Media In Government:From eGovernment To eGovernance. Journal of Business & Economics Research, 8(11), pp.81-86.

Dand, M., 2010. Socialmediatoday: the world's best thinkers on social media. [Online] Available at: http://socialmediatoday.com/miadand/185087/what-social-media-governance-and-5-key-elements-successful-model [Accessed 18 May 2012].

Dasgupta, P., & Bisal, R., 2010. Social Media Analytics. White Paper. Tata Consultancy Services.

Dell, 2011. Global Social Media Policy. [Online] Available at: http://content.dell.com/us/en/corp/d/corp-comm/social-media-policy.aspx [Accessed 10 June 2012].

Department of Electronics and Information Technology Ministry of Communications & Information Technology Government of India, 2012. Framework & Guidelines for Use of Social Media for Government Organisations. Policy.

Ernst & Young, 2012. Protecting and strengthening your brand: Social media governance strategy. Business briefing.

Fink, S., Zerfass, A. & Linke, A., 2011. Study Social Media Governance 2011: Expertise Levels, Structures and Strategies of Companies, Governmental Institutions and Non-Profit Organizations communicating on the Social Web. University of Leipzig, Department of Communications Management and Public Relations.

Flynn, N., 2012. The Social Media Handbook: Rules, Policies and Best Practices To Successfully Manage Your Organization's Social Media Presence, Posts, and Potential Risks. Hoboken: Pfeiffer.

Flyvbjerg, B., 2011. Chapter 17: Case Study. In N.K. Denzin & Y.S. Lincoln, eds. The SAGE Handbook of Qualitative Research. 4th ed. Thousand Oaks: Sage. pg.301-316.

Google, 2012. Why Social Marketing Will Deliver a Positive ROI for Your Brand. Whitepaper. Wildfire by Google.

Google, 2012(a). Wildfire: Analytics. [Online] Available at: http://www.wildfireapp.com/products/analytics [Accessed 4 November 2012].

Google, 2012(b). Wildfire: Monitoring. [Online] Available at: http://www.wildfireapp.com/products/monitor [Accessed 5 November 2012].

Government of the Republic of South Africa, 2012. SouthAfrica.info: ICT and electronics in South Africa. [Online] Available at: http://www.southafrica.info/business/economy/sectors/icte-overview.htm#.ULjyZYZoHoM [Accessed 28 November 2012].

Government of Western Australia, 2011. Social Media Overview. Guidelines. Public Sector Commission.

Grant, M., 2009. Drafting Social Media Guidelines. [Online] Available at: http://www.socialfish.org/2009/10/drafting-socmed-guidelines.html [Accessed 4 July 2012].

Guba, E.G., 1981. Criteria for assessing the trustworthiness of naturalistic enquiries. Educational Technology Research and Development, 29(2), pg.75-91.

Guz, M., 2012. Mindjumpers Social Media Group - Implement a Social Media Policy: Make Your Employees Brand Ambassadors. [Online] Available at: http://www.mindjumpers.com/blog/2012/07/social-media-policy-3/ [Accessed 13 August 2012].

Hanaki, N. & Casella, A., 2008. Information channels in labor markets: On the resilience of referral hiring. Journal of Economic Behavior & Organization, 66(3), pg.492-513.

Haydon, J., 2012. Metrics: Go beyond counting likes and followers. [Online] Available at: http://www.socialbrite.org/2012/05/29/beyond-counting-likes-and-followers/ [Accessed 4 July 2012].

Hurd, B., 2012. 10 Things Your Social Media Policy Should Cover. [Online] Available at: http://123socialmedia.com/10-things-your-social-media-policy-should-cover/ [Accessed 20 July 2012].

IBM, 2010. IBM Social Computing Guidelines. [Online] Available at: http://www.ibm.com/blogs/zz/en/guidelines.html [Accessed 16 June 2012].

IBM, 2011. The Social Business: Advent of a New Age. Whitepaper. IBM Corporation.

Intel, 2012. Intel Social Media Guidelines. [Online] Available at: http://www.intel.com/content/www/us/en/legal/intel-social-media-guidelines.html [Accessed 8 August 2012].

ISACA, 2010. Social Media: Business Benefits and Security, Governance and Assurance Perspectives. White Paper. ISACA.

Kanter, B., 2011. 25 SMART Social Media Objectives. [Online] Available at: http://www.bethkanter.org/25-smart/ [Accessed 4 July 2012].

Kiron, D., Palmer, D., Phillips, A.N. & Kruschwitz, N., 2012. Social Business: What Are Companies Really Doing. Research Report. Massachusetts Institute of Technology.

Lasica, J., 2011. Guide to monitoring social media conversations. [Online] Available at: http://www.socialbrite.org/2011/01/10/guide-to-monitoring-social-media/ [Accessed 15 June 2012].

Leedy, P. & Ormrod, E., 2009. Practical Research: Planning and Design. 9th ed. Columbus: Pearson Education, Limited.

Leskovec, J., Huttenlocher, & Kleinberg, , 2010. Governance in Social Media:A Case Study of theWikipedia Promotion Process. In Proceedings of the Fourth International AAAI Conference on Weblogs and Social Media, 2010.

Lincoln, Y.S. & Guba, E.G., 1985. Naturalistic enquiry. Beverley Hills: Sage.

Luminoso LLC, 2012. Luminoso: Technology. [Online] Available at: http://www.luminoso.com/technology.html [Accessed 27 September 2012].

Macnamara, J., 2011. Social media strategy and governance: gaps, risks and opportunities. Research. Broadway: Australian Centre for Public Communication University of Technology Sydney.

Marshall, C. & Rossman, G.B., 2010. Designing Qualitative Research. 5th ed. London: Sage.

National Computing Centre, 2005. IT Governance: Developing a successful governance strategy - A Best Practice guide for decision makers in IT. Guide. Manchester: The National Computing Centre The IMPACT Programme.

Oracle, 2010. Oracle Technology Network's Blog: The world's largest community of developers, admins, and architects. [Online] Available at: https://blogs.oracle.com/otn/entry/the_oracle_social_media_partic [Accessed 20 July 2012].

Patton, M.Q., 2001. Qualitative Research and Evaluation Methods. 3rd ed. Thousand Oaks: Sage.

Petty, N.J., Thomson, O.P. & Stew, G., 2012. Ready for a paradigm shift? Part 2: Introducing qualitative research methodologies and methods. Manual Therapy, 17, pg.378-384.

Philpott, T.G. & Swettenham, J., 2012. The complexities of governing in a social media world. Healthcare Management Forum, 25(2), pg.62-65.

Qualman, E., 2011. Socialnomics: How Social Media Transforms The Way We Live and Do Business. Hoboken: John Wiley & Sons, Inc.

Robson, C., 2011. Real world research. 3rd ed. Chichester: Wiley.

Salesforce Marketing Cloud, 2012. Salesforce Marketing Cloud: Insights. [Online] Available at: http://www.radian6.com/what-we-sell/analysis-insights/ [Accessed 23 October 2012].

Sandelowski, M., 1986. The problem of rigor in qualitative research. Advances in Nursing Science, 8(3), pg.27-37.

SAP, 2010. Social Media Participation Guidelines for SAP Employees. [Online] SAP Available at: http://scn.sap.com/docs/DOC-16966 [Accessed 15 June 2012].

Saunders, M., Lewis, P. & Thornhill, A., 2009. Research Methods for Business Students. 5th ed. Pearson.

Schwartzman, E., 2012. Eric Schwartzman. [Online] Available at: http://www.ericschwartzman.com/pr/schwartzman/social-media-policy-template2.aspx [Accessed 27 August 2012].

Scott, P.R. & Jacka, M.J., 2011. Auditing Social Media: A Governance and Risk Guide. Hoboken: John Wiley & Sons, Inc.

Smith, N., Wollan, R. & Zhou, C., 2011. The Social Media Management Handbook: Everything You Need To Know To Get Social Media Working In Your Business. Hoboken: John Wiley & Sons,Inc.

Socialmedia.biz, 2011. Best practices for developing a social media policy. [Online] Available at: http://socialmedia.biz/social-media-policies/best-practices-for-developing-a-social-media-policy/ [Accessed 11 August 2012].

Society For New Communications Research, 2007. Best Practices for Developing & Implementing a. Research. The Society for New Communications Research.

Stafford, C. & Mearns, M.A., 2009. What happens organisations embrace social networking? Knowledge sharing at a multinational business solutions corporation. South African Journal of Information Management, 11(4).

Strauss, A., & Corbin, J., 1998. Basics of Qualitative Research: Techniques and Procedures for Developing Grounded Theory. 2nd ed. London: Sage.

Sysomos, 2012. Heartbeat - Social Media Monitoring Dashboard. [Online] Available at: http://www.sysomos.com/products/overview/heartbeat/ [Accessed 21 October 2012].

The Dachis Group, 2012. Dachis Group: We Measure Your Social Performance. [Online] Available at: http://www.dachisgroup.com/measure-your-social-performance/ [Accessed 4 November 2012].

The IT Governance Institute, 2007. COBIT® 4.1. Rolling Meadows: ITGI.

The IT Governance Institute, 2009. An Executive View of IT Governance. Rolling Meadows: ITGI.

Thomas, D. & Barlow, M., 2011. The Executive's Guide to Enterprise Social Media Strategy: How Social Networks Are Rapidly Transforming Your Business. Hoboken: John Wiley & Sons, Inc.

Thompson, T., Hertzberg, J. & Sullivan, M., 2011. Social media and its associated risks. Research Report - Whitepaper. Grant Thornton LLP.

University ofSouthern California, 2012. USC Libraries: Organizing Your Social Sciences Research Paper. [Online] Available at: http://libguides.usc.edu/content.php?pid=83009&sid=618409 [Accessed 28 November 2012].

Vodden, K., 2011. whatworkswhere.com: The Global Guide to New Media. [Online] Available at: http://whatworkswhere.com/index.php/2011/global/social-media-governance-explained/ [Accessed 15 June 2012].

Watson Huyse, K., 2011. A Commonsense Framework to Measure Social Media Success. White Paper. Zoetica.

Webster's Online Dictionary, 2012. Extended definition: Framework. [Online] Available at: http://www.websters-online-dictionary.org/definition/Framework [Accessed 15 June 2012].

Yin, R.K., 2009. Case Study Research, Design and Methods. 4th ed. Los Angeles: Sage.

## ANNEXURE A: CONSISTENCY MATRIX

**Title:** A Framework for the Governance of Social Media in the Workplace.

**Research Problem:** Many IT organisations do not have policies or structures which govern the use of social media by employees

**Thesis Statement:** A Framework for the Governance of Social Media in the Workplace can be developed

**Research Primary Objective:** To Develop a Framework for the Governance of Social Media in the Workplace

**Main Research Question:** Can a Framework for the Governance of Social Media in the Workplace be developed? (RQM)

| Secondary research questions | | Research objective | Chapter | Deliverable |
|---|---|---|---|---|
| RQ1 | What is the significance of developing a social media governance framework | Establish the significance of developing a social media governance framework | Chapter 2: Social Media Governance (Literature Study) | Proposed integrated framework for the governance of social media in the workplace |
| RQ2 | What global frameworks are revealed in the literature that affects social media governance? | Review the literature in order to identify frameworks that affect social media governance | | |
| RQ4 | Can an integrated framework be developed for the governance of social media? | Develop a proposed framework for the governance of social media in the workplace | | |
| RQ3 | What are the key tenets contained in the social media policies of major IT organisations? | Review the literature in order to identify key tenets contained in the social media policies of major IT organisations | Chapter 3: Social Media Policies (Literature Study) | Proposed integrated framework for a social media policy within an IT organisation |
| RQ5 | Can an integrated framework be developed for social media policies? | Develop a proposed framework for a social media policy for an IT organisation | | |
| RQ6 | How can a detailed research methodology be provided in order to understand and | Explain, in detail, the research methodology applied in this research | Chapter 4: Research Design and Methodology (Literature Study) | Detailed description of the research methodology applied in this research |

| | | | |
|---|---|---|---|
| | reproduce this study in future? | study, in order to enable future reproduction thereof | | study, in order to enable future reproduction thereof |
| RQ7 | What results are obtained from the empirical evaluation of the proposed social media governance framework? | Conduct an empirical evaluation of the proposed social media governance and social media policy framework | Chapter 5: Results and Analysis of The Empirical Study (Empirical Study) | Detailed empirical evaluation of the proposed social media governance and social media policy frameworks |
| RQm | Can a Framework for the Governance of Social Media in the Workplace be developed? | ROm | Chapter 6: Findings, Recommendations and Conclusions | A Framework for the Governance of Social Media in the Workplace |

ANNEXURE B: SURVEY COVER LETTER



My name is Justin Scharneck; I am an MBA Degree student at the Nelson Mandela Metropolitan University (NMMU). I am conducting research under the supervision of Professor André Calitz. My topic is **"A Framework for the Governance of Social Media in the Workplace"**

The research is significant in the following ways: Social media is fast becoming an ever-increasingly significant part of the world of business and a phenomenon which cannot be evaded. The advent of social media in the workplace compels organisations to acclimatize to the transformation emanating from employees' adoption of these technologies. Social media governance in organisations is very disjointed; companies have varying stances as to social media strategy, the risks, benefits, and business use of social media. The growth of social media and its use in the business environment will see a more standardised approach to social media governance. Currently, there is minimal research that has been conducted on the governance of social media.

Thank you for agreeing to participate in this research.   The results of this research will be submitted to the Nelson Mandela Metropolitan University (NMMU) in partial fulfilment of a Masters degree in Business Administration (MBA). The outcomes of this study will also be made available to the public by the university at a given time.

The survey is strictly confidential and the respondents will remain anonymous. Please answer all the questions in the questionnaire as accurately as possible by ticking the appropriate box. It is expected that completing this survey should not take you more than 20 minutes. It will be appreciated if this questionnaire could be completed within 5 business days of receipt thereof. Should you require further information, please contact me at judgie911@gmail.com or 071 292 4417

Thank you for your participation!

**Justin Scharneck**                                                    **Professor André Calitz**

**Researcher**                                                          **Supervisor**

# ANNEXURE C: SOCIAL MEDIA GOVERNANCE QUESTIONNAIRE

## Section A: Biographical Details

| Gender: | Male | | | | Female | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Race: | Asian | | Black | | Coloured | | | White | |
| Age (yrs) | 18-25 | | 26-35 | | 36-45 | | 46-55 | | 56+ | |
| Level of Education | Matric | | Diploma | | Bachelor's Degree | | | Postgraduate | |
| Length of Service | <3 yrs | | 3-5 yrs | | 6-10 yrs | | >10yrs | | |
| Job Title | | | | | | | | | |

## Section B: Social Media Usage

### Section B.1: Device and Time

| Which device do you mostly use to access social media? | Tablet | | Smartphone | | Notebook | | |
|---|---|---|---|---|---|---|---|
| | Desktop PC | | | None | | | |
| How often do you access social media at work? | Hourly | | < Once a day | | Daily | | |
| | Weekly | | Monthly | | Never | | |
| How often do you access social media at home? | Hourly | | < Once a day | | Daily | | |
| | Weekly | | Monthly | | Never | | |
| How many hours do you spend on social media per week at work? | None | | 8 or less | | 9-16hrs | | 17-24hrs | | 25hrs+ | |
| How many hours do you spend on social media per week for private use? | None | | 8 or less | | 9-16hrs | | 17-24hrs | | 25hrs+ | |

**Section B.2: Risks & Benefits of Social Media**

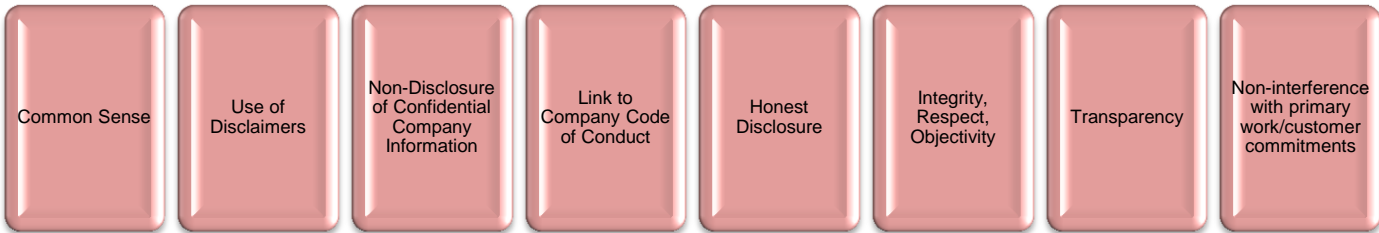| Please indicate to the best of your knowledge how strongly you agree or disagree with the following statements on a scale of 1 to 5 where:<br><br>1 – *Strongly Disagree*<br>2 – *Disagree*<br>3 – *Neutral*<br>4 – *Agree*<br>5 – *Strongly Agree*<br>**(Please circle your option)**<br><br>**Your opinion about the following:** | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|---|---|---|---|---|---|
| **Social Media Benefits** | | | | | |
| B.1 My organisation can use social media to improve customer relationships | 1 | 2 | 3 | 4 | 5 |
| B.2 Social media can drive innovation in the organisation by creating a virtual environment for customers to share new thinking and concepts, as well as to enhance existing services or products | 1 | 2 | 3 | 4 | 5 |
| B.3 Teamwork is improved through the collaborative platform which social media provides | 1 | 2 | 3 | 4 | 5 |
| B.4 Social media can boost operational efficiencies through increased communication and the rapid distribution of ideas | 1 | 2 | 3 | 4 | 5 |
| B.5 My organisation can use social media to extend its reach to external networks, thereby accessing a much broader audience with problem-solving capabilities and diverse knowledge | 1 | 2 | 3 | 4 | 5 |
| **Social Media Risks** | | | | | |
| B.6 **I am concerned about social media risk?** | 1 | 2 | 3 | 4 | 5 |
| | | | | | |
| B.7 **The most significant social media risk which I face as an employee is:** | | | | | |
|     a) Privacy violation | | | | | |
|     b) Litigation | | | | | |
|     c) Dismissal based on improper social media activity | | | | | |
|     d) Identity theft | | | | | |
| | | | | | |
| B.8 **The most significant social media risk the organisation faces is:** | | | | | |
|     a) Malware or Virus infection | | | | | |
|     b) Exposure of confidential or proprietary information | | | | | |
|     c) Reputational Risk | | | | | |
|     d) Loss of customers or market share | | | | | |
|     e) Data security | | | | | |
|     f) Bandwidth abuse | | | | | |
|     g) Loss of employee productivity | | | | | |

## Section C: Social Media Policy Framework

# Social Media Policy

| Common Sense | Use of Disclaimers | Non-Disclosure of Confidential Company Information | Link to Company Code of Conduct | Honest Disclosure | Integrity, Respect, Objectivity | Transparency | Non-interference with primary work/customer commitments |
|---|---|---|---|---|---|---|---|

**Please indicate to the best of your knowledge how strongly you agree or disagree with the following statements on a scale of 1 to 5 where:**

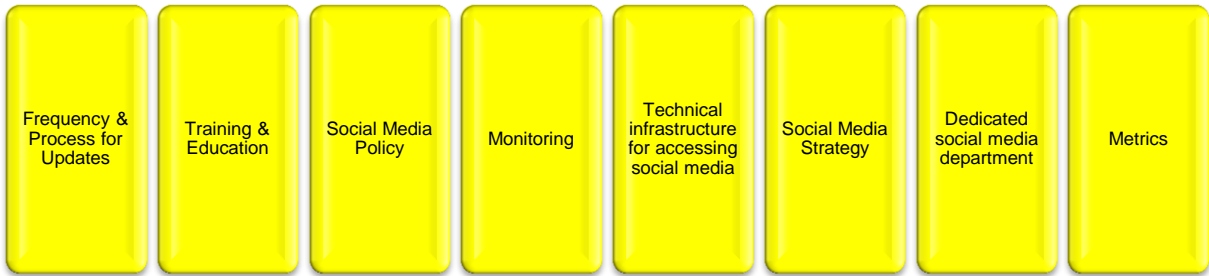1 – *Strongly Disagree*
2 – *Disagree*
3 – *Neutral*
4 – *Agree*
5 – *Strongly Agree*
**(Please circle your option)**

**Your opinion about the following:**

| | | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|---|---|---|---|---|---|---|
| | **Social Media Policy - General** | | | | | |
| C.1 | A clear social media policy can assist me to engage via social media in a more informed, responsible manner | 1 | 2 | 3 | 4 | 5 |
| C.2 | A social media policy should reflect the culture of the organisation | 1 | 2 | 3 | 4 | 5 |
| C.3 | Teamwork is improved through the collaborative platform which social media provides | 1 | 2 | 3 | 4 | 5 |
| C.4 | A social media policy should not be used to intimidate employees, but to empower them to collaborate both externally, and internally | 1 | 2 | 3 | 4 | 5 |
| C.6 | My preferred means of receiving communication of a social media policy is via: | | | | | |

| e-learning tools | | educational videos | | social media | |
|---|---|---|---|---|---|
| intranet | | Email | | | |

| | | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|---|---|---|---|---|---|---|
| C.5 | My organisation can use social media to extend its reach to external networks, thereby accessing a much broader audience with problem-solving capabilities and diverse knowledge | 1 | 2 | 3 | 4 | 5 |
| | **Transparency** | | | | | |
| C.7 | When engaging via social media, employees should always disclose their identities, including their positions, areas of expertise and knowledge, and overall affiliation to the organisation | 1 | 2 | 3 | 4 | 5 |
| C.8 | Keeping my profile information consistent across social media will build trustworthiness | 1 | 2 | 3 | 4 | 5 |
| C.9 | I would be comfortable to allow the organisation access my social media pages | 1 | 2 | 3 | 4 | 5 |
| C.10 | My organisation may monitor my social media activity | 1 | 2 | 3 | 4 | 5 |
| | **Disclaimers** | | | | | |
| C.11 | When posting on social media, it is important to specify my views aired | 1 | 2 | 3 | 4 | 5 |

| | | | | | | |
|---|---|---|---|---|---|---|
| | are personal, and not that of the organisation (referred to as a disclaimer) | | | | | |
| C.12 | A disclaimer is required: | | | | | |
| | a) Each time I post content on social media | | | | | |
| | b) Once, within my profile information on each of my social media accounts | | | | | |

**Common Sense**

| | | | | | | |
|---|---|---|---|---|---|---|
| C.13 | As an employee, I should be trusted to use my better judgement and common sense when posting social media content | 1 | 2 | 3 | 4 | 5 |
| C.14 | My social media content should be positive and stimulate discussion and constructive debate | 1 | 2 | 3 | 4 | 5 |

**Non-interference with primary work/customer commitments**

| | | | | | | |
|---|---|---|---|---|---|---|
| C.15 | My social media activity should not -interfere with my primary work/customer commitments | 1 | 2 | 3 | 4 | 5 |

**Honest Disclosure**

| | | | | | | |
|---|---|---|---|---|---|---|
| C.16 | The tone on social media should be positive and conducive to stakeholders deeming employees to be approachable | 1 | 2 | 3 | 4 | 5 |
| C.17 | When correcting a social media blunder, the organisation/employee must correct the mistake and not just edit the post containing the mistake | 1 | 2 | 3 | 4 | 5 |
| C.18 | Correcting a social media blunder is necessary to timeously restore the trust of readers of the affected social media content | 1 | 2 | 3 | 4 | 5 |
| C.19 | Employees should be allowed to contest any misrepresentations on social media, using the facts, corroborated by information which is known to the public | 1 | 2 | 3 | 4 | 5 |

**Non-Disclosure of Confidential Company Information**

| | | | | | | |
|---|---|---|---|---|---|---|
| C.20 | Employees should never disclose confidential company information on social media | 1 | 2 | 3 | 4 | 5 |
| C.21 | Employees should consult with their managers in the event that they are unsure whether an intended posting is acceptable or not | 1 | 2 | 3 | 4 | 5 |
| C.22 | It is advisable for employees to seek the permission of the owners of third-party material, before posting such content on social media | 1 | 2 | 3 | 4 | 5 |

**Link to Company Code of Conduct**

| | | | | | | |
|---|---|---|---|---|---|---|
| C.23 | It is advisable for a social media policy to be linked to the corporate code of conduct and other relevant organisational policies | 1 | 2 | 3 | 4 | 5 |
| C.24 | When engaging via social media, employees should obey local laws and adhere to local legal and ethical regulations | 1 | 2 | 3 | 4 | 5 |

**Integrity, Respect, Objectivity**

| | | | | | | |
|---|---|---|---|---|---|---|
| C.25 | Social media should never be used by employees as a platform to articulate their frustrations or discontent with the organisation | 1 | 2 | 3 | 4 | 5 |
| C.26 | When posting social media content, maintaining respect for others and the organisation is a must | 1 | 2 | 3 | 4 | 5 |

**Section D: Social Media Governance Framework**



| Frequency & Process for Updates | Training & Education | Social Media Policy | Monitoring | Technical infrastructure for accessing social media | Social Media Strategy | Dedicated social media department | Metrics |

**Please indicate to the best of your knowledge how strongly you agree or disagree with the following statements on a scale of 1 to 5 where:**

*1 – Strongly Disagree*
*2 – Disagree*
*3 – Neutral*
*4 – Agree*
*5 – Strongly Agree*
**(Please circle your option)**

**Your opinion about the following:**

| | | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|---|---|---|---|---|---|---|
| | **Frequency & Process for Updates** | | | | | |
| D.1 | My organisation must regularly assess the adequacy of its existing social media governance | 1 | 2 | 3 | 4 | 5 |
| D.2 | My organisation's social media governance should be assessed for adequacy: | | | | | |
| | Monthly / Quarterly / Every Six Months / Annually / On an Ad-Hoc basis | | | | | |
| D.3 | As an employee, my contribution to the on-going assessment and improvement of my organisation's social media governance is important | 1 | 2 | 3 | 4 | 5 |
| | **Training & Education** | | | | | |
| D.4 | I would like the organisation's social media policy to be communicated to me: | | | | | |
| | Weekly / Monthly / Quarterly / Every Six months / Annually | | | | | |
| D.5 | I would prefer to receive social media training via | | | | | |
| | Workshops / Seminars / eLearning / Formalised training course / On-line training | | | | | |
| D.6 | A formalised social media training program will benefit all employees and the organisation | 1 | 2 | 3 | 4 | 5 |

| | **Social Media Policy** | | | | | |
|---|---|---|---|---|---|---|
| D.7 | A social media policy is a fundamental requirement of an organisation's social media governance | 1 | 2 | 3 | 4 | 5 |
| D.8 | A social media review can provide organisation-specific insight into the risk, benefits, and challenges associated with the social media activity of both internal and external audiences | 1 | 2 | 3 | 4 | 5 |
| | **Monitoring** | | | | | |
| D.9 | It is important for my organisation to understand what customers and other stakeholders are saying about it | 1 | 2 | 3 | 4 | 5 |
| D.10 | Social media monitoring tools (software) can assist in managing consumer awareness and perceptions of my organisation and its brand. | 1 | 2 | 3 | 4 | 5 |
| D.11 | An acceptable timeframe for my organisation to respond to social media posts (including queries) by the public is within | | | | | |

| 15min | | 30min | | 1hr | |
|---|---|---|---|---|---|
| 1 day | | 1 week | | 1 month | |

| | **Dedicated Social Media Department** | | | | | |
|---|---|---|---|---|---|---|
| D.12 | A dedicated social media department is required by my organisation | 1 | 2 | 3 | 4 | 5 |
| D.14 | A social media department must have its own key performance indicators so that the organisation may measure its performance | 1 | 2 | 3 | 4 | 5 |
| | **Technical infrastructure for accessing social media** | | | | | |
| D.13 | A social media department must be supported by its own financial and human resources, with adequate technical infrastructure | 1 | 2 | 3 | 4 | 5 |
| | **Social Media Strategy** | | | | | |
| D.15 | A social media strategy must support business strategy | 1 | 2 | 3 | 4 | 5 |
| D.16 | A social media strategy must be a good fit with the organisation's culture | 1 | 2 | 3 | 4 | 5 |
| D.17 | Top management must invest the requisite resources and spend sufficient time and energy in developing a social media strategy | 1 | 2 | 3 | 4 | 5 |
| D.18 | A social media strategy must be specific about which business objectives social media will support | 1 | 2 | 3 | 4 | 5 |
| D.19 | Social media monitoring software can assist my organisation to identify social media loyal followers who act as advocates and brand champions for the organisation online | 1 | 2 | 3 | 4 | 5 |
| | **Metrics** | | | | | |
| D.20 | My organisation's social media objectives should be specific, measurable, attainable, realistic and measurable | 1 | 2 | 3 | 4 | 5 |
| D.21 | Social media metrics must be defined by the business objectives desired by my organisation | 1 | 2 | 3 | 4 | 5 |
| D.22 | My organisations social media objectives must be defined in terms of what the desired results/actions of its social media followers should be | 1 | 2 | 3 | 4 | 5 |
| D.23 | Social media monitoring software can assist my organisation to identify social media loyal followers who act as advocates and brand champions for the organisation online | 1 | 2 | 3 | 4 | 5 |
| D.24 | Social media analytics can assist my organisation to measure the effectiveness of is use of social media | 1 | 2 | 3 | 4 | 5 |

Thank you for your participation.

# ANNEXURE D: ETHICS CLEARANCE

**Justin Scharneck**

**To:** Calitz, Andre (Prof) (Summerstrand Campus South) (Andre.Calitz@nmmu.ac.za)
**Subject:** FW: EXAMS - info for masters & doctoral research degree candidates

**From:** Lillah, Riyaadh (Mr) (Bird Street Campus) [mailto:Riyaadh.Lillah@nmmu.ac.za]
**Sent:** 04 December 2012 12:54 PM
**To:** Justin Scharneck
**Cc:** Calitz, Andre (Prof) (Summerstrand Campus South)
**Subject:** RE: EXAMS - info for masters & doctoral research degree candidates

Thanks Justin.

I spoke to Prof and showed him the emails. He is happy, so you have ethics approval. On the Form E route there is no number is given.

Kind regards
Riyaadh