

The use of a company social media networking site in organisations creates a climate for employee engagement which increases the organisation's reaction to the competitor marketplace.

A Research Report

presented to the

Graduate School of Business Leadership

University of South Africa

In partial fulfilment of the

requirements for the

MASTERS DEGREE IN BUSINESS ADMINISTRATION,

UNIVERSITY OF SOUTH AFRICA

by

Michael Jeffries

May 2012

DECLARATION

I declare that The use of a company social media networking site in organisations creates a climate for employee engagement which increase the organisations reaction to the competitor marketplace is my own work and that all sources that I have used or quoted have been indicated and acknowledge by means of compete references.

This thesis has not been submitted previously for any other degree at this and any other university.

Michael Jeffries

Date: 1st May 2012

ACKNOWLEDGEMENTS

I wish to thank:

- Jesus Christ, for giving me the health, strength and direction throughout this journey.
- My wife, Abigail Jeffries for always being at my side, through the ups and downs and allowing me the space to try and balance between home, work and studies. For always supporting me. I will always love you.
- My supervisor, Andre Vermaak for always accepting my phone calls and his guidance and answering my questions in a timely fashion.
- To my employer, for giving me the support required to reach for this goal.
- Lorraine Grobler, from Unisa SBL library, for speedy assistance with regards to questions related to references.

ABSTRACT

Communication methods in the corporate environment must change. Organisations can no longer expect effective communication when using intranet sites or sending employees countless emails. This type of communication does not create the learning environment and most employees either do not read the intranet sites, or there is just too much email which could be seen as spam by the employee. These types of technologies also create a culture where organisations are lead from the top and there is not a culture or platform to create feedback loops. Most large corporate organisations have a tendency where many silos are created and cliques are formed, which is not in line with the culture of a learning organisation.

Although there are a number of studies which look at how Internet based micro-blogging affect social connectedness, there is however limited information as to the effect that micro-blogging, if used internal to the organisation, would have on employee engagement, or how it can affect the competitive nature to the organisation.

The research is exploratory in nature and set out to review what impact internal micro-blogging has on the organisation. The research uses Vodacom, one of the leading Information and communications technology (ICT) and telecommunications companies in South Africa, as the case study, as micro-blogging was recently introduced into this organisation.

A literature review was conducted on this topic in order to create the foundation for the study and to understand what other researchers have documented around the different components which are affected by these types of services.

Data was collected by means of surveys, interviews and the actual usage analysis from Vodacom's internal micro-blogging service. This was used to get a better understanding of what employees were using the service for and what the advantages of the technology was from a social perspective.

The results show that although Vodacom's micro-blogging environment has not matured as yet, there are already benefits that can be realised from using this service as silos are being broken down and employees are engaging with each other more on a personal level.

This type of environment therefore assists the organisation to react better to competitive pressures.

Table of Contents

DECLARATION	2
ACKNOWLEDGEMENTS	3
ABSTRACT	4
CHAPTER 1: BACKGROUND TO STUDY	13
1.1 Introduction	13
1.2 Background	13
1.3 Context.....	15
1.4 Research Problem Statement	15
1.5 Objectives	16
1.6 Guiding Questions.....	16
1.7 The Limitations/Delimitations	17
1.8 Importance of study.....	17
1.9 Assumptions of Study	18
1.10 Outline of Research Report	18
1.11 Summary	19
CHAPTER 2: PROBLEM ANALYSIS AND REVIEW	20
2.1 Introduction	20
2.2 Analysing “Communication and Collaboration”	20
2.2.1 Introduction.....	20
2.2.2 Is structured communication and collaboration required for a competitive advantage?	21
2.2.3 Summary of communication and collaborations	23

2.3	Analysing “Information”	23
2.3.1	Introduction.....	23
2.3.2	Miscommunication due to cultural differences:	24
2.3.3	Information Quality:	25
2.3.4	Summary of Information	28
2.4	Analysing “Culture”:.....	28
2.4.1	Introduction:.....	28
2.4.2	What type of culture is required for a micro-blogging environment?.....	29
2.4.3	Summary of culture	33
2.5	Analysing “Leadership”:	33
2.5.1	Introduction.....	33
2.5.2	The different leadership styles.....	33
2.5.3	Summary of leadership:.....	36
2.6	Overview of micro-blogging and the effects on Vodacom	37
2.7	Conclusion and business case for Micro-blogging environments which are used internally by organisations.	40
2.8	Summary.....	40
CHAPTER 3: LITERATURE REVIEW.....		42
3.1	Introduction	42
3.2	The Concept of Micro-blogging	43
3.3	How social media can be used.....	45
3.3.1	Summary on how social media can be used	46
3.4	The climate for engagement.....	47

3.4.1	Why is a climate for engagement required?	49
3.4.2	Conclusion creating a climate for employee engagement:	50
3.5	Driving forces for micro-blog in the organisation	51
3.5.1	Summary of drivers for micro-blogging:	54
3.6	How employees should gain the full benefit of micro-blogging.....	55
3.6.1	Introduction.....	55
3.6.2	Summary of why organisations should adopt micro-blogging.....	57
3.7	Employee engagement and Competitive advantage.....	58
3.7.1	Using micro-blogging to create an effective and efficient workforce	58
3.7.2	Conclusions using micro-blogging to create an effective and efficient workforce	61
3.8	Conclusion	62
CHAPTER 4:	RESEARCH METHODOLOGY	64
4.1	Introduction	64
4.2	The research strategy	64
4.3	Quantitative and Qualitative research	66
4.3.1	Qualitative research.....	66
4.3.2	Quantitative research	67
4.3.3	Summary of qualitative and quantitative methods	67
4.4	Sampling and population.....	68
4.5	Data Collection Methods	69
4.5.1	Survey and interview design.....	69
4.5.2	Piloting.....	71

4.5.3	Data collection	72
4.5.4	Summary of data collection	73
4.6	Validity and Reliability	73
4.6.1	Conclusion on validity and reliability	74
4.7	Ethical considerations	74
4.8	Summary.....	75
CHAPTER 5:	RESULTS AND DISCUSSION.....	76
5.1	Introduction	76
5.2	Sample.....	77
5.3	Research instruments	79
5.4	Results for Objective 1	80
5.4.1	Category 1: Review what users' perceptions are in relation the actual behaviour of what users post on the internal micro blogging site.....	80
5.4.2	Category 2: Review what perceptions are as to what users would read on a micro-blogging site.....	84
5.4.3	Summary and Conclusion on Objective 1.....	86
5.5	Results for Objective 2.....	87
5.5.1	Summary and Conclusion on Objective 2.....	93
5.6	Results for Objective 3	94
5.6.1	Summary and Conclusion on Objective 3.....	96
CHAPTER 6:	CONCLUSION AND RECOMMENDATIONS	99
6.1	Conclusion	99
6.2	Recommendations	103

6.2.1	Short term recommendations:	103
6.2.2	Medium Term recommendations	104
6.2.3	Long Term recommendations:.....	105
6.2.4	Recommendation on the research data collection and research design .	106
6.3	Summary.....	106
	List of References	108
	Appendix A: Brainstorm of main themes	114
	Appendix B: Questionnaire invitation letter.....	115
	Appendix C: Survey questionnaire.	117
	Appendix D: Interview questions	123
	Appendix E – Example of building name change survey on Vodacom Yammer site ..	125
	Appendix F – Results of survey.....	126

Table of Figures

Figure 1: Simple Communication Model	22
Figure 2: Perception of sender and receiver	24
Figure 3 : Can Micro-blogging change the organisations culture	30
Figure 4: Forces against and for change, keeping the equilibrium	32
Figure 5: Continuum of leadership behaviour.....	34
Figure 6: Gartner's Hype Curve.....	44
Figure 7: The use of Social Media marketing can help with business challenges	45
Figure 8: The formality dimensions of communication	47
Figure 9: Proposed Benefits of informal communication	48
Figure 10 : Audience demographics for facebook.com	52
Figure 11: Comparison between users that use internal micro-blogging and those that use external Social media networks	77
Figure 12 : Employees use of Micro-blogging	81
Figure 13: Actual behaviour on the Vodacom Yammer site	82
Figure 14: What information employees are looking for on a micro-blogging service ...	85
Figure 15: How does employees perceive that they will interact with each other on a micro-blogging site	87
Figure 16: Actual engagement index on Vodacom Yammer service	88
Figure 17: Actual messages on Yammer	89

Figure 18: Actual group activity on Yammer.....	90
Figure 19: Employee engagement perception.....	91
Figure 20: Leadership and Strategy communication	94
Figure 21 : Is micro-blogging a better communication tool?	95
Figure 22: An example of a balance Score Card for Vodacom	102

Table of Tables

Table 1: Summary of Vodacom with regards to Micro-blogging	39
Table 2 : Challenges with underperforming teams	59
Table 3: List of interviewees	79
Table 4: Employees perception on what they will read on Yammer	84

CHAPTER 1: BACKGROUND TO STUDY

1.1 Introduction

Micro-blogging has recently taken over the Internet communications channels. Micro-blogging is a subset of blogging which allows users to publish snippets of information with regards to their daily activities, news, observations or thoughts. Micro-blogging falls under the umbrella of social networking.

One of the largest services used in micro-blogging would be applications such as Twitter (www.Twitter.com) which allows users to upload status (maximum of 140 characters) as well as to follow other users in which s/he is interested and to view their status updates. Twitter launched in October 2006 and by 2009 it had over 41 million subscribers to the service.

In recent years, variants of Twitter have emerged in the enterprise space. Some are built in-house while other organisations would use established micro-blogs services such as Yammer (www.Yammer.com) to share thoughts and interesting facts related to the organisation.

This study evaluates the impact that social media networks have on the organisation. Furthermore it evaluates the impact that social media networks have on employee engagement and therefore the effect they have on the organisation.

Vodacom who has recently created a policy on internal micro-blogging was used as the case study within this research.

1.2 Background

Traditionally organisations communicate with their employees either via email broadcasts or updating information on their Intranet sites. This poses a problem as too much information via email can be construed as spam and thus is either not read or is discarded. Organisations' Intranet facilities face similar issues.

Holtz (2008) says that organisations' intranets were built with enthusiasm as and was seen as the enterprise version of the Internet, but as the Internet evolved, intranets remained stagnant with static content that gets updated and refreshed when it is too late. Employees no longer feel engaged with static, one-way communication from the organisation. Holtz (2008) goes further by saying that employees are becoming increasingly frustrated and feel less engaged as they are finding it difficult to find the correct resources and information to perform their jobs. This in turn has an effect on the organisation's ability to react fast to competitive pressure.

Fiske, Gilbert and Lindzey (2010) describe a concept known as sociametering that suggests that humans have a social monitoring system that responds specifically to instances in which people become particularly concerned with their acceptance and belonging. These authors propose that an increase in belonging needs, increase the persons sensitivity to social information which helps them climb the social ladder. This means that for humans to be happy, they need to be accepted by society and feel the need to be needed and to belong.

Khoza (2008) argues that organisations need to utilize their Intranet sites more effectively and use it as a knowledge management tool to gather, store, and share business information. A few organisations have accepted this strategy as Swiegers (2011) explains how an organisation such as Deloitte embraces social media sites such as Yammer as their internal social network. By using this type of technology, he is able to get his strategy communicated and executed faster.

The research therefore analysis if micro-blogging can assist leaders to communicate their strategy more effectively and what effect would micro-blogging have on employee engagement within the organisation.

1.3 Context

Vodacom has recently approved a policy governing employee interaction with micro-blogging services such as Yammer. As this new technology is still in its emerging stages, it has offered limited success within the organisation; this could be due to a small percentage of staff uptake. This research reviews how much noise is on the communication channel, how employees view micro-blogging and how Vodacom could use this technology to improve employee engagement and thus increase its competitive advantage.

Vodacom's home base is in South Africa but has operations in Tanzania, the Democratic Republic of Congo (DRC), Mozambique and Lesotho. Vodacom also provides carrier and business services to customers in over 70 countries (Vodacom, 2011). To ensure that employees in these different countries, with similar skills, communicate effectively with each other, the research aims to prove that micro-blogging could be one of the answers. If employees in different environments can harness the different lessons they have learnt, it can create a positive effect on building capabilities.

Vodacom is also part of a larger enterprise based in the United Kingdom (Vodafone) who has Operating companies in Europe, the Middle East, Africa, Asia Pacific and the United States. By using similar technology, Vodacom could use this as a stepping stone to gain a larger audience and resources from different parts of the world.

1.4 Research Problem Statement

Organisations which do not embrace social media networks will fail to sustain a competitive advantage.

The use of a company social media networking site in an organisation creates a climate for employee engagement which increases the organisation's reaction to the competitor marketplace.

1.5 Objectives

The objectives of this research are:

- To identify what drives users to micro-blog; and to identify users and the organisation's needs.
- To identify if micro-blogging creates a climate for employee engagement.
- To identify how organisations ensure that they achieve the full benefit of micro-blogging and thus what the impact is on their competitive advantage.

1.6 Guiding Questions

- How many employees in an organisation have utilized personal social media sites?
- What percentage of employees in an organisation utilizes and has access to the companies' local social media site?
- What effect do social media have on employee engagement?
- Is internal communication improved by using micro-blogs?
- What percentage of the organisation would use micro-blogs?
- Out of the users within the organisation, how many of these users find relevant information and use micro-blogging as a tool?
- What are organisation social media networks primarily used for?
- Do social media networks take employees away from their daily duties and are they spending too much time, which could be construed as wasted by the organisation?
- What are the main sources of information that will help employees become more productive?
- Does the culture of the organisation change with the use of micro-blogs?
- Are employees more motivated when using micro-blogs?
- What is the noise-to-value ratio of micro-blogs?

- How does micro-blogging assist with organisations informing employees of strategic decisions?
- Does micro-blogging improve the visibility of the organisations leaders?

1.7 The Limitations/Delimitations

- This study does not attempt to compare Internet Social media networks with organisation social media networks.
- This study will not attempt to design, build, implement or evaluate what policies and procedures need to be in place by the organisation, to govern the use of social media networks.
- This study will not evaluate all organisations that are viewed as competitors and will not analyse the effect of social media networks on this perception.
- The study will mention a few barriers to entry, but will not analyse the means to change the organisation's culture to adopt these types of technology.
- This study will exclude the research on how Vodacom could effectively communicate with other international Vodafone operating organisations.
- The study will not prove that Vodacom's competitive advantage is due to the organisation embracing Yammer.
- The study will look at how Vodacom could effectively use technologies such as micro-blogging.
- The research will look at how micro-blogging assists in employee engagement.

1.8 Importance of study

Organisations are currently in a dilemma about this type of technology. They either adopt or prohibit their employees from micro-blogging or using social media during work hours.

It is important to understand how social media impact on employees' social interaction and thus on their behaviour and how this effects the working environment. The question

is whether it creates effective communication which leads to more effective capabilities and resources.

1.9 Assumptions of Study

The following is assumed within the report:

- Vodacom wants to create a culture where employees can engage on work related issues.
- Leadership in Vodacom wants to move towards a more subordinate leadership style.
- Improvements in social media sites will improve security and privacy type issues.
- More Vodacom employees will start using the internal micro-blogging service.
- Micro-blogging will exist in the future.
- Assumptions related to data collection are addressed in Chapter 4 section 4.

1.10 Outline of Research Report

Chapter 1 covers the background of the study: the reasons for the study, the objectives of study and the limitations and delimitation of the study.

Chapter 2 analyses the problem, by using theoretical considerations and models. This is used to unravel the problem areas from an academic point of view.

Chapter 3 reviews related work within this field and how this impacts on Vodacom.

Chapter 4 introduces research methodologies used within this study.

Chapter 5 analyses the data collected and how it relates to the field of study.

Chapter 6 concludes the findings and adds recommendations as to how organisations should embrace this culture of open communication.

1.11 Summary

Micro-blogging, where users publish snippets of information about their daily activities has become one of the newest trends taking over the Internet. Within South Africa micro-blogging is fast becoming one of the hottest trends. An example is with the news of Osama Bin Laden's death, there were over 4000 tweets per second on Twitter alone (SAFA-AFP, 2011); and the South African network could also see a spike in traffic when the Duke and Duchess of Cambridge got married (Muller, 2011).

This study will analyse if micro-blogging encourages knowledge sharing, creates an environment for better communication between employees and therefore improves the organisation's competitive advantage.

CHAPTER 2: PROBLEM ANALYSIS AND REVIEW

2.1 Introduction

A number of emerging themes have been identified (Appendix A) and the main ones are “Communication and Collaboration”, “Culture”, “Information” and “Leadership”.

It was decided to undertake a study that will add value to Vodacom which is currently operating within the ICT and Telecommunications environment.

If the research is positive, Vodacom could use the results of the study and effectively utilize micro-blogging as a tool to create a culture for more effective internal communication; to ensure that knowledge is shared and is easily available, thus building an agile workforce; allowing teams to create cross functional responsibilities and share knowledge across different domains. This therefore will create better team work between employees which in turn impacts on the organisation’s competitive advantage.

The aim of this section of the report is to analyse four key themes using relevant business models and theories, in order to build a business case for internal micro-blogging.

2.2 Analysing “Communication and Collaboration”

2.2.1 Introduction

Communication can be defined as a imparting or exchanging of information by speaking, writing, or using some other medium. (Oxford Dictionary of English, 2010)

In an interview with one of the Chief Executive Officers (CEO) of a Silicon Valley company Holtz (2011) asked the question: ‘*How does knowledge move most effectively through your organisation?*’ He responded: ‘*If you really want to know, step outside and hang out with the smokers*’. Looking at this response we can see that there is a need for organisations to create a culture where groups of people get together to discuss issues.

It is thus through this type of collaboration that issues and ideas are brought to light, that managers are aware of what happens at ground level and operational changes can be made. With traditional communication methods, employees do not always have the ability to raise issues or inform management about new ideas or proposals.

The Vodacom Group CEO (Vodacom, 2011) made a statement, in the integrated report, where he wants employees to become more engaged. By way of setting an example, the CEO has also moved from his closed office to an open plan system, so as to be more accessible. This might work for employees who are now engaging with senior management, but does it solve the problem of employees speaking horizontally with one another? How do employees on lower levels build the courage to discuss their issues directly with the CEO?

By implementing these types of changes in the work environment, the question remains whether a climate for communication and collaboration can be achieved? Will employees take the opportunity to go and visit the CEO to discuss their problems with him face-to-face? Would there be a fear of intimidation or victimisation? What effect does this have on middle management who might feel that their staff has now escalated issues above them without consultation? Could technologies such as micro-blogging assist in creating this open channel for better communication?

2.2.2 Is structured communication and collaboration required for a competitive advantage?

Communication and collaboration is critical to ensure that effective and efficient decisions are made timeously. Fielding (2006) says that effective communication is vital if an organisation is to survive. Communication allows the organisation to coordinate their activities by informing stakeholders within the organisation.

Fielding (2006) goes further by stating the following key points:

- Communication in an organisation is essential for its survival.

- Communication is transactional.
- Communication involves the creation of meaning.
- Communication involves the exchange of symbols
- Communication in organisations should move upwards, downwards and sideways.

Communication can take place in a variety of context; this could be between two people, instructions coming from management, or between groups of people. Henry (2010a) speaks about mature communication and suggests that there should be a win-win situation for all parties.

Looking at traditional communication methods used by management, this would normally take place by means of either broadcast emails or by posting information on the intranet. Thus the question to ask is whether this is effective and as it is more of a “push” type service, does staff and employees understand and thus accept the information that they received.

Shannon (1948) proposes a simple communication model. Looking at this model in the context of this research we can see that the dynamics of communication would thus no longer be only a push type service, but there is an iterative feedback loops as well.

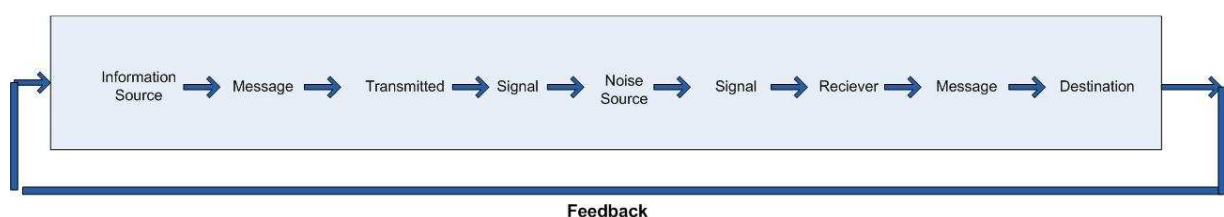


Figure 1: Simple Communication Model (Shannon, 1948)

Micro-blogging in the context of the simple communication model allows managers to send out instructions and receive near real time feedback with regards to strategy or

implementations. The same holds true as employees at the lower level now has the opportunity to question managers' decision or provide guidance as to which issues are at ground level. Within the Vodacom context, if top management creates an environment where they communicate the organisation's strategy and receive near real-time feedback, could they use this to ensure that the employees understand where the organisation is heading and thus ensure that everyone works towards a common goal.

If Vodacom uses technologies such as micro-blogging will this assist information flow upwards, downwards as well as horizontally?

One of the concerns using this model is that it has the potential to create "noise" (Shannon, 1948) and thus cloud some of the issues which are pertinent.

2.2.3 Summary of communication and collaborations

Micro-blogs allow a platform for users to air their ideas and thoughts. How would Vodacom ensure that it manages flow of information correctly?

Micro-blogs has a tendency to create a huge volume of noise type information, which would not always be relevant to specific parties and this might push users to shy away from these technologies. How does Vodacom create the environment which will support both the social blogger as well as the blogger interested in using this platform for structured discussions?

Will the usage of a micro-blogging site for Vodacom support the organisations goal to create a better environment for communication and collaboration?

2.3 Analysing "Information"

2.3.1 Introduction

Following on from communication and collaboration we can see potentially problematic issues with regards to information which might occur: (1) Miscommunication and

incorrect understanding (2) Quality of information in relation to noise that can occur in these types of environments.

2.3.2 Miscommunication due to cultural differences:

Fielding (2006) describes a model where the receiver of information has a different understanding as to that which the sender has intended.

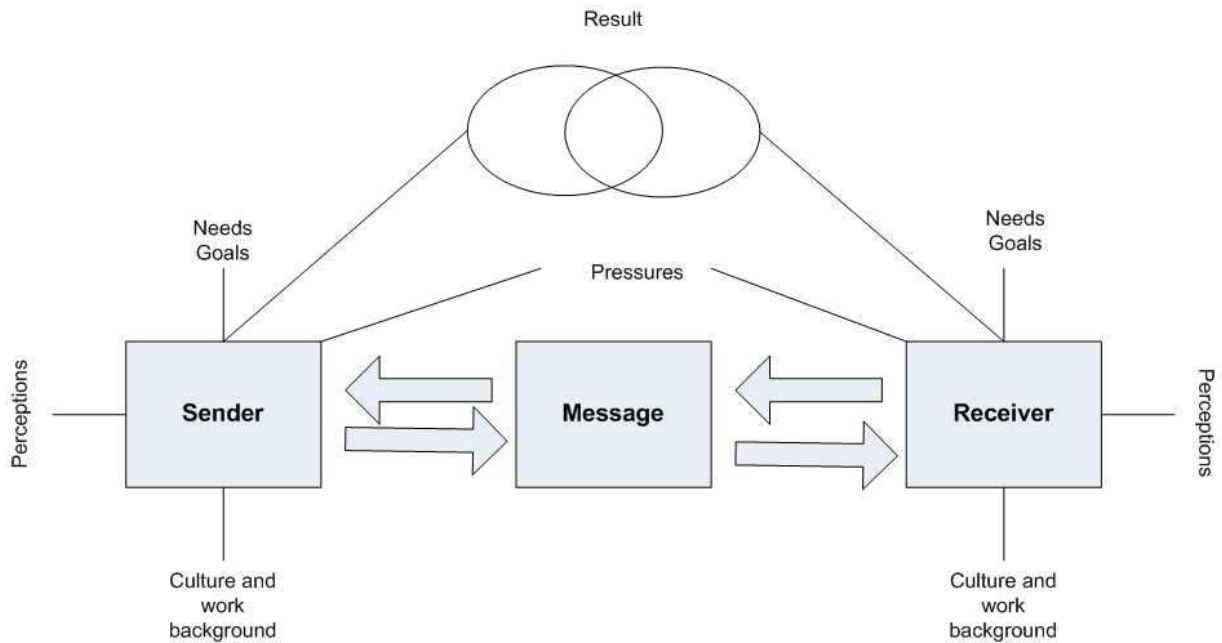


Figure 2: Perception of sender and receiver (Fielding, 2006:21)

Within this model (Figure 2), due to different work background, culture and perception of the sender and receiver, different interpretations can occur. Within this model it can create conflict if the sender and receiver are not sensitive to each other's needs.

Vodacom has over 4000 employees with different cultures and perceptions. To aggravate the problem, there are an additional four operating companies within Africa who needs to communicate and get direction from Vodacom. The environment therefore

has to cater for these different needs of its employees and a platform where the sender and receiver can “negotiate” the end result needs to be created.

It is therefore important that, as discussed under the Communication and Collaboration subsection, that iterative feedback loops are introduced to ensure that a common understanding of the issues are reached.

Within a micro-blogging environment, it will be investigated if the message of the sender in Vodacom would always be received as intended, Furthermore, does the micro-blogging environment create the iterative loop where the sender could question their understanding of information received. Therefore, does this create a climate for better communication, information and understanding?

2.3.3 Information Quality:

Shannon (1948) describes a concept of “noise” in communication. With environments such as micro-blogging there is a potential that users use the Vodacom internal environment in a similar fashion to what they would use with the Internet based environments (e.g. Facebook, Twitter). This could have the potential to generate huge volumes of noise which would not be relevant to all users of the system.

Martin and Powel (1992:78) state the following “*Data is raw material of the organisational life: it consists of disconnected numbers, words, symbols and syllables relating to the events and process of the business. Data on its own can serve little purpose; in fact a serious problem for the manager is the need to make sense of the deluge of data that threatens to overwhelm him or her in the normal course of the job*”.

With the introduction of micro-blogging, this data could exponentially increase, thus creating an environment of chaos and no direction. It is therefore the managers’ and employees’ responsibility to ensure that none-relevant data is not utilised and that they should focus on important information, generated by this environment.

Vodacom has many different departments and functions which generate different types of information and data. For example the Switching department will generate network related faults and health status; the Finance department will generate financial reports and statistics. This information will not always be useful to all individuals within the organisation. How does Vodacom control that information is not taken out of context and that the quality of the information in relation to the noise ratio is retained. It is also important that this information reaches the correct audience. With the influx of information, users therefore could potentially feel overwhelmed and thus decide not to use these types of communication platforms to find information.

Stapleton (2007) discuss concepts of “hard” and “soft” information and it is important to know, which construes to good information. Stapleton goes further to state that *“Information should not be collected or passed on for its own sake, but only if it leads to the increase understanding and adding value”*.

Stapleton (2007:82) goes further to describe 10 values which make up quality information namely:

- Relevance
- Clarity
- Accuracy and precision
- Completeness
- Trustworthiness
- Conciseness
- Timeliness
- Communication to the right people
- Communicating using the correct channel
- Value

Communication on micro-blogging would not always fall within this definition of quality information, due to the following

- Information would not always be relevant to everyone. Users are normally allowed to communicate anything on Internet based social media sites, e.g. what they did the past weekend or how they are feeling. Within the organisational micro-blogging environment, this probably creates more noise, but the question is whether Vodacom employees can use this type of information to build relationships with each other as they discuss information on a more personal level? Information relevant to one department in Vodacom will not necessarily be relevant to another department.
- Although there is a policy that governs Vodacom's micro-blogging application, users' post is not monitored and if clarity is required on information, it is up to the receiver to request the clarity if they require it.
- In micro-blogging applications, data or status updates are not monitored and accuracy and precision are not controlled. Users are allowed to upload any type of information.
- Most information on micro-blogging is snippets of information and therefore not always complete.
- Information which is often uploaded is mostly user perceptions; and cannot always be trustworthy.
- Information on micro-blogs is not always concise.
- Users are allowed to upload information whenever they wish; and usually there is no timeline associated with specific information on micro-blogs.
- As information can be seen by many different users of the system, and although it can be directed to a specific person using the "@" command, it cannot be guaranteed that it will reach the correct person.
- Information on micro-blogging sites might not always be the correct media or channel through which to forward information. Due to risks such as information security concerns and privacy concerns, it is not always the best media of communication.

- Users are allowed to put on any information. E.g. status updates, links to information that they felt was interesting. This information therefore might not be of any value to the rest of the online community.

Stapleton (2007) states that information is only useful if it has managed to reach those who need it; otherwise the effort in producing it was wasted. Does Stapleton's theory hold true? Does information such as personal status updates, maybe lead to more employee engagement and although this information is not used by the organisation to make decisions, does it create a culture for teams from different environments to communicate more with each other and therefore create the climate in the organisation for better interaction between different departments?

2.3.4 Summary of Information

As seen by the analysis, information on micro-blogs cannot always be viewed as quality information.

Therefore, within this research, it has to be reviewed if both hard (information with regards to the organisational issues) or soft (information such as normal status updates of users) actually increase the wellbeing of the organisation. Thus the question would be: how does management and employees, looking for information, know how to disseminate this data to create relevant information specific to their environment and how can they use this?

2.4 Analysing "Culture":

2.4.1 Introduction:

Mayer (2000:72) defines culture as "*... the enduring norms, values, customs and behavioural patterns common to a particular group of people*".

Culture is dynamic according to Ogbonna and Harris (2002), but at the same time culture is difficult to change and it could take some time to implement. Smircich (1983)

debates that if culture is something an organisation 'has', or is culture something an organisation 'is'. Thus if culture is something owned by the organisation, then it can be manipulated or changed to improve the effectiveness or efficiency for the organisation. If the culture is the organisation, this would mean it can be created and recreated in a process that is continuous.

Vodacom culture is created by their mission of Speed, Simplicity and Trust (Vodacom, 2011). By using tools such as micro-blogging could employees get information faster, can decisions be made quicker, can information be made simpler and, by creating a climate for employee engagement, will employees be able to trust each other more?

2.4.2 What type of culture is required for a micro-blogging environment?

Bate (1995) states that there are a number of cultural change approaches, such as aggressive, consolidative, indoctrinate and corrosive. According to Hendry and Hope (1994), there are basically two ways to implement a culture shift; which is selling it to the stakeholders by propagations, or through charismatic leadership symbolic action.

Can Vodacom use tools such as micro-blogs to change the culture of the organisation?
Can tools such as micro-blogging be used to indoctrinate or sell ideas to employees?

In Vodacom, with the implementation of the Yammer service, top management has created sessions where top management can be questioned. The sessions are called "YamJam" sessions. These YamJams are normally chaired by a senior executive (e.g. Chief Technical Officer, Human Resource executive, and other executive managers) where staff can ask questions relating to the organisation and its strategy.

Looking at the cultural web proposed by Johnson (2009), from the different aspects; can organisations therefore utilize tools such as micro-blogging to change its culture and paradigm?

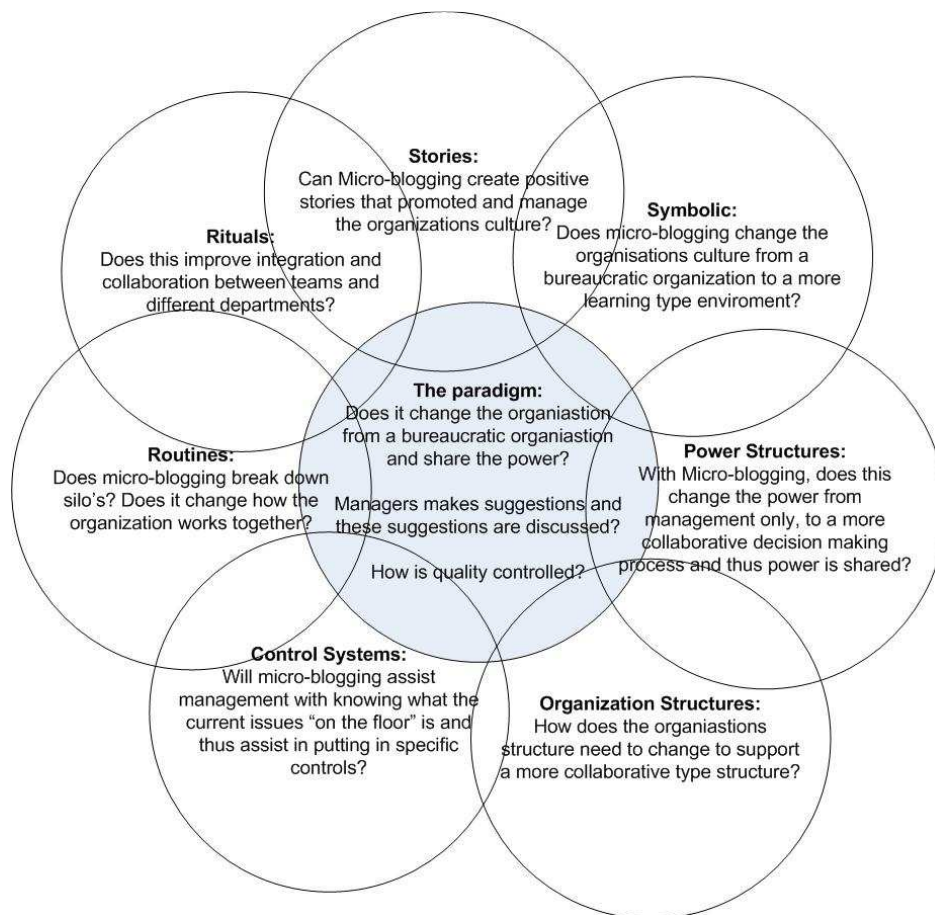


Figure 3 : Can Micro-blogging change the organisations culture (adapted from Johnson, 2009)

Questions to be asked by this research are:

- Can organisation use micro-blogging to ensure that positive stories are propagated through the organisation? Can this therefore assist in changing an organisations paradigm? By making top management more visible in Vodacom by using these tools, could they inform the rest of the organisation about stories that could be positive to the organisation?
- As there is more collaboration between different departments, how does this change the organisation from a bureaucratic style organisation to a more Adhocracy type organisation?

- As more employees are involved in the decision making process, does the power structure change? Within organisations such as Vodacom, should more employees be involved in decision making? Does this create an environment where decisions cannot be made fast enough as there are too many objections and consultations?
- Will Vodacom's structure need to change to ensure this collaborative structure?
- What controls do Vodacom need to be put in place? There are many Human Resource Policies, but are existing policies sufficient for driving and controlling this new type of communication.
- Does micro-blogging break down silos? How does this assist the organisation to become more competitive and react faster to change?
- Vodacom has many different teams working within different areas in the organisation; do all of them need to communicate with each other? Does collaboration between teams create a better environment for engagement? How should the organisation foster this type of communication?

Johnson (2009) says that people create strategy, and although environmental forces and the organisation's capabilities affect performance, by itself it cannot create the organisation's culture.

With any change within the organisation there will be resistance, for example with the introduction of micro-blogging, Vodacom employees might be fearful to utilize it due to the following aspects:

At the internal level

- Fear of failure by employees who are not ready to take a risk or give their opinions.
- Ignorance of what the innovation could have on the organisation or business.
- Fear of career status when posting a micro-status which might not be in line with Vodacom's strategy.

- Inertia.
- Uncertainty of the consequences of their actions.
- Reduction in personal role and influence.

At the external level

- Uncertainty about how information they post will be used externally.
- Media – with regards to stories as to how micro-blogs are used to fire employees when their posts are not in line with the business.
- Hearing stories as to how organisations leaked company confidential information with regards to micro-blogging.

It is therefore the leadership of the organisation's job to move the equilibrium and create an environment that is conducive to allowing employees to raise their concerns and thus utilize the micro-blogging environment to foster trust within the company.

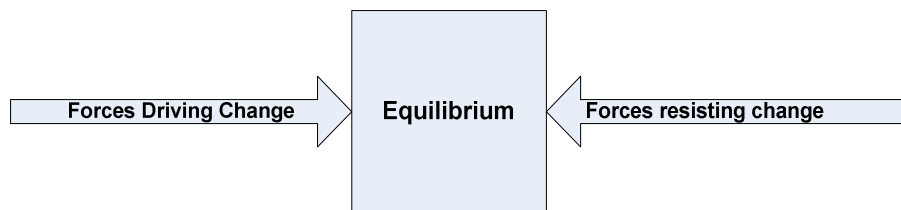


Figure 4: Forces against and for change, keeping the equilibrium (Lewin, 1951)

Although technology such as micro-blogging has been implemented in Vodacom, there could be the potential that it is not utilised for its intended purpose and employees are fearful of raising their issues and concerns. Looking at Figure 4, we can see that the forces resisting the implementation of micro-blogging should be weakening to change the culture of the organisation. This can be done by allowing employees to trust the company. Handy (1997:157) states "*Trust needs to be earned*"; therefore, to create a collaboration culture, the leadership of the organisation should set examples and lead from the top. Mayle and Henry (2010) say that in order to become more responsive and creative, organisations can try change programmes, such as continuous improvement,

benchmarking, quality, learning, development, knowledge-sharing initiatives, and the introduction of focus groups.

2.4.3 Summary of culture

How does organisations such as Vodacom change the culture of the organisation to ensure that they, firstly, have support from key stakeholders within the organisation, and secondly, create a trusted environment where employees' concerns are heard and acted on responsibly; and thirdly, create a culture where employees do not fear to raise their concerns or questions on management decisions in an unregulated forum.

These issues and fears, mentioned above, can be managed by Vodacom if, firstly communication is clear on what could be expected from employees; and secondly, there are clear guidelines and policies on how employees should use these types of systems.

2.5 Analysing “Leadership”:

2.5.1 Introduction

As seen in the previous section, if culture is owned by the employees, but it is the leadership of the organisation's responsibility to create the climate to allow employees to create a collaborative environment to allow this type of communication to foster, and therefore reap the benefits (if any) from micro-blogging.

The CEO of Vodacom stated that he encourages direct communication with him via email (Vodacom, 2011). This shows the direction in which the organisation is moving, where the CEO wants to allow for a more collaborative environment and to be closer to staff and their issues.

2.5.2 The different leadership styles

Lewin and Lippitt (1938) proposed that leadership was based on how much involvement the leaders placed on tasks and on relationships.

Tannenbaum and Schmidt (1973) took these leadership behaviours and expressed it on a continuum of boss-centred (task) to subordinate centred (relationship).

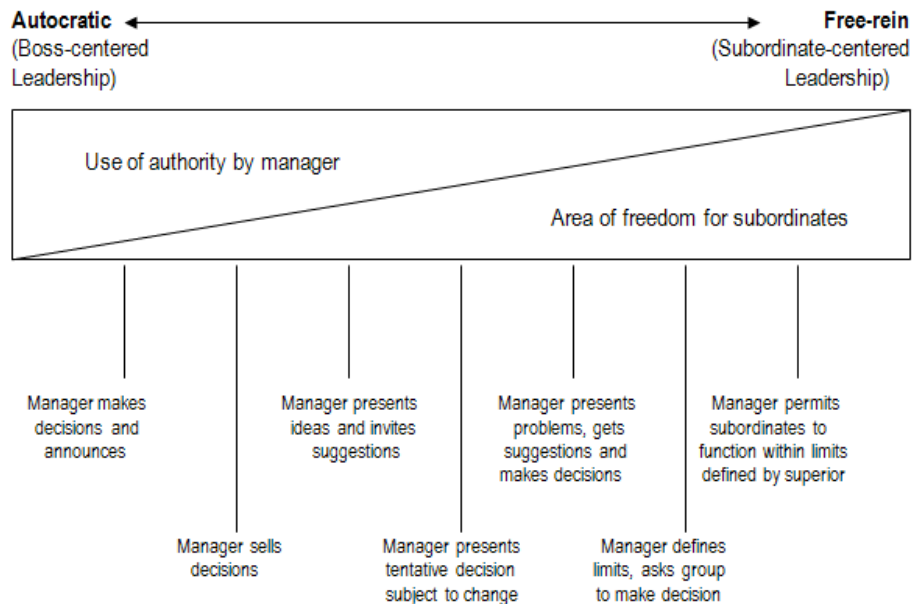


Figure 5: Continuum of leadership behaviour (Tannenbaum and Schmidt, 1973)

Depending on the situations the leader thus can adapt his/her style.

“Advantages of utilizing this theory:

- *gives managers a range of choices for involvement*
- *presents criteria for involvement and delegation*
- *focuses decision maker on relevant criteria (e.g., forces & time)*
- *emphasizes employee development and empowerment*
- *is heuristic--encourages research to see how effective delegation may be under the model*

Limitations of this theory

- *involves only the initial step of assigning a task to someone, not the following processes that may determine the effectiveness of the outcome*
- *assumes the manager has sufficient information to determine disposition to self or team*
- *assumes "neutral" environment without social bonds or politics*
- *simplifies complex decisions to a two-polar dimension; more simple than reality is"*

(Tannenbaum and Schmidt, 1973)

Vodacom therefore needs to decide upfront what management style it requires, with the use of collaboration and involvement by staff, the organisation will move towards the subordinate centred area of the continuum.

With the implementation of an environment that supports micro-blogging and this is not in line with the management style (boss-centred), it can create frustration for employees as it could seem as if staff air their opinions but they are not heard by management.

With a micro-blogging environment, depending on the level of involvement by management and staff, they could utilize all six styles within the area of freedom and as they move more towards the subordinate centred area of the continuum; it allows more freedom and trust in the staff.

Mintzberg (1979) speaks about the six basic parts of an organisation; Operating Core, Strategic Apex, Middle Line, Technostructure, Support Staff, and the Ideology surrounding the organisation. It is therefore this model that management needs to review to see if their structure can support a mutual adjustment, meaning that work can be achieved by simple processes and informal communication.

Henry (2010a:31) makes a statement: "*The changing environment is changing organisations*"; therefore processes need to be developed to allow for appropriate

responses in uncharted territory. To enable this in Vodacom, a more responsive form of management is required, not one that is busy with management control, but managers with a different set of competencies. She goes further to state that the changing business environment is putting traditional management under pressure.

According to Henry (2010b), Handy says that managers need to stop managing their staff, but rather become leaders. The stereotypes associated with leaders according to Mayle (2011) are that they must have vision and communicate across the organisation; the subordinates will then assist this leader to achieve the desired results. But he goes further to state that this is dangerous, as all goals are now associated with the leader and not the organisation. There is no longer a flatter structure where employees are empowered to make decisions, but all decisions are made by this leader. Mayle (2011) says decisions should exist to be challenged and this will test if they are robust. He goes further to say that good leaders need to promote an organisation and a culture that will continue without them and not only one that will not survive without them.

2.5.3 Summary of leadership:

To ensure that micro-blogging achieves success within Vodacom, leaders have to make a decision as to what type of organisational structure they want to achieve.

Micro-blogging could be used to influence employees to buy into different strategies, but at the same time, it could create confusion and a chaotic environment with too much noise. In Vodacom micro-blogging has not been fully accepted by the employees and not much engagement is currently happening on this site.

Vodacom leaders therefore need to decide, if they would want to create a more collaborative environment; and how they manage this environment?

Looking at Mayle's (2011) statement above, with regards to how leaders should create an environment where their decisions can be challenged, could micro-blogging enable that environment for Vodacom? According to Henry (2010b), Moss-Kanter says that

managers need to be leaders and allow people to work together. Employees need to be self motivated and leaders can foster this through vision. Can vision therefore be communicated and tested via micro-blogging type environments?

2.6 Overview of micro-blogging and the effects on Vodacom

The following table summarises Chapter 2 in relation to Vodacom. It shows what effects micro-blogging could have on the organisation

	Strengths	Weakness	Opportunities	Threats
Communication and collaboration	Vodacom has started to implement Social media as a communication tool.	Most employees have not yet accepted this technology.	Micro-blogging can break down silos.	Without proper policies and guidelines, these tools could be abused. If Vodacom does not provide a social media tool for employees to communicate on, there is a threat that confidential information could be disclosed on

	Strengths	Weakness	Opportunities	Threats
				“user created” groups such as Facebook and Twitter.
Information	Information is vital for Vodacom’s survival.	Too much information can create too much noise and thus users need to scan through huge amounts of data to receive information that would be relevant to them.	Micro-blogging could be as a knowledge sharing data base within Vodacom. Micro-blogging in Vodacom could create a tribal knowledge base.	There are possibilities of information leakages.
Culture	CEO endorses a culture of open plan. This creates a climate where employees have a channel where employees can	Culture takes time to change. There are still many hurdles that Vodacom needs to overcome to ensure a	Micro-blogging in Vodacom can break cultural barriers. Employees could learn more about	If micro-blogging is not bought by the employees, the service will never take off and might become a

	Strengths	Weakness	Opportunities	Threats
	communicate with top management.	culture of questioning and communicating without fear.	each other. Top management could use these types of technologies to indoctrinate or inform employees about strategic changes.	white elephant.
Leadership	Leadership has started to use this type of technology as part of their YamJam sessions	There are not enough employees that have bought into the system to make it a viable leadership tool for the organisation.	Once the majority of employees start utilizing these types of tool, leaders can use it more effectively.	Leaderships' decisions could be questioned, and if well thought out answers are not prepared beforehand, employees could lose trust in its leadership.

Table 1: Summary of Vodacom with regards to Micro-blogging

2.7 Conclusion and business case for Micro-blogging environments which are used internally by organisations.

Reviewing the theory, it can be seen that impacts on any one of these themes has a ripple effect on the other. For example, without proper leadership and direction micro-blogging might not reach its objectives, or if the culture element is addressed it could have a positive result on other weakness.

The theory has also shown the complexity and how micro-blogging can directly influence organisations' culture. If implemented incorrectly, it could create an environment where employees have the fear of posting ideas or feel that they might be victimised for raising their opinion. If done correctly, it could create an environment where staff communicate more with each other, Silos might be broken down and the organisation can become a learning environment. According to Henry (2010b), Moss-Kanter says that organisations should change and have fewer rules, they should share leadership by having a flat structure, and this will also empower staff to take accountability into their own hands. Leaders should allow teamwork between resources, and be more responsive to customer behaviour.

Looking at the SWOT analysis, Table 1, with regards to Vodacom, there is a business case to ensure that micro-blogging is used effectively and can be used as a management tool to create employee engagement through communication and collaboration.

2.8 Summary

It is therefore critical that Vodacom reviews what its strategy is with regards to changing the organisation's culture and the opportunities which might arise from utilising this type of technology.

The benefits of internal organisation micro-blogging will be discussed in more detail in the chapter which provides a summary of the literature review.

CHAPTER 3: LITERATURE REVIEW

3.1 Introduction

Social media has been rewriting the way users use the Internet. It is no longer just putting up WebPages and allowing users to browse it any longer. Social media websites such as Facebook, Twitter, YouTube and MySpace have revolutionised the interaction that typical Internet users would perform.

It is therefore only with time that these changes in the Internet spills over into organisations' Intranet environments. Intranet sites no longer have the effect on employees as it had a few years back. Employees are now required to become more engaged in building the company and have a direct influence on the success or failure of the organisation's strategy.

The aim of this chapter is to provide the academic framework for the research topic: The use of a company social media networking site in an organisation creates a climate for employee engagement which increase the organisation's reaction to the competitor marketplace. This research is exploratory in nature and the research will use academic literature to set out and identify the areas that forms part of the study to give guidance of the path that the study should follow.

There is an abundance of literature on Micro-blogging, but limited research on the usage of micro-blogging within an organisation and the benefits of utilizing these types of tools.

To ensure the literature review is logical, the researcher has broken it down into three different segments according to the sub-problems and research objectives as discussed in Chapter 1.

- To identify what drives users to micro-blog? What are users' and the organisations' needs?

- To identify if micro-blogging creates a climate for employee engagement.
- To identify how organisations ensure that they achieve the full benefit of micro-blogging and thus what the impact is on the organisation's competitive advantage.

3.2 The Concept of Micro-blogging

The Hype Cycle of emerging technologies as depicted in Figure 6 is useful in understanding what impact emerging technologies might have on the business. This hype curve shows that the industry is moving towards providing users with the "always connected" ability.

The analysis of the S-Curve shows introduction, growth and maturation of innovation as well as technology cycles that concepts experience. In the early stages of concepts large amounts of money and effort is used. As the technology goes through the stages, progress becomes faster. This is when the technology adoption levels starts growing exponentially.

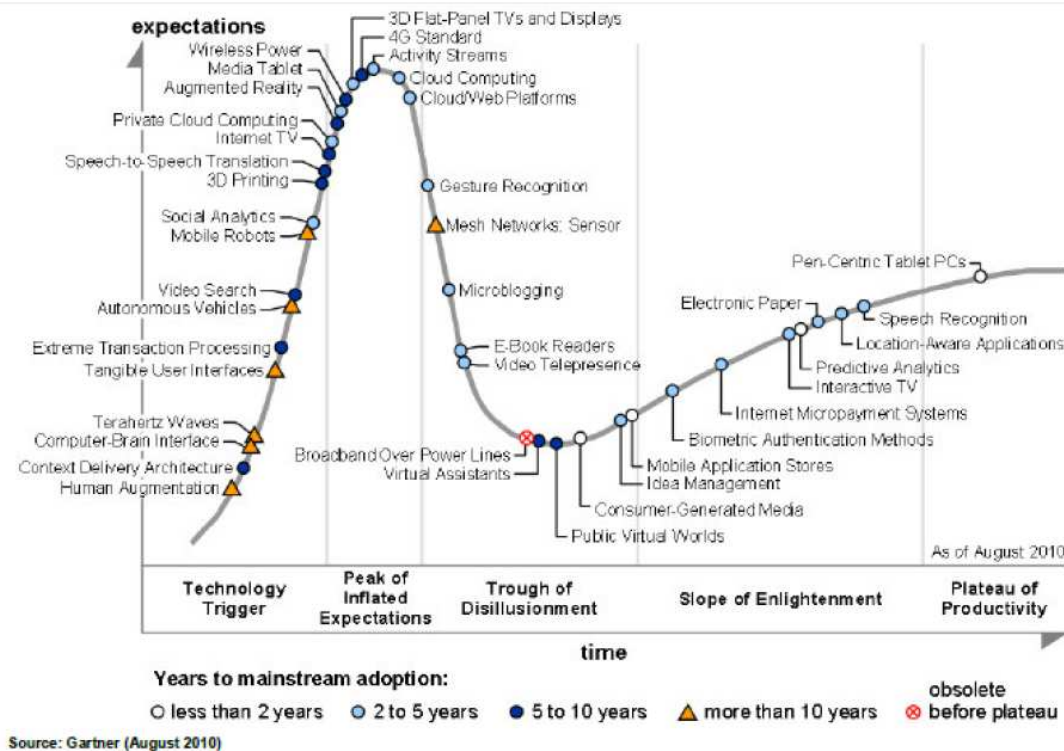


Figure 6: Gartner's Hype Curve (Source: Gartner, 2010)

We can also see that within the Internet domain, Micro-blogging is moving through the trough of disillusion. The uptake of the technology is moving at a rapid pace whereas the technology itself is reaching stabilisation.

Considering that micro-blogging within the organisational environment might be a few years behind this curve, it is possibly still in the technology trigger or peak on inflated expectation phase.

As discussed by Zhang, Qu, Cody and Wu (2010) the use of Micro-blogging within the Fortune 500 companies is still in its early adoption stages. Zhang, *et al.*, (2010) says until 2010, when they conducted their research, there were no systematic examination of corporation adoption and usage of micro-blogging tools due to the lack of empirical data.

3.3 How social media can be used

Stokes (2011) illustrates a few uses of Social media by organisations. He states that it can be used to solve business problems, marketing and solve communication challenges. Although Stokes looks at social media from an external marketing point of view, there are lessons that internal organisations using micro-blogging can adopt from this.



Figure 7: The use of Social Media marketing can help with business challenges (Stokes 2011)

Could social media be used to manage the work for a community? How can leaders use social media to manage employees? Can leaders in the organisation use this approach to communicate strategy and educate employees about the directions the organisation is thinking of going?

Can employees use social media for work related support? Can they use this to request information with will assist them in completing tasks?

Can leaders use Social media to manage reputational issues? If the organisation is in the news, can leaders use this platform to discuss their stance with internal employees?

Can social media internally be used to optimise Search Engine Optimisation (SEO) as employees could use these types of tools to find information that is relevant to their work and environment?

As discussed, social media creates a platform for two way communication which is real-time. How can employers and employees harness this type of communication to become more productive? Can staff be contacted more readily on these types of forums?

Can internal micro-blogging sites be used to advertise or indoctrinate staff on certain ideas? Can the employer and employees create awareness as to what they are doing or where the organisation is heading?

With regards to sales, can leaders use this to sell ideas to the organisation or indoctrinate the organisation with certain strategies?

Can internal social media tools be used to assist with insight or research? As described, information on social media sites might not always be valid, but can the organisation create an environment where employees can request information from subject matter experts?

3.3.1 Summary on how social media can be used

Although Strokes (2011) looks at social media from the external environment, these same principles could be applied within the organisation. That is, leaders could use this to sell ideas; it creates a two way communication platform where issues can be discussed, employees should be able to find subject matter experts.

Günther, Krasnova, Riehle and Schöndienst (2009) say that micro-blogging in the enterprise could be used as a way for top management to get a condensed picture as to what happens at the grassroots level.

3.4 The climate for engagement

Kraut, Fish, Root and Chalfonte (1993) describe informal communication as an unplanned and brief catch-up conversation amongst employees in the organisation.



Figure 8: The formality dimensions of communication (Source: Kraut, *et al.*, 1993)

As shown in Figure 8 there are distinct differences between formal and informal communication, for example formal would be one-way, whereas informal is normally interactive. Informal communication also takes on the form with random participants whereas formal would normally have arranged participants.

Kraut, *et al.*, (1993) go further to state that informal communication is crucial for coordination to occur. This type of communication allows members to learn about each other and their work. It also supports productivity and social relationships.

Zhao and Rosson (2009) show the benefits of informal communication (Figure 9)

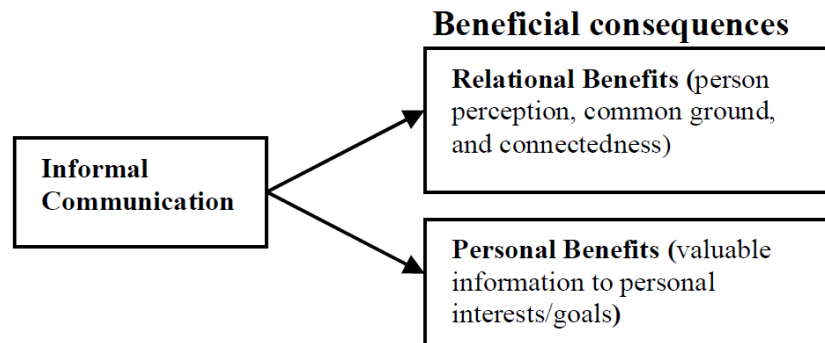


Figure 9: Proposed Benefits of informal communication (Zhao and Rosson, 2009)

The two streams of benefits that works together to create a collaborative environment are:

“Relational benefits:

- *Personal Perceptions: This allows others to know what a person is thinking or what new things are happening in the person’s life. It thus gives a better understanding of the employee’s background (e.g. knowing the person’s personality, behaviour, competencies)*
- *Common Ground: To have mutual understanding around facts and this is normally due to previous interactions that could affect communication.*
- *Connectedness: This allows employees to feel connected and more intimate with each other. Thus it is important for further collaboration.*

Personal benefits:

- *This allows one person to be able to receive or offer information to other parties which will assist in the work goal being achieved.*
- *This also allows for employees to build trust and credibility in each other.”*

(Zhao and Rosson, 2009)

3.4.1 Why is a climate for engagement required?

Denning and Raj (2011) says that within today's working environment, tasks that we do are no longer only dependent on our personal tasks. It normally includes tasks or objectives that need to be performed by others, on whom one would be dependent to get the job done. Managing interactions is therefore crucial for productivity of the entire group and not just the individual. They go further by stating that as employees, one would receive huge volumes of information, and how could one be productive when you have to sort through lots of irrelevant, marginally useful or contradictory information? They discuss a concept known as "Fog" that could cloud information, which in its basic form is all the information that one can find on the Internet that the user "pulls" down. Although this might seem as a serious threat to productivity, the bigger issue is "pushed" information. (This is information that is sent from the environment such as notices, updates, carbon copies, and others as a means of keeping you informed). The normal way to minimize this is to ignore (delete) this information or create spam filters to not see this information. It is therefore important to be able to coordinate this flurry of information into meaningful information. They agree with Shannon (1948) that an iterative loop needs to be created to ensure that users are not only coordinated, but also need to understand exactly what the information sent to them means, to ensure that mis-coordinated actions are not performed. Kraut, *et al.*, (1993) agree by saying that most activities require different degrees of activities between different parties. Individual members of the group need to communicate with each other to accomplish their production and social functions. They do however go further to state that organisations cannot survive on informal communication alone and formal communication is still a necessity within organisations.

McKenna, Green and Glenson, (2002) suggest that types of interactions made possible by social media sites result in stronger relationships between different parties. They go further to state that these relationships might actually be stronger than those made possible via face-to-face methods. The reason for this is that a different set of "rules"

govern online interaction. Tidwell and Walther (2002) observed that online interactions generate more self-disclosure and foster deeper personal questions than face-to-face communication. Ross, Orr, Sisic, Arseneault, Simmering and Orr (2009) go further to state that individuals could change their persona online. They have noted that users who have low traits of being extroverts (i.e. introverts) are more likely to use technology such as social media networks for their communication needs. Nadkarni and Hofmann (2011) agree and suggest the social media sites improve users' self esteem by increasing the users' sense of belonging.

This, therefore, means that employees using social media sites can create different persona and this can affect the employees self esteem as discussed above. This could lead to more collaboration between employees that might not have communicated initially which could have an impact on employee motivation. This, therefore, could change the dynamics of communication in the organisation.

Granovetter (1973) says that information is more likely to be gained from people outside one's daily activities (weak ties), but not only that, but there is also a feeling of mutual trust formed quickly between these parties.

3.4.2 Conclusion creating a climate for employee engagement:

Although information sharing and collaboration within informal environments such as Yammer or Twitter can be seen to be beneficial to the organisation, it might also have its downsides.

Information on these networks is not always reliable and thus a certain degree of trust needs to be earned by users. With these micro-blogging type environments, users can therefore learn to understand each other by asking questions and ensuring that tasks are well coordinated.

There will always be a need for formal communication, but by more employee engagement or discussion around concepts, a better understanding of the requirements could be reached.

With technologies such as micro-blogging, employees thus have a better understanding of other employees, not only of their work environments but also of their personal lives. With users forming weak ties on social media platforms, this creates an environment where users who would not normally communicate with each other, start collaborating and sharing ideas.

3.5 Driving forces for micro-blog in the organisation

According to Muller (2010), it shows that 74% of Internet literate South African's who go online would go onto social networking platforms. Facebook is the dominant social media network in South Africa, followed by YouTube then MXit and Twitter. Most users of this service use it to communicate real life activities such as sharing personal news, gossip or to make arrangements to meet socially. Therefore besides the search engines such as Google and Yahoo, it is reported that social media sites are being accessed more and more by South African's.

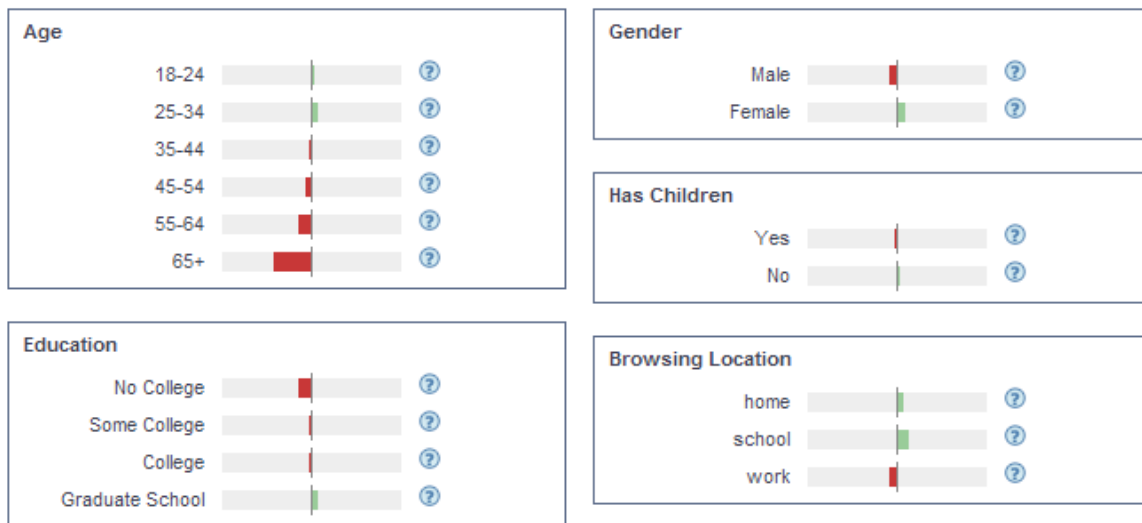


Figure 10 : Audience demographics for facebook.com (Source: Alexa, no date)

Looking at Figure 10, it is estimated that at least 3.76 million South African's have a social network profile (SocialMediaDialogue, no date).

From Figure 10 it can be noticed that there is a significant growth in the South African market with regards to social networking sites and more users are looking for social interaction are tending to use this media to meet new friends, to rekindle old friendships, more so than other types of media.

Turner, Qvarfordt, Beihl, Golovchinsky and Back (2010) stated that collaboration is necessary within the modern workplace. It relies on effective communication between co-workers. This collaboration (be it formal or informal) assist in fostering ideas, building the common ground and to develop complex interpersonal relationships. Could micro-blogging allow users to create a climate for more effective communication between environments? Turner, *et al.*, (2010) go further by stating that one should use different tools for different types of expression and different levels of communication.

Zhao and Rosson (2009) state that people use micro-blogging to achieve a level of cyberspace presence, thus feeling connected to friends and the world. Therefore we can see a need for a new technology/platform to allow this type of connections.

Townsend's (2012) article describes how Deloitte, Australia started interacting on an internal micro-blogging tool. As he was one of the first users to sign-up in the Australian domain, he viewed the concept from inception to maturity.

Townsend (2012) says their social network initially started with unrelated information such as where the best coffee areas were, but then as the network grew, more serious business questions were being asked and answered. Thus the idea of a knowledge sharing and a tribal knowledge database was born. He says once the CEO of Deloitte saw the opportunity in the platform, he started advertising it and this is where interaction started to rocket.

One of the important points Townsend (2012) made, with regards to information that was shared, unrelated to the work environment, was that tribes started to form around users sharing experiences outside the work environment; and this created stronger bonds between employees and thus cracked the silos which were evident in the organisation.

A Return on Investment (ROI) was questioned by Deloitte and its usage of this network and it was shown that the linkage between divisions allowed for the integration between cultures and collaboration started growing. They also used this tool to learn about each other's products to start cross selling services to customers. Townsend (2012) says that the most powerful ROI was that it enabled staff to better understand each other and take part in conversations that supported them working together to increase their knowledge. Therefore, they also started building new ways to support the markets they worked in, which helped build confidence and capacity.

Honeycutt and Herring (2009) say that although micro-blogging is associated with being a “noisy” environment which is not always conducive for conversational use, dyadic exchanges occur often and some long conversations with multiple participants are coherent. They have however noted that most conversations on Twitter which created collaboration was directed at someone with the “@” address. They go further to state that although there are critics who state that micro-blogging cannot be used for a collaborative environment, their findings show that there are users who are using these tools for collaborative purposes.

3.5.1 Summary of drivers for micro-blogging:

As can be seen from the literature described above, users within the workplace can feel that by issuing status updates they can understand their co-workers better, not only on a work level but also on a personal level.

Looking at the Deloitte (Townsend, 2012), experience, it can be seen how the organisation initially started with general discussions (to some this could be seen as noise), but then the environment started to mature as users decided to discuss more work related issues. Is a certain degree of “noise”, therefore an issue? In Deloitte’s case, this created a more collaborative environment which encouraged users to start speaking to each other and this was used to break silos. Honeycutt and Herring’s (2009) findings also show that within a micro-blogging environment users are starting to utilize these types of platforms for communication and collaboration.

By reviewing the writings of the researchers as described above, it can be seen that there is an environment for this type of technology. Within Internet based services such as Twitter, there are already movements towards these types of tools used for communication and therefore this might spill over into the organisational environment as well.

3.6 How employees should gain the full benefit of micro-blogging

3.6.1 Introduction

Although Micro-blogging has taken the Internet by storm, it has not gained huge uptake in organisations. Carr (2012) says that although organisation social media sites might look like Internet commercial versions, employers should not believe that employees will flock to the enterprise version. He goes further to state "*Employees may be used to Facebook, but they're [sic] not used to using it for work*". Carr (2012) further states that one of the benefits to the organisation is that employees who are using Internet versions do not need to be trained on internal versions such as Yammer, because they are already familiar with such a tool.

As discussed above employees feel more engaged with each other, both from a personal as well as a rational level.

The more employees engage with each other, the more beneficial it is for the organisation to create synergies between different resources. Abrams, Cross, Lesser and Levin (2003:64) show that within the work environment these days, that although the organisation has spent a large investment in databases and knowledge sharing technologies, these are still hugely underutilised as employees are more likely to turn to their peers and colleagues for necessary knowledge. Therefore, knowledge management should no longer revolve around static content, but rather start promoting effective collaboration and learning in groups.

Zhao and Rosson (2009) identified a few considerations as to why most industries have not taken up this new means of communication.

3.6.1.1 Security:

From Zhao and Rosson's (2009) research, it was found that most respondents are still weary to place confidential information on these micro-blogging sites. Most respondents are still careful about what they say on these sites as they are not sure whether this

information might leak outside the company. DiMicco, Millen, Geyer, Dugan, Brownholtz and Muller (2008) show that it is critical that organisations implement these types of social media tools, as employees will find ways to address this need and could use insecure Internet type social media sites which the organisation might not be able to govern.

Some organisations have built in-house type applications (where they need to employ staff to manage and maintain this application), but most organisations that has taken on this technology use ready built applications such as Yammer. There are concerns as this is no longer within the organisation's domain and thus it could be questioned as to who owns this information and what access does outsiders have to this information.

3.6.1.2 Personal Privacy:

From Zhao and Rosson's (2009) findings, they say that most employees would update details of personal activities on sites such as Twitter and others, but with internal micro-blogs some users are weary about what information they can post to these sites. How will other employees view them? It is therefore the balance between one's work life and personal life that becomes blurry. Günther, *et al.*, (2009:5) state that within their focus groups the following concerns by users were made: "*I don't want my work tracked, I don't want to report every step I make*" or "*it's like a Big Brother... like everybody sees what everybody else is doing*". Will employees see internal micro-blogs as a intrusion on their privacy?

3.6.1.3 Filtering:

Another consideration is filtering; some users might follow a large number of people to gather different types of information. This could thus start creating an overload of monitoring and thus create an overload of irrelevant information which does not create a constructive environment. Günther, *et al.*, (2009) show that although there are concerns with regards to signal to noise ratios, one of the benefits that came out of the focus groups was that users stated that due to the fact that messages were limited to 140

characters, this would assist them not to have to read a long email and the sender can get the point across in a small snippet of information.

3.6.1.4 Fear:

Some employees cannot adapt to changes in technology or traditional ways of communication. Therefore the leadership of the organisation needs to create an environment that is open for employees to accept new technologies and thus break out of traditional communication channels. Abrams, *et al.*, (2003:65) say that asking information or advice can make the requester feel vulnerable to others, but as the users build benevolence trust this fear of damage to self-esteem can be managed.

3.6.2 Summary of why organisations should adopt micro-blogging

There are many barriers to enter when adopting a micro-blogging approach that is internal to the organisation. There are fears as to what information could be leaked out to competitors and whether staff will get reprimanded for information they have uploaded.

Carr (2012) says that employees must be enticed into experimenting with the internal social media environment. They need to be convinced that they can meet and build stronger connections with other employees to get the work done. Large organisations such as Vodacom, which has entrenched collaboration systems such as email, mobile phones and other devices, will face more inertia to these types of services.

Günther, *et al.*, (2009) agree and state that besides privacy concerns there are additional considerations such as attention economics. There are already a huge number of collaboration tools in use and the lack of compatibility with this might hinder the employee's adoption of an organisational micro-blogging environment.

From an employer and employees' perspective, one of the major deterring factors will remain the signal to noise ratio. There are still concerns as to how users control this (although it could be beneficial to some) to ensure that time is not wasted or that

relevant information is not drowned. It is therefore of vital importance that with organisations engaging in this type of platform, that guidelines are recommended and policies are created upfront. Functionalities within micro-blogging tools are now being developed (such as on Twitter) where users can tune out to noise. The value here, according to Günther, *et al.*, (2009) is that the power is now put in the user's hand to join a conversation or not.

Most of these concerns raised above can be mitigated by proper leadership as well as the creation of formal policies and procedures that govern how employees utilize these systems.

Abrams *et al.*, (2003) state that when users of the system start to trust each other (both with competency-based trust and benevolence-based trust); this creates a climate for users to start asking questions without the fear of damage to their self-esteem or reputation.

3.7 Employee engagement and Competitive advantage

3.7.1 Using micro-blogging to create an effective and efficient workforce

According to Shiraz, Rashid and Riaz, (2011) human resources is one of the most important assets of an organisation. In other words, the victory of an organisation in realizing that achievement of its objectives greatly depends on the performance of its employees. With micro-blogging can employees become more effective?

DeRosa (2011) says that rising travelling costs, coupled with global dispersion of talent, are but a few reasons why organisations have moved towards virtual teams, but although some companies have moved towards this type of communication, it has not reached its full potential.

DeRosa (2011) has done a study as to what the top challenges were amongst 16 different organisations using technology to create these virtual teams and had some of the following findings:

Challenges	Percentage responses
Lack of face-to-face contact with team members	46%
Lack of resources	37%
Team members do not share relevant information with one another	21%
Lack of skills training	20%

Table 2 : Challenges with underperforming teams (Source: DeRosa, 2011)

DeRosa (2011) went further to demonstrate what makes high performance virtual teams:

- Teams which are normally proactive.
- Leadership was strong in the teams

- There was a shared decision making process and problems are normally solved by communication.
- Leaders ensured that communication channels are established.
- Teams have high understanding as to how their work fits into the organisation's strategy.
- There was a high level of trust between team members.
- Effective teams collaborated effectively and achieved collective goals
- Team members would help others to achieve team goals.

Thus DeRosa (2011) research shows that to be effective, teams should focus on communication, responding to problems, feedback, information sharing, working with people from different cultures and having clear roles and responsibilities.

Thus within the micro-blogging sphere, the employer could take some key learning points to allow the organisation to work as one effective team.

Creating an effective workforce with micro-blogging:

- Can allow employees to be more proactive, if employees are communicated the strategy and understand the requirements, they can become more proactive.
- If leaders within the organisation show strong abilities and are visible to the organisation.
- Micro-blogging enables decisions to be shared, problems to be solved by a group of resource from different environments.
- Leaders can ensure that subject matter experts are available on these social sites to give employees with problems quick turnaround times. This can be built by knowledge sharing as defined by Abrams, *et al.*, (2003).
- Leaders can ensure that the organisation's strategy is known and well understood.
- The more employees communicate with each other, the more they start to gain trust in each other. Abrams, *et al.*, (2003) state that trust leads to an overall

increase in knowledge exchange and makes knowledge exchange less costly. It also increase the likelihood that knowledge acquired from one's colleagues is sufficiently understood and absorbed so that the receiver could put this knowledge to use.

- Micro-blogging could be used as a tool for effective communication. DiMicco, *et al.*, (2008) say that within IBM users mostly use their in-house built social media network for connecting on a personal level to weak tied users (employees outside of their normal day activities), advancing their career within the organisation and campaigning projects and ideas within the company.
- Micro-blogging could move to an environment where users create tribal knowledge bases, and thus this allows employees within the organisation to help other employees.

Shiraz, *et al.*, (2011) go further by stating that employees are no longer just motivated by money and managers need to be aware that employees who feel supported by the organisation, will return their support in behaviour, this behaviour thus could lead to a competitive advantage. Employees' behaviour can be managed by looking at Maslow's (1943) needs theory which states that the individual has five specific needs: physiological, safety, social, ego and self-assurance.

The lower layers need to be obtained before the higher layers can be reached. By introducing micro-blogging within the organisation this would be able to fulfil the social need, thereafter employees could become more self confident and thus more motivated.

3.7.2 Conclusions using micro-blogging to create an effective and efficient workforce

Shiraz *et al.*, (2011) say job satisfaction describes how content an individual is with his or her job. The happier people are within their job, the more satisfied they are said to be. Job satisfaction is not the same as motivation, although it is clearly linked. Job design aims to enhance job satisfaction and performance; methods include job rotation,

job enlargement and job enrichment. Other influences on satisfaction include the management style and culture, employee involvement, empowerment and autonomous work position.

Can employees therefore use technology and tools such as micro-blogging to create an environment and culture where employees can attain satisfaction (according to the social section of Maslow's needs theory) which will improve employee's motivation, employee's satisfaction and therefore the employees will create a highly efficient and effective team?

DiMicco *et al.*, (2008) say that it is becoming increasingly important for companies to provide internal social media type tools. They go further by saying that the next generation of employees use social media as their dominant communication means and companies need to bridge this generation gap and boundaries by supporting this method of communication. They state that social media in the enterprise creates a better understanding of the organisation of their workforce.

3.8 Conclusion

Reviewing the literature, we can see many positive benefits of organisations adapting to this new way of communication.

There are also quite a few issues that need to be considered before taking this approach. Do managers want an environment that is open, where employees can question decisions? Do they want an environment where they are able to sell their ideas or do they want an environment where once a decision is made, it is followed without question?

One of the biggest issues is to create a community within these environments where most employees are already included. Carr (2012) quotes Mark Torr (administrator of a technology practice group) who states "*Once you get to having communities of*

thousands of people, it becomes a self-fulfilling prophecy--people want to join so they can see what is going on,"

The question thus is how do organisations therefore create a big enough community that will self-profess itself? DiMicco, *et al.*, (2008) however state that their findings at IBM show that users were more likely to follow and have “friendships” with users that were outside their close circle of friends (weak ties) on internal social media sites than those on the Internet. This is due to the fact that they would build relationships on content and not on the context of personal or professional relationships.

With leaders creating a climate for employees to communicate and grow, what effect does this have on employee motivation and will the organisation thus become more responsive to competitive actions within the market?

CHAPTER 4: RESEARCH METHODOLOGY

4.1 Introduction

Chapter 1 provided a detailed background of micro-blogging and why the current trends in the market are related to this type of communication. Chapter 2 provided the theoretical analysis of the research problem using different theories. Chapter 3 provided the detail around the relevant literature which supports the argument. This chapter provides a detailed discussion of the research design, what the strategy consisted of, the research methodology, the sampling techniques, what type of data was collected and what type of interviews were conducted.

Coldwell and Herbst (2004) say that research is important for business in that it reduces uncertainty by providing information that improves the decision-making process. There are three different types of business research strategies namely descriptive research, exploratory research and casual research. For this research, an exploratory research approach was conducted.

The research used a qualitative approach as employees' perceptions are measured. These perceptions are triangulated with interviews performed with subject matter experts to ensure that the data is reliable and valid; furthermore statistics from Vodacom's Yammer site was captured over a period of a month.

4.2 The research strategy

Coldwell and Herbst (2004:11) define causal research as an approach that aims to demonstrate that a change in one variable cause some predictive change in another variable. The day-to-day cause usually implies a deterministic relationship whereas the scientific view implies a more probabilistic relationship. This means that with the scientific approach it cannot definitely be proven that a specific relationship in one variable will create the desired effect in the other variable. This, however, can prove that if particular variables exist together that it will have a probability of affecting the end

variable. Coldwell and Herbst (2004) go further to state that the main goal of causal research is to identify the cause-and-effect relationship between variables. Causal research is based on the assumption that the variable to be forecasted will have a relationship to an independent variable.

Babbie and Mouton (2008:81) state that there are three requirements for causal research. (1) The cause has to precede the effect in time. (2) The variables need to be empirically correlated with one another, but goes further to state that it is difficult as there are very few perfect correlations. (3) The causal relationship between the two variables cannot be explained by a third variable that cause both of them.

Coldwell and Herbst (2004) however go further to state that exploratory research involves research where particular relations exist but does not warrant a full-scale study until more clarity is gained. It also uses untested measuring instruments whose reliability and validity cannot be rigorously tested. Welman and Kruger (1999:189) state that this is used to determine whether or not a phenomenon exists and to gain familiarity with this phenomenon, but does not compare this with other phenomena. Babbie and Mouton (2008) agree by saying that exploration research explores the topic; this is normally performed when the subject is relatively new. This research will normally use a flexible research strategy and will use methods such as literature reviews, interviews and case studies which lead to insight about the study. One of the problems with exploratory research though, is that it might not provide satisfactory answers to the research questions.

For this research an exploratory approach was used. As the research cannot say with certainty that variable A (the use of micro-blogging) has an effect on variable B (creates a platform for better vertical and horizontal communication which creates better employee engagement), without the knowing the effects of variable C (e.g. economic situation of the organisation, competitor marketplace, level of education or adoption to new technology) causal research cannot be used. The use of micro-blogging within

organisations is relatively new and thus a comparison cannot be made between one environment and another where employee engagement is compared; and it cannot be stated without absolute certainty if all variables are not investigated.

4.3 Quantitative and Qualitative research

4.3.1 Qualitative research

Coldwell and Herbst (2004) define qualitative methods as looking at data that cannot be accurately, mathematically measured, such as subject's opinions or human behaviour. Babbie (2010) agrees as he defines qualitative research as the non-numerical examination and interpretation of observation, for the purpose of discovering underlying meaning and patterns of relationships.

Pellissier (2007) states that qualitative (or phenomenologist) data can be collected via some of the following methods (which is not exhaustive): Participant observation, Ethnography (field research), photography, ethno-methodology, dramaturgical interviewing, natural experiments, case studies, unobtrusive measures, content analysis, historiography, secondary analysis of data, interviews and other ways.

The issue with measuring qualitative data is that subjects' opinions, values and attitudes can change easily. As Charlesworth, Lawton, Lewis, Martin and Taylor (2003) state, sometimes subjects deliberately change their attitudes, circumstances and experiences to produce a change, which could be gradual or radical. Therefore, data collected is not always reliable. Normally reliability is low and validity is high in qualitative research (Pellissier, 2007)

Charlesworth *et al.*, (2003) say that there are many qualitative research studies that start without a hypothesis. It can even start without an objective or a goal in mind, and this can be used as a tool to find a research topic. Therefore, this structures the research, not the other way round. Another issue with qualitative methods is, for example, within an interview, where the skills of the moderator or interviewer can

change the answers of the focus group or interviewee, thus the validity can again be questioned if there is bias, or the researcher had a different interpretation of what the outcome was.

The issue with qualitative research as opposed to quantitative research is that qualitative data is subject to interpretation and can be read or seen in different ways, whereas quantitative has a fixed cause-effect type answer.

4.3.2 Quantitative research

Pellissier (2007) state that quantitative (or positivist) approach is used when the researcher wants to focus on “what is now” and what the respondent knows of which they have facts, including “what respondents have done”. Qualitative research can be considered a snapshot. Babbie (2010) defines quantitative analysis as the numerical representation and manipulation of observations for the purpose of describing and explaining a phenomenon that those observations reflect.

One could say that quantitative research deals with “hard data” whereas qualitative research deals more with “soft data”. With quantitative research, this evidence needs to be sufficient (enough evidence), Authentic (reliable evidence), Valid (demonstrative) and current to the argument.

4.3.3 Summary of qualitative and quantitative methods

This research cannot be based on “hard data” but rather users’ perceptions.

The collection of qualitative data was collected by means of interviews with subject matter experts and leaders within the organisation. A survey measuring employee’s perception as to how micro-blogging could be used within the organisation was performed. Literature supporting that employee engagement breaks down silos and creates the climate for a competitive advantage, was used.

Data was also analysed from the Vodacom Yammer site to see what employees were using the service for and what the behaviour was. These statistics were measured over a period of a month from 7th March 2012 to 7th April 2012.

4.4 Sampling and population

Charlesworth *et al.*, (2003) say the researcher needs to ensure that the sample gives a representation of the whole population if they want their research to have any integrity or be of any use.

De Vaus (2002) states that if a sufficient representative sample from your population is not collected, the researcher runs the risk of getting biased results. He goes further to state the sample size depends on two key factors, firstly, the degree of accuracy required from the sample, and secondly, the extent to which there is a variation in the population with regards to the key characteristic of the study. Coldwell and Herbst (2004) say the sample is a group of individual persons, objects or items from the population from which samples are taken for measurement.

To ensure the data received is a reflection of the Vodacom population the following assumptions were made with regards to the sample sizes.

- Assumption 1: Vodacom currently has 4000 plus employees, of these a small percentage uses the internal micro-blogging tool available. The respondents are a reflection both of the users of Vodacom's internal micro-blogging population as well as those that do not use it.
- Assumption 2: The respondents will respond in a truthful manner to ensure validity of the data.
- Assumption 3 – There is enough literature with regards to how employee engagement creates a climate for a competitive advantage.
- Assumption 4 - Due to time constraints interviewees will be able to avail them to be interviewed.

- Assumption 5 - A sample size of 30 respondents is sufficient to reflect the views of the population.
- Assumption 6 – A sample of 5 interviewees are sufficient to reflect the views of subject matter experts.
- Assumption 7 – Subject matter experts will give information relating to data and not personal views.
- Assumption 8 – The user behaviour data that was collected over a period of a month due to time constraints. This data will reflect the usage trends on Vodacom for the future months.

For interview research the snowball sampling method was used. Coldwell and Herbst (2004) define this as identifying interesting people who know other people that would be good examples for the study or good interview subjects.

4.5 Data Collection Methods

4.5.1 Survey and interview design

4.5.1.1 Survey

A survey was created with an invitational letter requesting both users of Vodacom's Yammer application as well as non-users of the application to participate.

Questions in the survey (Appendix C) were structured in a way to test the objectives of the research:

To identify what drives users to micro-blog? What are users' and the organisations' needs?

Questions: 1- 8, 22, 23, 24, 25, 31, 32, 33, 34

To identify if micro-blogging creates a climate for employee engagement.

Questions: 9, 10, 13, 16, 17, 18, 19, 20, 30

To identify how organisations ensure that they achieve the full benefit of micro-blogging and thus what the impact on the organisation's competitive advantage is.

Questions: 11, 12, 14, 15, 21, 26, 27, 28, 29

The Likert scale was used for analysis and it is specifically designed to determine the opinion of a subject. The scale includes five response categories. When answering the questions, the middle value was labelled as 'uncertain'. The label of 'uncertain' was also used to interpret as 'neutral', 'undecided' or even 'not applicable'. The survey participants were required to determine whether they lean more towards the 'agree' or 'disagree' end of the scale.

4.5.1.2 Interview

An interview invitational letter was sent to all interviewees, and the interview questions (Appendix D) were structured as follows to test the results of the survey:

To identify what drives users to micro-blog? What are users' and the organisation's needs?

- Who do you believe would be able to benefit from internal social media sites and why?
- What are your thoughts with regards to employee productivity when using micro-blogging and why?

To identify if micro-blogging creates a climate for employee engagement.

- What would you term as the main benefits of micro-blogging if used internally within the organisations?
- Why do you believe micro-blogging could generate these benefits?
- Do you believe micro-blogging creates better employee engagement and if so, why?

- Do you believe sufficient support and trust is given by organisations to their staff to communicate on internal micro-blogging sites. In your opinion, is this a good thing or bad thing and why.

To identify how organisations ensure that they achieve the full benefit of micro-blogging and thus what the impact is on the organisation's competitive advantage:

- When do you believe would be the correct time for organisations to invest in this type of technology and is the South African market ready for this?
- In your opinion, are there any weaknesses and deterring factors as to why organisations will not roll out this technology?
- Do you believe leaders use micro-blogging effectively to get their strategy communicated to their employees?
- Do you believe employees will question decisions and strategy made by leaders on micro-blogging sites and why?

4.5.1.3 Summary

Data from the survey, the interview and user behaviour data captured from Vodacom's Yammer service were correlated and triangulated against each other to ensure that the information received is valid. This triangulation also measured the differences and similarities between the users' perception and actual behaviour on Yammer.

4.5.2 Piloting

The questionnaire was piloted with 4 employees, before it was sent to the study population. The representatives were chosen as two employees used the internal Micro-blogging tool, and the other two did not. This limited possible bias and ensured that honest objective feedback could be obtained from both perspectives.

The initial problems that were identified were:

- Respondents were shown a Java Script error when accessing the site.

- A "Save" button was added to each page, but as each user was anonymous, the survey website could not track as to where a user saved their responses last.

These errors were fixed and the pilot was rerun.

No additional problems arose from the second pilot study and the same questionnaire sent to the representatives was sent to the study population.

4.5.3 Data collection

An electronic survey (Appendix C) was sent to the selected sample together with an invitation letter (Appendix B). This method was used to ensure the impact of demographic distances of respondents was mitigated and to ensure that data was collected anonymously.

Survey questionnaires was made available online, Coldwell and Herbst (2004) say that this type of data is completed anonymously, it is inexpensive to administer, it is easy to compare and analyse, it can be sent out to many people, and many sample questionnaires already exist.

The challenges with this approach are that the researcher might not get careful feedback, the wording can be biased, it is impersonal, and the researcher might not get the full picture.

Semi-formal interviews were conducted with subject matter experts for the interview questions (Appendix D). The snowball approach was used to ensure that relevant sources were interviewed.

Coldwell and Herbst (2004) say the advantages of the interview are to get a full range and depth of the subject, it also allowed the researcher to develop a relationship with the subject matter experts.

The disadvantages according to Coldwell and Herbst (2004) are that it takes up too much time; it can be hard to compare the qualitative data. It can be costly as it requires

travel time as well as time in the interviewee's diary. The researcher can bias the interviewee's response.

4.5.4 Summary of data collection

A document review is also performed in Chapter 2 (Literature Survey) which has been compared to the results.

As both methods were used for this research, the information collected can be triangulated against each other to ensure reliability and validity.

4.6 Validity and Reliability

Babbie and Mouton (2008) define validity as the extent to which an empirical measure adequately reflects the real meaning of the concept under construction. Charlesworth, *et al.* (2003) say validity is concerned with the extent to which cause and effect can be demonstrated clearly. For example: does the instruments measure what it is supposed to measure (face validity)? Do the respondents that are answering a particular question represent the opinion one is researching? De Vaus (2002:53), defined a valid measurement as one that measures what it was intended to measure.

Coldwell and Herbst (2004) discuss validity in terms of internal validity (the validity of the findings of the study) and external validity (the capacity to generalise the findings to a similar situation or context). Both Coldwell and Herbst (2004) and De Vaus (2002) agree that although one cannot accurately measure validity that there are three basic ways to assess it (Face validity, criterion validity and content validity).

Reliability is defined by Charlesworth, *et al.* (2003) by asking the question: if you perform the same measurement at a different time, would this yield the same results? If another researcher gathers the same data on a different occasion, would he/she get the same results? Therefore reliability is concerned with eliminating the bias of the data that could potentially creep in. If two or more researchers can come up with a similar data set as yours, it is likely that your data is reliable.

De Vaus (2002) agrees and says that reliability is measured if one obtained the same results on repeated occasions.

4.6.1 Conclusion on validity and reliability

Due to the small sample size, there are reliability issues as the researcher cannot prove that the data collected reflects the whole population.

As the survey's and questionnaires were done electronically, one cannot determine if the questionnaire was completed by participants that formed part of the population and whether the questions were answered truthfully or were answered according to what they believe the researcher was expecting.

To mitigate the risk of the sample not reflecting the population, the survey is triangulated with the interview to ensure reliability.

With the interviews the interviewee might be giving their opinion rather than the actual facts associated with the research. There might be a biased view and therefore to mitigate this, the researcher used the literature review to ensure that opinions are in line with current trends around the world.

As Yammer is a new technology that is still in its infant stages, there are reliability concerns as well. Many organisations and employees are still in the process of adopting this type of technology, thus if the research is done in future years (once there is full spread adoption) the survey results could differ.

4.7 Ethical considerations

Coldwell and Herbst (2004) say that ethics are made up of norms or standards of behaviour which guide moral choice about human behaviour and their relationships with others.

All survey participants were requested to participate in the study. The wording of the request was worded in such a way to ensure that no bias swaying was introduced by the researcher.

The data collected in this research collected is objective and factual and does not demonstrate the researchers own point of view or vested interest. The results was not distorted or changed to be in line with the researcher's own personal view point.

The preservation of privacy and anonymity of the respondents was upheld, data was collected only for the purpose of this research and only interviewees' that have given their consent, names were published.

4.8 Summary

This chapter explained the procedure that was used to explore the research objectives. It discussed and justified the research design, how data would be collected, what population and sample size was used and how data was analysed.

CHAPTER 5: RESULTS AND DISCUSSION

5.1 Introduction

The aim of this chapter is to present the results established through the questionnaire survey and interview that was undertaken. The results are then matched to the actual behaviour on Vodacom's internal micro-blogging service (Yammer), to the theory and to the literature review, to interpret the findings.

As documented in Chapter 4, the researcher performed three methods of capturing data:

- A questionnaire survey was sent to a sample of the population to establish how micro-blogging is used in the organisation, why employees would use it and if employees found benefits using this type of technology.
- Semi-structured interviews were held with subject matter experts in different departments to review what the rationale is for deploying such a technology within the organisation and if there were potential benefits to employee engagement and thus the competitive advantage of the company.
- Statistics from the actual usage on Vodacom's Yammer site was collected from 7th March 2012 to 7th April 2012.

These results were then triangulated within each of the objectives of the research.

The objectives of this research are:

- To identify what drives users to micro-blog; and to identify users' and the organisation's needs.
- To identify if micro-blogging creates a climate for employee engagement.
- To identify how organisations ensure that they achieve the full benefit of micro-blogging and thus what the impact is on their competitive advantage.

5.2 Sample

The sample selected was 91 employees from different departments and on different levels of responsibility within Vodacom. A random sample was drawn from employees in Vodacom; this was to ensure that it included both users that use the internal Vodacom micro-blogging service as well as those who do not. The population consisted of the full 4000 plus Vodacom employees.

The survey window ran for fourteen days and from the 91 invitational emails sent out, 42 participants responded. Seven of the responses were excluded as they only partially completed the survey. Therefore the total number of valid participants in the survey questionnaire was 35.

To evaluate the uptake of micro-blogging and social networking from the sample selected, the researcher first evaluated how many of these employees used social networks both externally as well as internally.

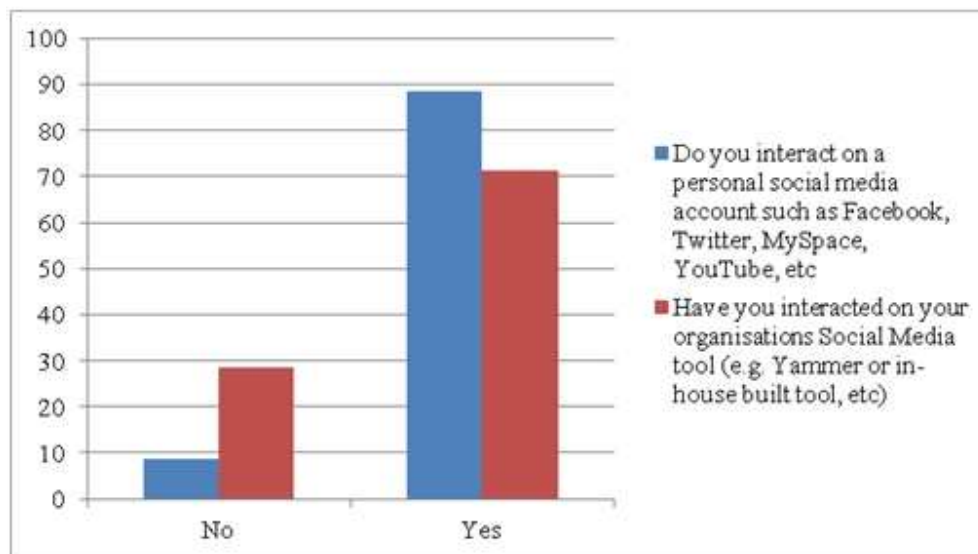


Figure 11: Comparison between users that use internal micro-blogging and those that use external Social media networks

The research asked two questions (Figure 11) to see if users using external social networking services were using the internal network service.

Only 89% of employees were using external social networking sites. This was a surprising result as the information was collected at an ICT organisation with most users being technology savvy and only 71% of respondents stated that they have used the internal micro-blogging service. The average as discussed in Chapter 3 is 74% of internet literate South Africans use Internet Social Media. As all these respondents completed the survey electronically, they have access to the Internet. Furthermore services such as Facebook and Twitter are not blocked by Vodacom's proxy servers.

Only one respondent stated that he did not have an external account, used the internal Yammer account.

As stated in Chapter 3, Carr (2012) says that although organisation social media sites might look like Internet commercial versions, employers should not believe that employees will flock to the enterprise version. Therefore all users who use external social media sites have not all migrated to the internal Vodacom social media service, as shown by these results.

Six subject matter experts were selected via a snowball method for the interview (as depicted in Table 3). One was not available for the interview due to time constraints and thus five subject matter experts were interviewed as shown in Table 3.

Interviewee	Date	Level	Department
Interviewee 1	13 th March 2012	Executive manager	Internal Communication
Interviewee 2	20 th March 2012	Executive manager	Online Internet Services
Interviewee 3	22 nd March 2012	Manager	Online Internet Services
Interviewee 4	22 nd March 2012	Senior Specialist	Internal Communication
Interviewee 5	27 th March 2012	Manager	Human Resources

Table 3: List of interviewees

5.3 Research instruments

The following qualitative research approach was followed.

The questionnaire survey was electronic consisting of 36 questions and user participation was anonymous. The Likert rating scale was used comprising of “Fully agree”, “Agree”, “Uncertain”, “Disagree” and “Strongly disagree”.

This measurement allowed the researcher to measure employee perception, both from those that used the internal micro-blogging systems as well as those that did not.

Interviewees were selected by a snowball method and they needed to qualify as a subject matter expert within their domain. The same questions were asked from all interviewees to ensure that a consistent approach was followed.

Contributions by the interviewees will be reflected anonymously in this chapter. This chapter reports the results of the study per objective and indicates the findings from the interviews and survey participants to draw correlations between them. All interviews were recorded and the audio files will be made available on request.

Statistics from the Vodacom Yammer site was collected over a period of a month.

These results were correlated and analysed in conjunction with the qualitative research (Interviews and surveys) to see what the users' perceptions were, this was then compared to their actual behaviour.

5.4 Results for Objective 1

Objective 1 was to identify what drives users to micro-blog; and to identify users and the organisation's needs.

The questions were structured in different categories. Firstly, it was reviewed what users were posting, secondly, what users were interested in reading.

5.4.1 Category 1: Review what users' perceptions are in relation the actual behaviour of what users post on the internal micro blogging site.

The first eight questions of the survey were to analyse the perception as to why employees would micro-blog.

Employee use of Micro-blogging

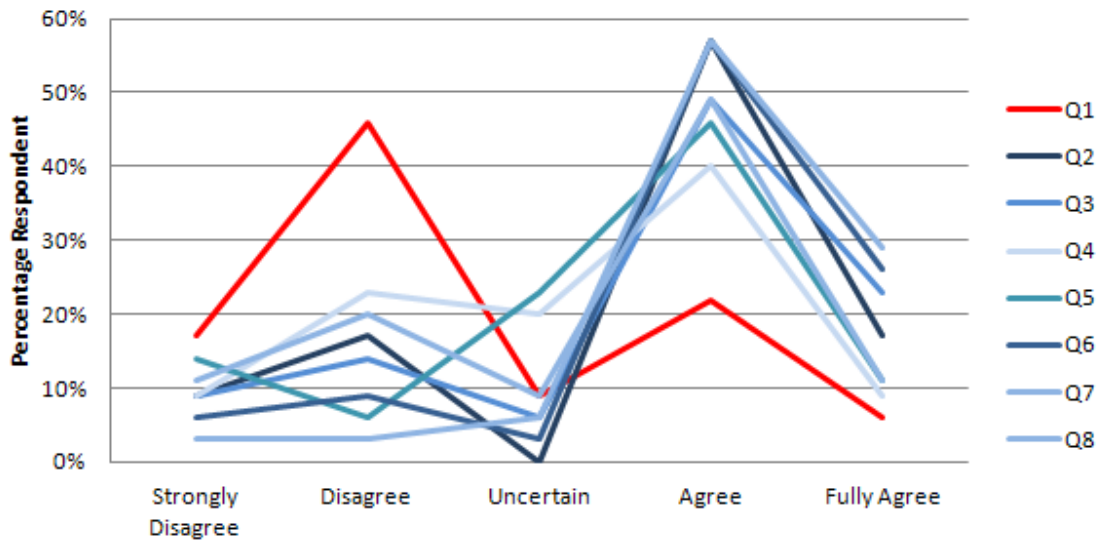


Figure 12 : Employees use of Micro-blogging

These results (Figure 12) show that there is a skew towards “Agree”, which means that most (Questions 2 to 8 shown in blue above) employees would use micro-blogging for work related purposes, such as to learn more about their work environment and trends within this industry. Most employees therefore can see the value which micro-blogging can bring to the organisation.

We can however see that most (17% strongly disagree, and 46% disagree) employees state that they did not use this service for personal updates (Q1 –Redline in Figure 12). The risk related to this is that if employees do not discuss soft issues as described by Stapleton (2007) this might affect the employees’ continuous use of this service. Soft information also allows employees to create bonds on common interests and not only on work related subjects.

Looking at the actual behaviour statistics from the Vodacom Yammer site (Figure 12), this contradicts the respondents’ perception, as shown by the survey.

The following data which was retrieved from Vodacom Yammer micro-blogging site shows a different picture.

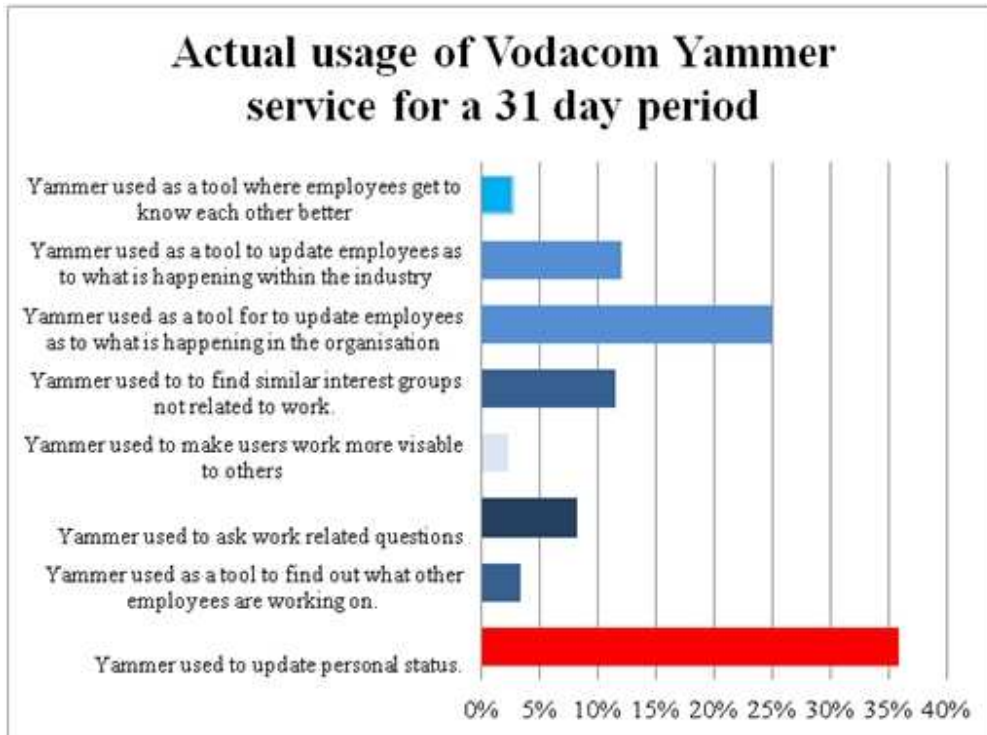


Figure 13: Actual behaviour on the Vodacom Yammer site

It can be seen that although users state that they will not be uploading personal status in the survey; this is the main activity (36%) happening on the service currently.

Examples of personal status posted on Vodacom’s Yammer site are: “*Just had the peppermint-caramel chocolate cake in the open-plan for breakfast y'all!*”, or “*Pizza Friday!*”

Although most employees stated that they will use Yammer to find out what other employees were working on, only three percent of the actual activity was related to this.

All interviewees agreed that micro-blogging is a great tool to use amongst staff and examples given by Interviewee 3 (2012) “*....Get people talking to each other that don't*

know each other personally. Micro-blogging is a huge opportunity but comes with a lot of challenges as well. To get people that normally don't chat to each other to start discussing issues, soft issues....cross functional team, people in different environments that work together that can chat to each other. Not only to be used for personal issues such as 'this is the latest iPod I have', but can add lots of business value if used properly. It minor things, its fun to engage with. People love to engage on Facebook, so they are used to this kind of tools, and it's usually easy to convince them to participate if they see the value in it. It's not why people want to implement Yammer, but it helps"

Interviewee 5 (2012) however stated that there is a potential for micro-blogging not to work within the organisation. From her own experience she states that she had to use it once to run a session with the Corporate Communications department on "Women in the Workplace", but after this she stopped using it due to time pressure. She went further to state that the reasons for employees not using it was that they were either not interested in the topics that employees are currently discussing or that she believes people are just too busy to use it. Headcount constraints are putting employees under major pressure to deliver and thus to add this into their work environment could have a potential issue on productivity. Interviewee 1 (2012) however disagrees and states that this will increase employee productivity and lessen the load on employee time pressures as now employees would not need to attend road shows personally or read through countless emails or visit the corporate intranet site to get a view of the organisation; as she believes that if all this information is integrated into a single view such as Yammer it will save time.

5.4.2 Category 2: Review what perceptions are as to what users would read on a micro-blogging site.

These questions analysed what users would post as status on an internal micro-blogging service.

What is will users read		Strongly Disagree	Disagree	Uncertain	Agree	Fully Agree
Q22	I would try and read everything on the social media sites	9	57	17	11	6
Q23	I would try and limit the information that I read to only interesting information	3	6	6	74	11
Q24	I believe I would find useful work information on social media sites	0	9	26	57	9
Q25	I will more likely ask for clarity to a post made on a social media site than phone the person	14	49	17	17	3
Q33	I believe the there is too much irrelevant information posted on internal micro-blogging sites.	0	20	9	54	17
Q34	I will post work related information or questions on an internal micro-blogging site without having the fear of being victimised	14	29	26	29	3

Table 4: Employees perception on what they will read on Yammer

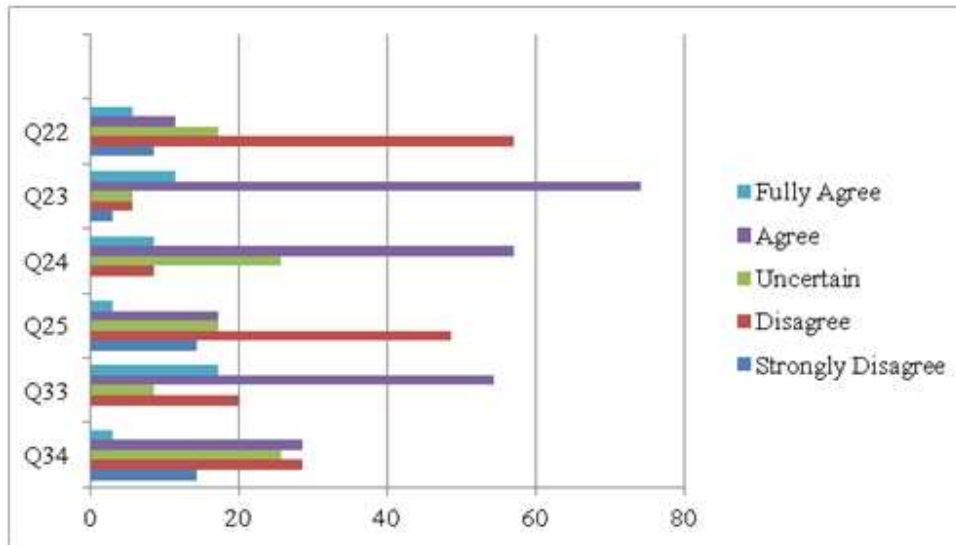


Figure 14: What information employees are looking for on a micro-blogging service

The Question 22 – 25 were included to see if users will spend most of their time on a micro-blogging service and thus waste time by reading all information. The results show that most users says they will only read interesting information and thus overlook updates that has no relevance to them.

Question 33 looked at how users perceive the current information which is posted on micro-blogging sites and 54% of respondents agreed and 17% fully agreed that they see it as irrelevant to them.

Question 34 looked at how people would behave and if there would be fear of posting specific updates. The results showed a slight difference between respondents with 33% (14 strongly disagreed and 29% disagreed) stated that they would feel victimised with 42% (29% agreed and 3% fully agreed) who felt that they would not be victimised. 26% of respondents were unsure. This result shows minimal variance between these two different respondents.

5.4.3 Summary and Conclusion on Objective 1

Objective 1 was to identify what drives users to micro-blog; and to identify users and the organisation's needs.

We can see that most users are interested in learning more about the organisation and the trends within the industry, but as they perceive the information currently posted on the micro-blogging sites as irrelevant to them, this could have a potential downfall on the use of the micro-blogging service.

Although 37% of actual postings on Vodacom's micro-blogging service are related to the organisation or trends within the industry, this could be clouded by the volume of personal updates posted by users.

As discussed in Chapter 2 by Stapleton (2007) the differences between "hard" and "soft" information. We see a similar trend in what happened with Deloitte Australia where Townsend (2012) says that it initially started with "soft" information, such as personal status updates (none work related information), but thereafter as more employees started using the service, it evolved to a tool that could be used by employees to discuss issues relevant to the organisation.

In conclusion, most users would like to use micro-blogging as a tool to communicate with regards to their work or trends within the industry. However, we can see that Vodacom micro-blogging service has not reached the level of maturity where employees trust the information and use it more for work related information than for normal chatter.

5.5 Results for Objective 2

Objective 2 was to identify if micro-blogging will create a platform for employee engagement

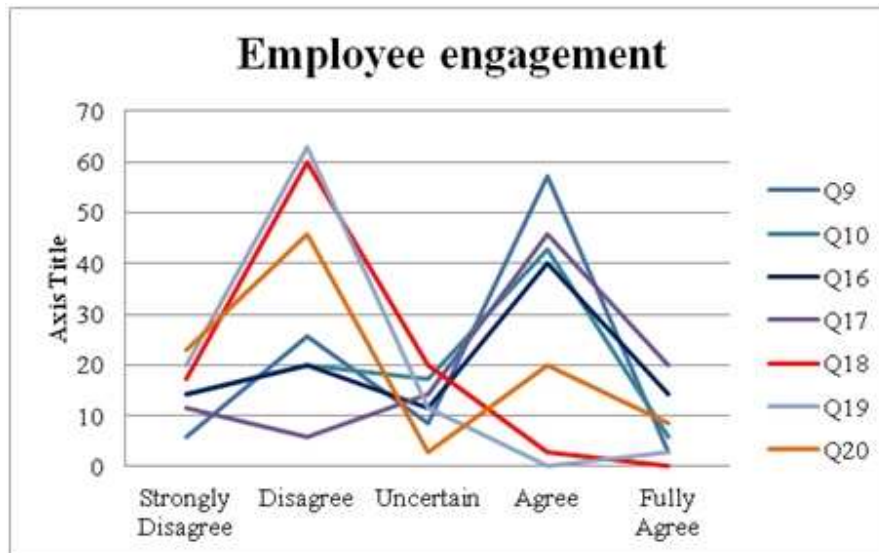


Figure 15: How does employees perceive that they will interact with each other on a micro-blogging site

With regards to Figure 15 we can see that most (Q10 - 43% agree and 6 % fully agree) employees say that they will communicate with other employees who they would not have normally had discussions on a micro-blogging service. Most (Q17 – 46% agree and 20% fully agree) respondents also stated that they would follow interesting topics and get to know other employees via this service.

We can see with Q18, Q19 and Q20 (Depicted in the red, powder blue and brown lines) that the respondents have however stated that they will not follow everyone and they will be selective as to whose updates they will follow. This therefore means that although employees would be interested in information about the industry and they will engage on matters of interest to them, they could feel overwhelmed with too much information and therefore they are selective as to what information they will review.

Reviewing the actual engagement index (Figure 16) as per Vodacom's Yammer service we can see a negative growth over the last month.

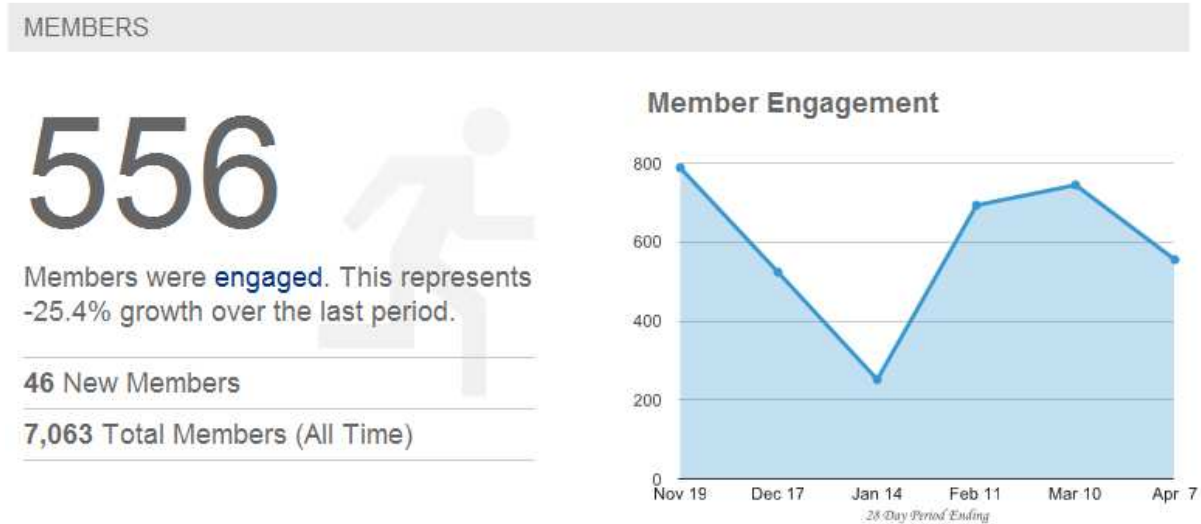


Figure 16: Actual engagement index on Vodacom Yammer service

Employee engagement was measured by the amount of employees that responded to posting of other members (e.g. ask questions related to the post, or commented on the post).

This could hold true to Interviewee 5's statement, where she stated that due to work pressure, employees will usually not use this service when the work pressure becomes too much. As Vodacom has its financial year at the end of April, we can see a decline in the number of users utilizing the service. We also see that during the December to January period that employees have been on leave and thus not many of them used the Yammer service.

MESSAGES

424

Messages were posted.

24 New Private Messages

400 New Messages in Groups

25,489 Total Messages (All Time)

Messages Posted

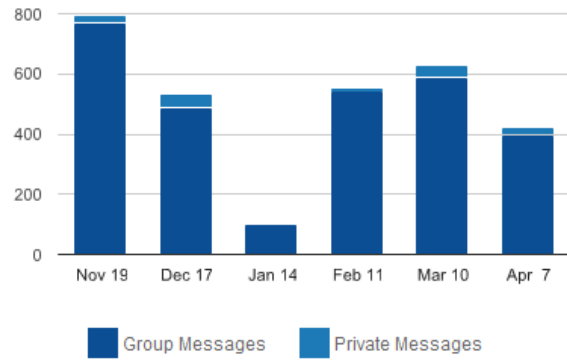


Figure 17: Actual messages on Yammer

The number of messages posted (Figure 17) is in proportion to the engagement index (Figure 16), thus the more users utilize the service, the more members will start engaging with each other.

As most employees were on leave during January and December the activity on Yammer declined but as employees started to get more active at work, the figures picked up.

24

Groups were active.

11 New Groups Created

150 Total Public Groups

45 Total Private Groups

195 Total Groups (All Time)

Active Groups

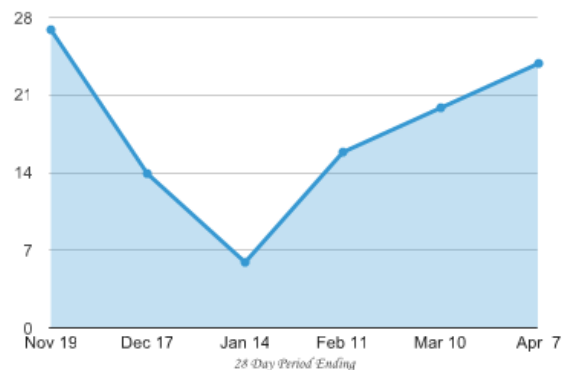


Figure 18: Actual group activity on Yammer

Figure 18 shows the trends as to how employees are starting to group information together in line with the survey results (Q17 in Figure 15). It can be seen that they are starting to create and be more active in groups. There were 195 groups created since the inception, but on average only about 24 groups are used. Some of the total groups have no members currently as they were created while the service was being tested.

The benefit of groups on Yammer is that now users can specifically start selecting what type of information they are interested in as status that are posted in the group will only be accessible to group members and thus it cuts down on the noise-to-signal ratio. For example these groups relate to Blackberry users, or interdepartmental soccer tournaments, which not all employees might be interested in.

This graph (Figure18) also shows how the trends on the internal micro-blogging service is maturing as 11 new groups were created during the data collection period, thus taking unnecessary discussions off from the main status updates page. We can see this is in line with the trend which occurred with Deloitte Australia (Townsend, 2010).

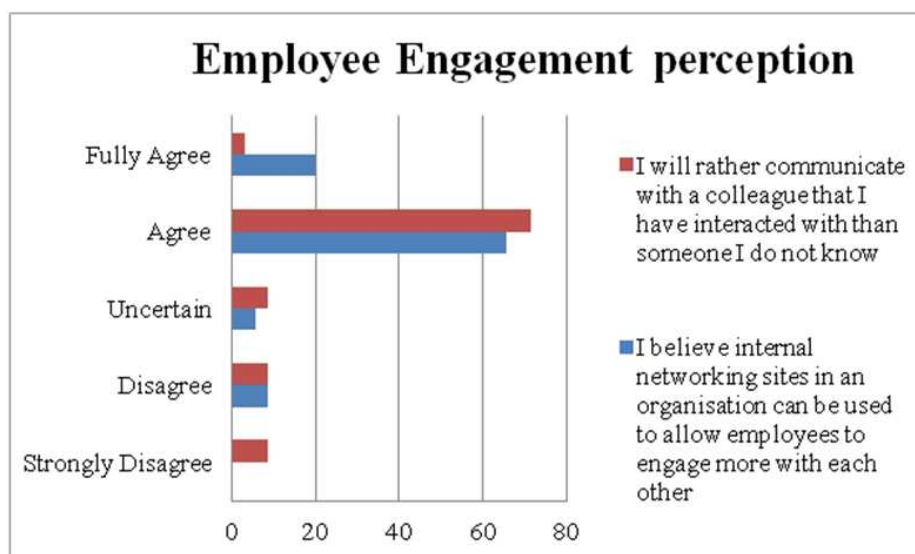


Figure 19: Employee engagement perception

Most (Q13 – 66% percent agree, 20% fully agree) survey respondents agree that they believe that micro-blogging creates an environment where they can engage with each other. Most (Q30 – 71% agree, and 3% fully agree) survey respondents also state that they will rather communicate with someone with whom they had a prior interaction than with someone with whom they have not communicated before. By using micro-blogging employees start to get to know each other better and thus they can use this relationship within their work environment as they would know who these employees are.

The interviewees had similar comments:

Interviewee 1 (2012) stated that micro-blogging has a huge potential for employee engagement and the primary reason why they chose a platform such as Yammer is to get different environments and different operating countries to start communicating with each other. She stated *“It’s about driving connectivity across the different markets Bringing to life your... One company, local roots”*. She goes further to say that one of the driving forces of Yammer is that there is now a mobile application; therefore she does

not need to be in the office to see what people are saying. This therefore allows employees to see what type of environment Vodacom is, by seeing what people are saying and what conversations people are having. Interviewee 1 (2012) also stated *“it drives collaboration and I always marvel when an employee has a question or has a query around one or a particular thing and then he just drops a question onto Yammer and then somebody else comes onto the platform and picks up on that and then they provide that person with an answer... its quick and you kinda know your employees and you thereafter know the person you are speaking to”*.

Interviewee 2 (2012) says there are two primary benefits he sees with internal micro-blogging. Firstly it is information sharing between different environments and secondly it is employee engagement which helps employees to become more productive by keeping them more in contact with each other.

Interviewee 4 (2012) says that one of the benefits of utilizing a micro-blogging service within the organisation give the employees the opportunity to speak out. She then gave an example of what happened in April 2011 when Vodacom changed their branding from blue to red, during this time the organisation also changed the names of the different buildings on campus. This created a huge discussion on Yammer and eventually leaders listened to this and ran a survey as to what the employees concerns were and what their suggestions were (View appendix E for example of survey). Five hundred and forty two employees (more than quarter of the total organisations staff) sent in their votes on Yammer and the building names and signage for these buildings were changed back to its original names. This change was therefore driven from the bottom up as employees came together, spoke about their issues and took this up to the leadership of the organisation who thereafter changed the buildings' names back to what they originally were.

Interviewee 3 (2012) however cautioned *“Yammer is working, there are lots of people on there , it is not as engaging as it could be and I don't think it's working as what*

intended [sic] of using it". He was stating that although there are many employees registered on the service and they might not yet be using it optimally, this could come with time. He qualified this statement by saying that if management gave proper guidelines and clear objectives as to how they wanted employees to use this service, it could become a success.

5.5.1 Summary and Conclusion on Objective 2

Objective 2 was to identify if micro-blogging will create a platform for employee engagement.

Both interview respondents as well as survey respondents were in line with each other and believe that a micro-blogging service can be used as a tool to encourage more communication which would lead to staff engagement.

The actual results from the Vodacom Yammer service shows that although there are many employees that are registered on the site, only a small percentage of them are currently using the service.

Although the information which is placed on the micro-blogging services does not conform to Stapleton's (2007) values of quality information as described in Chapter 2, it does create an environment where employees can communicate and question each other to understand the correct meaning of information. This is in line with Fielding's (2006) perception and receiver model which creates a feedback loop.

We can therefore conclude that although micro-blogging is a tool that can be used for employee engagement, within Vodacom many employees who are registered are currently not utilizing it to its full benefit. This could be due to the fact that the service is still new and as described in Chapter 2, users are still hesitant to use it. Interviewee 3 (2012) concurs with this and states that the organisation needs to provide clear guidelines as to what they require from employees when using this service and what the objective of this service is.

5.6 Results for Objective 3

Objective 3 was to identify how organisations ensure that they achieve the full benefit of micro-blogging and thus what the impact is on their competitive advantage.

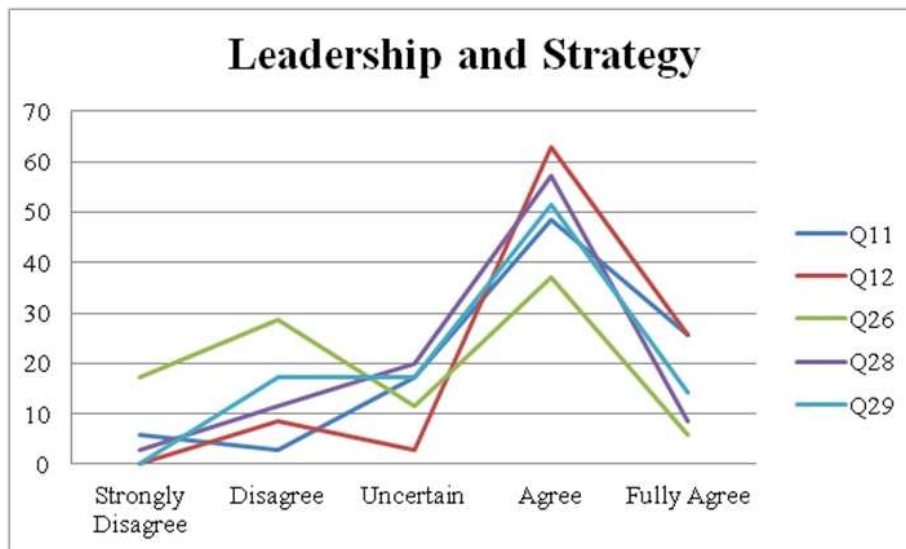


Figure 20: Leadership and Strategy communication

Reviewing the survey results with regards to leadership and their communication of the strategy, 90% (62% agreed and 28% fully agreed) of respondents agree that micro-blogging can improve a leader's visibility. The results with regards to employees feeling more comfortable sending a request or questioning a leader's decisions via a micro-blogging service than emailing them directly shows a minimal deviation (Q26: Green line– 17% strongly disagree, 29% disagree, 37% agrees and 6% fully agrees), and thus some employees would prefer using this technology while others prefer using traditional methods such as email or face to face communication..

Most (Q29: 51% agree and 14% fully agree) survey respondents also stated that they believe that information can travel faster via the micro-blogging service than via other means such as the organisation’s intranet site.

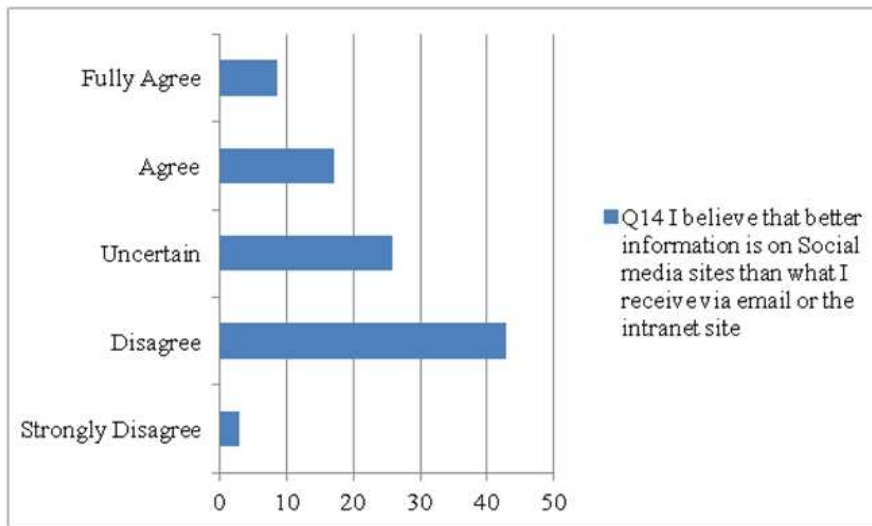


Figure 21 : Is micro-blogging a better communication tool?

However, the respondents also stated that they do not believe the quality of the information on the Vodacom Micro-blogging service is better than that of email and intranets (Figure 21 : 3% strongly disagree, 43% disagree, 26% uncertain, 17% agree and 9% fully agree). This could be due to the fact that employees still do not trust the content on the service and that the “noise-to-signal” is still too high.

Interviewees agreed that organisation leaders are more accessible via these channels, and that Vodacom in particular is running a program where they get organisation leaders to make time available for what they term a “YamJam” as discussed in chapter 2. This is a session where executive management in different areas will answer questions and concerns from staff by using the Vodacom internal Yammer service.

This ensures that communication is not one way, but employees therefore can inform decision makers as to what their thoughts and concerns are with regards to different issues.

Interviewee 1 (2012) states that this shows that the organisation's culture is healthy and that the organisation is growing and that management can engage employees on strategic issues of the business. It is no longer about just saying what the strategy is. Management appreciate that when sending out a message and asking a question they receive employee feedback with regards to the question, according to interviewee 1 (2012) , this shows that the organisation is healthy and this is a huge plus. She however states that this is not integrated into the leadership of Vodacom as yet, as they would sometimes need to prompt leaders that there are questions related to their area that might need attention. She says that this could be due to the fact that most executives are not as young and could possibly not have techno savvy,. However she also said that Pieter Uys (CEO Vodacom) is a “techi-junky” and thus one would constantly see him posting and responding to customers on Vodacom external micro-blogging service and he uses Yammer on a daily bases. She then goes further to state that if other executives would use the Yammer service more regularly, it will drive the success of the service.

5.6.1 Summary and Conclusion on Objective 3

Objective 2 was to identify how organisations ensure that they achieve the full benefit of micro-blogging and thus what the impact is on their competitive advantage.

We can see that from both interviewees as well as survey respondents that they believe micro-blogging has benefits.

It makes leaders more accessible and strategy move visibly to lower level employees. Within Vodacom YamJam session, this gives the employee the opportunity to question leaders as well as clarify why certain decisions were made.

When all employees understand the strategy and focus on that strategy, the organisation can become a learning organisation and thus the organisation could succeed.

Mayle and Henry (2010) say that organisations should be nurturing to create the culture of a learning organisation, to encourage and support the development of individual employees so that the organisation itself learns. This culture thus develops the organisation resources and capabilities which lead to the organisation's capacity to gain a competitive advantage. Garratt (1987) argue that double loop learning allows the individual and organisation to learn how to learn. According to Henry (2010b), Mintzberg states that although an organisation wants to become a learning organisation, you cannot change this overnight, as it is the culture of the organisation that might need to change and be nurtured, to get the desired results.

Looking at Chapter 2, we can see that this platform creates a platform for communication and collaboration, and this platform will allow leaders to understand what is currently happening on the ground level.

We therefore can see that although Vodacom is going through the stages of becoming a learning organisation, this does take time and therefore with Yammer in its early stages of deployment, better two-way learning will happen over time.

With employees understanding their environment better, and everyone working towards common goals, this allows the organisation to react better to the external environment and competitive pressures.

The results show that micro-blogging will assist organisations to break down silos, create a culture that is more conducive to questioning and thus creating a learning organisation. This therefore allows the teams within the organisation to be closely congruent with each other which will assist the organisation to become more effective and efficient.

Looking at DeRosa's (2011) study, we can see that micro-blogging will address the challenges faced with underperforming teams and therefore micro-blogging will have an effect on the work environment, to get teams to become more proactive, and where decisions are shared between employees.

CHAPTER 6: CONCLUSION AND RECOMMENDATIONS

6.1 Conclusion

The problem statement established three objectives that the researcher answered namely **“The use of a company social media networking site in organisations creates a climate for employee engagement which increases the organisation’s reaction to the competitor marketplace.”**

From the research conducted, using actual data from Vodacom, interviews with subject matter experts and a survey which was conducted it can be concluded that micro-blogging internal to the organisation leads to better employee engagement and thus contribute to its competitive advantage.

From objective 1 we could see that there was a need for micro-blogging within the organisation and most employees would use the service if it benefitted them. There were also clear benefits to the organisation as silos can be broken down and the culture can move towards a learning organisation.

The study found that most of the employees within Vodacom are interested in a micro-blogging service and can see the benefits from this type of service.

Since Vodacom’s micro-blogging service has only been officially used for the past 10 months, it still needs to go through a maturity phase as the noise-to-signal ratio is still too high. This is therefore a deterring factor why most employees are not utilizing the service. However this is not a waste, but part of the maturity curve as it is creating a culture where employees are finding other users who share similar interests and are thus building soft ties with other employees in the organisation.

Objective 2 looked at whether it created a climate for employee engagement. A positive result was shown as employees, both who took the survey as well as the actual statistics from Vodacom’s Yammer service, showed that this created a platform where

employees could engage with each other, not only on work related issues but on other common interests as well.

It can, however, be seen that there is benefit to employee engagement as many soft links between different departments are being created and thus this has an effect of breaking down silos within the company.

With employees becoming more engaged and the organisation culture changing towards a learning culture, this therefore has a direct effect on the organisations ability to move faster and therefore react quicker to competitive pressures.

Objective 3 looked at the benefits to the organisation and the effect it could have on the competitive advantage. This was also shown by the positive results as respondents stated that if leaders were visible and the organisation's strategy was clear, they would all work towards a common goal. Another benefit was that this platform would ensure that employees were aware of what was happening in the external environment and therefore they could be ready for change.

The example of the building name change is a good example to show how employee's voices were heard via this social media channel; and the organisation had to react and revert back to the buildings' original names. Success stories such as these should be celebrated to confirm with employees that they have a platform to voice their opinions and these opinions will be reacted on by the organisation's leadership.

It can be seen from the literature that feedback loops are important in creating a learning organisation; therefore the use of this types of technology could assist in creating this type of culture.

The research shows that Yammer creates a culture of effective internal communication, but this cannot be the only communication channel as there will always be requirements for emails as well as updating information on intranet sites.

The results prove that micro-blogging can assist organisations and employees to become more engaged with each other. We, however, also need to look at the balance scorecard described by Kaplan and Norton (2006), It states that if we have the right people performing the correct tasks the company will be successful.

Kaplan and Norton (2006) discuss an analogy based on a pilot flying a plane, where measuring only one aspect of a plane will make it impossible to navigate. They then focus this on a business, where it is stated that if organisation measures only one goal, it will not be able to achieve the end strategy. With regards to this research, we therefore cannot only measure employee engagement and conclude that this will ensure the organisation will react positively to its competitive landscape, but micro blogging, is at least one factor that can contribute to have an effect on the competitive advantage.

Today as organisations compete within complex environments, they need to have an accurate understanding of what their goals are, and what methods they are using to attain these goals.

Kaplan and Norton (2006) use this concept of the Balance Scorecard, which translates the organisation's mission and vision into performance measurements.

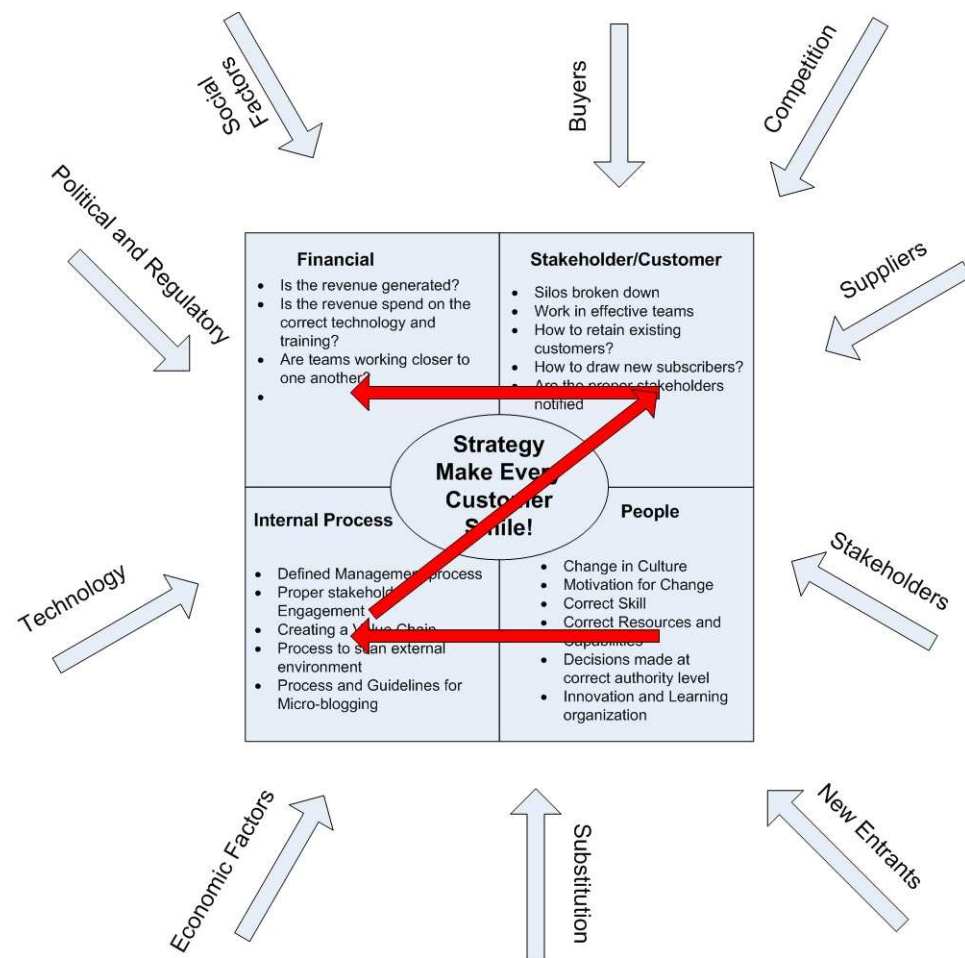


Figure 22: An example of a balance Score Card for Vodacom

This shows that when people become more engaged, they define the internal processes and when they become aware of what issues their customers and stakeholders require, they will start becoming more competitive. By using tools such as micro-blogging they will also become aware of the external environment and what pressures this has on their day to day duties. If everyone is aligned to Vodacom’s strategy they therefore can react faster to competitive pressures.

6.2 Recommendations

The recommendations were broken up into phases: short, medium and long term recommendations. The researcher has also made recommendations with regards to the research design, data collection methods and further research within this field.

6.2.1 Short term recommendations:

It is recommended that leaders within Vodacom encourage users to utilize these types of services. This can be done by indoctrination or if leaders start using the tools more to communicate with employees.

It recommended that more YamJam sessions are held by senior management to ensure that staff is aware that they have a channel to discuss issues openly with management.

Employees need to become more aware as to how this type of service will affect their direct environment and what the benefits are with regards to using this service. This can be done by training.

It is recommended that Vodacom looks at the barriers to entry for employees using this service and what mechanisms could be put in place to lower these barriers.

Vodacom needs to decide what type of culture they would want within the organisation and if email and intranet usage is sufficient for communication. They need to decide as to what types of strategies and decisions they would like to inform staff about and make a decision as to what the best platform would be to communicate.

Vodacom also needs to drive the implementation of using two way communications, as this will build a relationship of trust between employees and the leadership.

As the adoption of Yammer is still in its infant stages at Vodacom, there is still a big gap between “valuable discussions” and noise. A decision needs to be taken on how Vodacom can quickly bridge this gap to ensure that more employees receive value out of discussions.

Guidelines need to be created to ensure that employees create more groups and move their discussions to those users that might be interested in those topics. This will lower the noise ratio as all employees will not be reading everything that is posted on the service. This is in line with Stapleton (2007) who state that information should reach those that need it, else the effort is wasted.

Vodacom should start propagating more positive stories using this channel, not only will get gain more support from employees, but more employees will start using this service.

Yammer should be used as a support channel, where employees should ask more questions related to work, this will gain the platform more support and thus will also create a knowledge base.

A decision as to who takes ownership and police the Yammer environment in Vodacom needs decided. This will ensure that that department will drive the adoption of this service.

It is recommended that for organisations who intends going the route of implementing a micro-blogging service to first investigate the adoption rate within the organisation and thereafter market the service before implementation.

6.2.2 Medium Term recommendations

It is recommended that there should be a seamless logon to the Vodacom micro-blogging service directly from the landing page of the companies Intranet site, or that interesting stories from Yammer should be more visible via other links to employees. This will therefore drive more users to view what the current discussion which are happening and therefore become more involved.

Users of Vodacom yammer site should use this tool for knowledge sharing and uploading work information, this will therefore inform other employees within the business as to what everyone else is working on and thus ensuring better cross functional knowledge and thus teams.

A study needs to compare how employers can convince employees to start using social media tools to benefit the organisation.

A study as to what the correct level of authority and policies organisations should enforce on micro-blogging services need to be investigate to understand what amount of control that should be enforced to guide users of these types of application to create the maximum benefit for the organisation. The analysis needs to review how much control is necessary on this, before the service becomes unusable or before staff finds other methods to communicate on channels that are not governed.

Vodacom needs to market Yammer to its own subsidiaries in other countries such as Mozambique, DRC etc, so that employees can learn from each other.

Vodacom needs to review its strategy as to how it can use this tool more effectively to create employee engagement between Vodacom (South Africa) and the different Vodafone Operating Countries (e.g. Germany, United Kingdom, Greece, Australia).

6.2.3 Long Term recommendations:

It is recommended an action base research methodology is used where a researcher implements micro-blogging within an organisation and thereafter measures the changes in the organisation until the service matures.

Further studies needs to be conducted as to why all employees within ICT and telecommunications environments have not adopted using external social media tools as this will have an effect on convincing them to use the internal social media environment.

Further study to compare how in-house built verses externally hosted social media tools differ needs to be conducted and concerns such as privacy and security of information should be analysed. Would this change user's perception about the type of information they will load up on these systems or not.

Further studies should be investigate as to how prospective employees could have an insight into using some social media tool to discuss questions they might have about the organisation or department and a person from that department could communicate directly with them. Could this service be used as a recruitment tool? This would allow prospective employees a window to see the organisation culture.

Further study to analyse the Return on Investment (ROI) should be conducted in the organisation where a micro-blogging tool has been implemented.

6.2.4 Recommendation on the research data collection and research design

Due to time constraints, Yammer could only be analysed over a period of a month, it is therefore recommended that a larger sample of data is used for further studies to understand the trends after the service has matured.

It is recommended that subject matter experts outside the ICT environments are interviewed to ensure a holistic understanding on social aspects of human nature and the need for social connectedness is understood.

It is recommended that the survey population is broaden and that not only one organisation is reviewed.

It is recommended that a study is performed in none ITC organisations. This would review which other industries could benefit from this type of technology.

6.3 Summary

The results of the research shows that the use of organisation that use internal micro-blogging could have a positive effect on employee engagement and therefore it will have a positive effect on the organisations reaction to the external environment and competitive forces.

Organisation leaders will also get to start noticing issues which are happening on the lower levels as more users will start speaking out as we seen what happened with the

building name change at Vodacom. This will create a culture where employees do not have the fear to raise their opinion.

The results however does not analyse the social context between external micro-blogging services and internal micro-blogging services and how users interact on these different platforms.

As this is a new field of study and the adoption of micro-blogging within organisations within South Africa has not fully been accepted, there are many recommendations for further studies within this space.

----- END -----

List of References

- Abrams, L. Cross, R. Lesser, E. & Levin, D. 2003. 'Nurturing interpersonal trust in knowledge sharing networks'. *Academy of Management Executive*, 2003, 17(4): 64-77.
- Alexa, no date. *Facebook site Info*. [online]. Washington: Alexa Internet, Inc, Available from: <<http://www.alexa.com/siteinfo/facebook.com>> [Accessed 2 Feb 2012].
- Babbie, E. 2010. *The Practice of Social Research*. 12th ed. USA: Wadworth.
- Babbie, E. and Mouton, J. 2008. *The Practice of Social Research*. 8th ed. South African Edition, Oxford: Oxford University Press.
- Bate, P. 1995. *Strategies for Cultural Change*. Butterworth-Heinemann: Oxford.
- Carr, D. 2012. 'How to Succeed With Social Biz'. *InformationWeek: Academic OneFile*.1322:20.
- Charlesworth, J. Lawton, A. Lewis, J. Martin, V & Taylor, P. 2003. *Toolkit 1: Study guide for MBA B736*. Milton Keynes: Open University.
- Coldwell, D. and Herbst, F. 2004. *Business Research*, South Africa: Juta and Co Ltd.
- DeRosa, D. 2011. 'Collaborating from a distance: success factors of top-performing virtual teams', *International Journal of e-Collaboration*, 7 (3):43 - 44.
- Denning, P. and Raj, R. 2011. 'The Profession of IT: managing time, Part 2', *Communications of the ACM*, 54 (9): 31-33.
- De Vaus, D. 2002. *Surveys in social research*. 5th ed. Australia: Allen & Unwin.
- DiMicco, J. Millen, D. Geyer, W. Dugan, C. Brownholtz, B. & Muller, M. 2008. 'Motivations for social networking at work'. In *Proceedings of CSCW'08*, New York: ACM.

- Fielding, M. 2006. *Effective Communication in Organisations*. 3rd ed. South Africa: Juta & Co (Pty) Ltd.
- Fiske, S. Gilbert, D. & Lindzey, G. 2010. *Competing Hand book on social psychology, Volume 2*. 5th ed. USA: John Wiley and Sons.
- Garratt, B. 1987. 'Learning is the Core of Organizational Survival: Action Learning is the Key Integrating Process'. *Journal of Management Development*, 6 (2), 38-44.
- Gartner. 2010. *Hype Cycle for Wireless Networking Infrastructure* [online]. USA: Gartner. Available from: <<http://www.gartner.com>> [Accessed 2 Feb 2012].
- Granovetter, M. 1973. 'The Strength of Weak Ties', *American Journal of Sociology*, 78 (6): 1360-1380.
- Günther, O. Krasnova, H. Riehle, D. & Schöndienst, V. 2009. 'Modeling microblogging adoption in the enterprise.' *Proceedings of the Fifteenth Americas Conference on Information Systems*, San Francisco, California.
- Handy, C. 1997. 'The Citizen Company' In Henry, J. *Creative Management and Development*. 3rd ed. London. Open University: 14 –158.
- Henry, J. 2010a. *B822 Book1: Creativity, Cognition and Development*. Milton Keynes: Open University.
- Henry, J. 2010b. *Audio 1 Creativity, Innovation and Change* [CD-ROM]. Milton Keynes: Open University.
- Henry, J. and Hope, V. 1994. 'Cultural change and competitive performance', *European Management Journal* 12: 401-406.
- Holtz, S. 2008. 'Bring your intranet into the 21st century: social media can make an outdated intranet easier to use--and make your employees more productive in the process', *Communication World*, 25(1): 14-18.

- Holtz, S. 2011. *Are you capturing employee stories and turning them into content?* [online], USA: Holtz Communication + Technology. Available from: < <http://holtz.com/blog/blog/are-you-capturing-employee-stories-and-turning-them-into-content/3752/> > [Accessed 4 April 2012].
- Honeycutt, C. and Herring, S. 2009. 'Beyond microblogging: Conversation and collaboration via Twitter'. *Proceedings of the Forty-Second Hawaii International Conference on System Sciences*. Los Alamitos, CA: IEEE Press.
- Johnson, G. 2009. 'Managing Strategic Change: Strategy, Culture and Action'. In: Segal-Horn, S. *The Strategy Reader*. 2nd ed. UK: Blackwell Publishing Ltd.
- Kaplan, R. and Norton, P. 2006. *The BALANCED SCORECARD: Translating Strategy into Action*. United States of America: President and Fellows of Harvard College.
- Khoza, D. 2008. Utilisation of Intranet in South African Organisations as a Knowledge Management tool. MBL Thesis. Pretoria: University of South Africa.
- Kraut, R. Fish, R. & Chalfonte, B. 1993. Informal communication in organisations form, function, and technology. *Proceedings of CSCW'93 Human Reactions to Technology: The Claremont Symposium on Applied Social Psychology*. Beverly Hills, CA: Sage Publications.
- Lewin, K. 1951. *Field Theory in Social Science*. New York: Harper & Row.
- Lewin, K. and Lippitt, R. 1938. 'Patterns of Aggressive behaviour in Experimentally Created "Social Climates"'. *Journal of Social Psychology*. 10(2): 269-299.
- Mayer, B. 2000. *The dynamics of conflict resolution: A practitioner's guide*. San Francisco: Jossey-Bass, Inc, A Wiley Company.
- Martin, C. and Powell, P. 1992. *Session 9: The Context of Management: Study guide for MBA B713 Block 1*. 3rd ed. Milton Keynes: Open University.

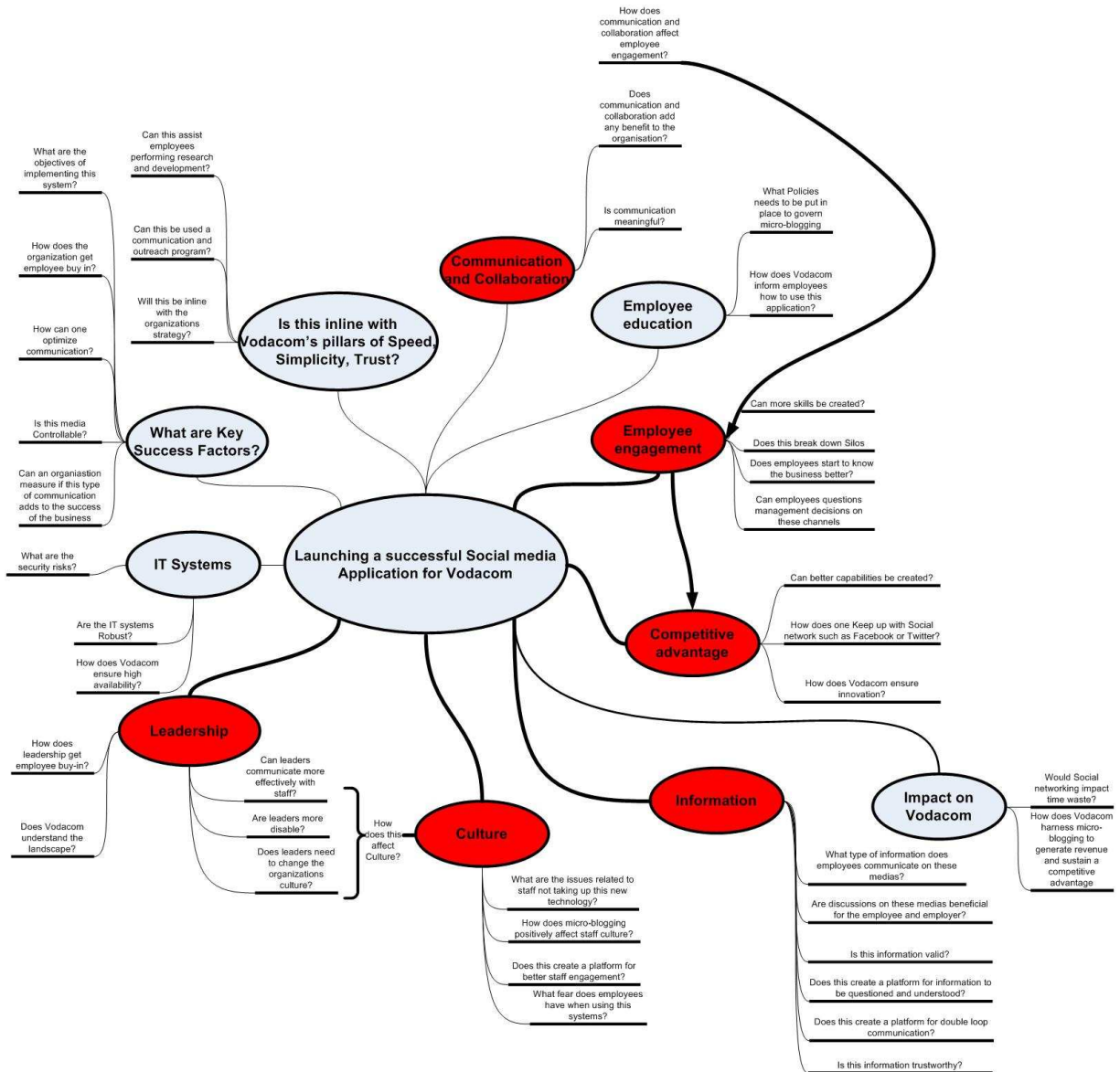
- Maslow, A. 1943. 'A Theory of Human Motivation'. *Psychological Review* 50(4): 370-96.
- Mayle, D. and Henry, J. 2010. *B822 Changing Organisations*. Milton Keynes: Open University.
- Mayle, D. 2011. *Managing Innovation and change*. Milton Keynes: Open University.
- McKenna, K, Green, A & Glenson, M. 2002. 'Relationship formation on the Internet: What's the big attraction?', *Journal of Social Issues*, 58(1): 9–31.
- Mintzberg, H. 1979. "The Structuring of Organisations". In. Segal-Horn, S. *The Strategy Reader*. 2nd ed. UK: Blackwell Publishing Ltd.
- Muller, R. 2010. Social networking in South Africa [online]. South Africa: MyBroadband. Available from <<http://mybroadband.co.za/news/Internet/11238.html>> [Accessed 02 April 2012].
- Muller, R. 2011. *Royal Wedding spikes TENET traffic* [online]. South Africa: MyBroadband. Available from: <<http://mybroadband.co.za/news/internet/19972-Royal-Wedding-spikes-TENET-traffic.html>> [Accessed 31 January 2012].
- Nadkarni, A. and Hofmann, S. 2011. 'Why do people Facebook' *Personality and Individual Differences*. ACM. 52:243–249.
- Ogbonna, E and Harris, L. 2002. Managing organizational culture: Insights from the hospitality industry. *Human Resource Management Journal*, 12(1), 22-53.
- Oxford Dictionary of English.2010. Edited by : Angus Stevenson. Oxford Reference [online] Oxford University Press. Available from <<http://0-www.oxfordreference.com.oasis.unisa.ac.za/views/ENTRY.html?subview=Main&entry=t140.e0166910>> [Accessed 26 February 2012].
- Pellissier, R. 2007. *Business Research Made Easy*. South Africa: Juta & Co Ltd.

- Ross, C. Orr, E. Sisic, M. Arseneault, J. Simmering, M. & Orr, R. 2009. 'Personality and motivations associated with Facebook use'. *Computers in Human Behavior* 25: 578–586.
- SAPA-AFP. 2011. *Osama bin Laden's death rocketed through the Internet*. [online]. South Africa: MyBroadband. Available from: <
<http://mybroadband.co.za/news/internet/19992-Osama-bin-Ladens-death-rocketed-through-the-Internet.html>> [Accessed 31 January 2012].
- Shiraz, N. Rashid, M. and Riaz, A. 2011. 'The Impact of Reward and Recognition Programs on Employee's Motivation and Satisfaction' *Interdisciplinary Journal of Contemporary Research In Business*. 3 (3):1428.
- Shannon, C. 1948. 'The mathematical theory of communication'. *The Bell System Technical Journal*. 27:379-423.
- Smircich, L. 1983. Concepts of culture and organisational analysis. *Administrative Science Quarterly*, 28(2), 328-358.
- SocialMedialogue, no date. *South Africa: Rapid Growth in Facebook Users | Social Media Blog*. [online]. South Africa: Socialmedialogue. Available from:<
<http://www.socialmedialogue.com/south-africa-rapid-growth-in-facebook-users/525/>>. [Accessed 2 Feb 2012].
- Stapleton, T. 2007. *Session 9 The Context of Management: Study guide for MBA B713 Block 1. 3rd ed*. Milton Keynes: Open University.
- Stokes, R. 2011. *eMarketing: the essential guide to digital marketing*. 4th ed. Cape Town: Quirk eMarketing (Pty) Ltd.
- Swiegers, G. CEO Deloitte. 2011. "Why future CEOs need social media." [Video:online]. Australia: BluewireMedic.com.au. Available from <<http://www.youtube.com/watch?v=ScIcHK3s4F0>>. [Accessed 7 May 2011].

- Tannenbaum, R. and Schmidt, W. 1973. 'How to choose a leadership pattern'. UK: *Harvard Business Review*. : 162–172.
- Tidwell, L. and Walther, J. 2002. Computer-mediated communication effects on disclosure, impressions, and interpersonal evaluations: Getting to know one another a bit at a time. *Human Communication Research*, 28, 317-348.
- Townsend, S. 2012. 'What Are You Working On? Global Knowledge sharing at Deloitte'. *eLearning magazine*. New York: ACM.
- Turner, T. Qvarfordt, P. Biehl, J, Golovchinsky, G. & Back, M. 2010. 'Exploring the Workplace Communication Ecology'. *Proceedings of CHI 2010: User Characteristics and Large Scale Tracking*. Atlanta: 841- 850.
- Venter, R. 2006. 'Organisational alignment and strategy implementation through organisational architecture'. In: Louw, L. & Venter, P. *Strategic Management: Winning in the Southern African Workplace*. Cape Town: Oxford University Press.
- Vodacom. 2011. *Vodacom Integrated Report*. [online]. Gauteng, South Africa: Vodacom. Available from
:<http://vodacom.investoreports.com/vodacom_ir_2011/downloads/full_report.pdf>
[Accessed 20 September 2011].
- Welman, J. and Kruger, S. 1999. *Research methodology for the business and administrative sciences*. South Africa: International Thompson.
- Zhao, D. and Rosson, M. 2009. 'How and Why People Twitter: The Role that Micro-blogging Plays in Information Communication at Work' . *Proceedings of the ACM Group 0*, Florida, USA: 243-252.
- Zhang, J. Qu, Y. Cody, J. & Wu, Y. 2010. 'A Case Study of Micro-blogging in the Enterprise: Use, Value, and Related Issues', *Proceedings of CHI 2010: Organisations and Communities*, Atlanta: ACM.

Appendix A: Brainstorm of main themes

The following brainstorm depicts the main themes in red.



Appendix B: Questionnaire invitation letter

The use of a company social media networking site in organisations creates a climate for employee engagement which increases the organisations reaction to the competitor marketplace.

Introduction

I am currently in the process of completing my MBA program with Unisa School of business leadership. As part of my research I need to conduct a study on the impact Social media (micro-blogging) has on the organisation.

The objectives of this survey are to understand your perception with regards to the following categories:

- Do social media networks used internally in the organisation create a climate for employee engagement?
- What drives users to micro-blog and use social media?
- What are the needs for users and the organisation with regards to social media?
- To identify how organisations ensure that they achieve the full benefit of micro-blogging and thus what the impact is on the organisation's competitive advantage.

Survey Confidentiality

The completion of the survey is voluntary and the information anonymous. While you will be listed as an interviewee in the final report, we will ensure that no individual comments can be traced to you specifically. No individual, third party or vendor details will be published in the final report. The results of the questionnaire will be used purely for academic purposes and all information obtained will be treated with the strictest confidence. No personal details are required.

Survey Methodology

Employees of Vodacom are interviewed. Your willingness to complete the survey can assist us in establishing results to understand the requirements for social networking within the organisation.

Even if you are not directly involved or do not use the internal Vodacom micro-blogging platform, your input will be valuable to determine how much you agree or disagree with a specific statement.

The Likert Scale is used for analysis and it is specifically designed to determine the opinion of a subject. The scale includes 5 response categories. When answering the questions, you will notice a middle value which is labelled as 'uncertain'. The label of 'uncertain' can also be interpreted as 'neutral', 'undecided' or even 'not applicable'. If at all possible, try to determine whether you lean more towards the 'agree' or 'disagree' end of the scale. All in all, there is really no wrong way to answer. Just try to answer all questions.

Please contact me should you have any queries.

I would like to take this opportunity to thank you for taking the time to share your feedback with me.

Regards

Mike Jeffries

Appendix C: Survey questionnaire.

I am conducting a survey to assess what employee's perception as part of my MBA with Unisa SBL.

The survey will take approximately 20 minutes of your time. Please be sure that your anonymity is ensured and all answers will be treated in the strictest confidence.

The survey measures your overall perception regarding the use of micro-blogging and Social Media within the organisation. All questions should be answered within the context of these criteria.

Please answer the following questions by making an "X" at the most appropriate block

INSTRUCTIONS: Please rate how strongly you agree or disagree with each of the following statements by placing a check mark in the appropriate box.		Strongly Disagree	Dis-agree	Un-certain	Agree	Fully Agree
What is the need for Social media and why does employee use it						
1	I would use an internal social media site for personal updates.					
2	I would use an internal social media site to find out what others are working on.					
3	I would use an internal social media site to ask questions related to work.					
4	I would use an internal social media site					

INSTRUCTIONS: Please rate how strongly you agree or disagree with each of the following statements by placing a check mark in the appropriate box.		Strongly Disagree	Dis-agree	Un-certain	Agree	Fully Agree
	to make my work more visible to others.					
5	I would use an internal social media site to find people in the organisation who share similar interest.					
6	I would use an internal social media site to learn more about the organisation.					
7	I would use an internal social media site to learn more, news about the industry and trends in the industry					
8	I would use an internal social media site to learn more about my colleagues.					
Employee engagement and communication						
9	I have a better understanding of other employees after using social media sites.					
10	I will chat to new colleagues via social media sites.					
11	I believe that internal social media sites can improve the visibility of the					

INSTRUCTIONS: Please rate how strongly you agree or disagree with each of the following statements by placing a check mark in the appropriate box.		Strongly Disagree	Disagree	Uncertain	Agree	Fully Agree
	organisations leadership.					
12	I believe internal networking sites in an organisation can be used by the organisation's leadership to allow employees to be informed about the organisation's strategy.					
13	I believe internal networking sites in an organisation can be used to allow employees to engage more with each other					
14	I believe that better information is on Social media sites than what I receive via email or the intranet site					
15	I will direct questions to departments or individuals using social media.					
16	I would follow people I know on internal social media sites.					
17	I would follow people that post interesting topics.					
18	I would follow people that follow me first.					

INSTRUCTIONS: Please rate how strongly you agree or disagree with each of the following statements by placing a check mark in the appropriate box.		Strongly Disagree	Dis-agree	Un-certain	Agree	Fully Agree
19	I would try and follow everyone.					
20	I would not follow anyone.					
21	I would sign up for interesting groups on the social media sites.					
22	I would try and read everything on the social media sites.					
23	I would try and limit the information that I read to only interesting information.					
24	I believe I would find useful work information on social media sites					
25	I will more likely ask for clarity to a post made on a social media site than phone the person.					
26	I believe I am more likely to send a request or question to the leaders of the organisation via a social media site than to email them directly.					
Competitive Advantage						
27	I believe social media sites have the					

INSTRUCTIONS: Please rate how strongly you agree or disagree with each of the following statements by placing a check mark in the appropriate box.		Strongly Disagree	Dis-agree	Un-certain	Agree	Fully Agree
	potential to break down silos within an organisation.					
28	I believe Social media sites could have a positive effect on employee wellbeing and relationship building					
29	I believe valid information can travel faster via social media sites than other mediums such as the organisations intranet site.					
30	I will rather communicate with a colleague that I have interacted with than someone I do not know					
Deterring factors for using social media in the organisation						
31	I am weary to place confidential information on an internal micro-blogging forum.					
32	I will place personal information about myself on an internal micro-blogging forum					
33	I believe the there is too much irrelevant					

INSTRUCTIONS: Please rate how strongly you agree or disagree with each of the following statements by placing a check mark in the appropriate box.		Strongly Disagree	Dis-agree	Un-certain	Agree	Fully Agree
	information posted on internal micro-blogging sites.					
34	I will post work related information or questions on an internal micro-blogging site without having the fear of being victimised.					

Preliminary questions		
Do you interact on a personal social media account such as Facebook, Twitter, MySpace and YouTube.	Yes	No
Have you interacted on the Vodacom Social Media tool (Yammer)	Yes	No

Appendix D: Interview questions

Introduction by researcher

This interview forms part of my current research study as part of my MBA through Unisa School of Business leadership.

The researcher is investigating if Micro-blogging has an effect on employee engagement and thus to see if it has an impact on the organisation's approach to its competitive advantage. The interview is designed to obtain feedback from subject matter experts or leaders within this field.

Do you have any objections to this session being recorded?

The interview is anonymous, but your department and level will be stated in the document.

Interview questions:

1. What would you term as the main benefits of micro-blogging if used internally within the organisations?
2. Why do you believe micro-blogging could generate these benefits?
3. Who do you believe would be able to benefit from internal Social media sites and why?
4. When do you believe would be the correct time for organisations to invest in this type of technology and is the South African market ready for this?
5. Do you believe micro-blogging creates better employee engagement and if so, why?
6. In your opinion, are there any weakness and deterring factors as to why organisations will not roll out this technology?
7. What are your thoughts with regards to employee productivity when using micro-blogging and why?

8. Do you believe leaders use micro-blogging effectively to get their strategy communicated to their employees?
9. Do you believe employees will question decisions and strategy made by leaders more on micro-blogging sites and why?
10. Do you believe sufficient support and trust is given by organisations to their staff to communicate on internal micro-blogging sites. In your opinion, is this a good thing or bad thing and why?
11. Do you have contact details of information as to who I could interview next?

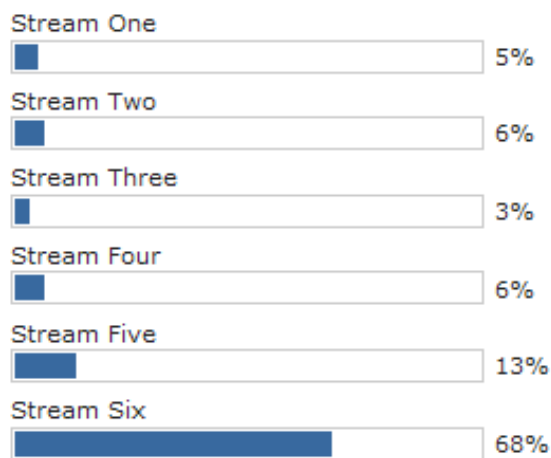
Appendix E – Example of building name change survey on Vodacom Yammer site



Vodacom Voice (Announcement) ▶ All Company



Hey Yammers the voting options for the renaming of Midrand Campus are open. Click on the attached image to view the streams. Please note that your vote is for a stream which consists of 6 names. If you like a name within a specific stream and vote for it, you will be voting for that particular stream and not specifically for that individual name. So vote wisely. Voting closes Friday 10th June. Power To You!



542 total votes · [Change Vote](#) · [Reload](#)



New Building Names

Uploaded to All Company ▶ Files

[FOLLOW](#)

[Preview](#) [Download](#) [Go to File](#)

Appendix F – Results of survey

Question 1

I would use an internal social media site for personal updates.

Strongly Disagree	6	17.14%
Disagree	16	45.71%
Uncertain	3	8.57%
Agree	8	22.86%
Fully Agree	2	5.71%

Pop-up

Question 2

I would use an internal social media site to find out what others are working on.

Strongly Disagree	3	8.57%
Disagree	6	17.14%
Uncertain	0	0.00%
Agree	20	57.14%
Fully Agree	6	17.14%

Pop-up

Question 3

I would use an internal social media site to ask questions related to work.

Strongly Disagree	3	8.57%
Disagree	5	14.29%
Uncertain	2	5.71%
Agree	17	48.57%
Fully Agree	8	22.86%

Pop-up

Question 4

I would use an internal social media site to make my work more visible to others.

Strongly Disagree	3	8.57%
Disagree	8	22.86%
Uncertain	7	20.00%
Agree	14	40.00%
Fully Agree	3	8.57%

Question 5

I would use an internal social media site to find people in the organisation who share similar interest.

Strongly Disagree	5	14.29%
Disagree	2	5.71%
Uncertain	8	22.86%
Agree	16	45.71%
Fully Agree	4	11.43%

Pop-up

Question 6

I would use an internal social media site to learn more about the organisation.

Strongly Disagree	2	5.71%
Disagree	3	8.57%
Uncertain	1	2.86%
Agree	20	57.14%
Fully Agree	9	25.71%

Pop-up

Question 7

I would use an internal social media site to learn more, news about the industry and trends in the industry

Strongly Disagree	1	2.94%
Disagree	1	2.94%
Uncertain	2	5.88%
Agree	20	58.82%
Fully Agree	10	29.41%

Pop-up

Question 8

I would use an internal social media site to learn more about my colleagues.

Strongly Disagree	4	11.43%
Disagree	7	20.00%
Uncertain	3	8.57%
Agree	17	48.57%
Fully Agree	4	11.43%

Pop-up

Question 9

I have a better understanding of other employees after using social media sites.

Strongly Disagree	2	5.71%
Disagree	9	25.71%
Uncertain	3	8.57%
Agree	20	57.14%
Fully Agree	1	2.86%

Pop-up

Question 10

I will chat to new colleagues via social media sites.

Strongly Disagree	5	14.29%
Disagree	7	20.00%
Uncertain	6	17.14%
Agree	15	42.86%
Fully Agree	2	5.71%

Pop-up

Question 11

I believe that internal social media sites can improve the visibility of the organisations leadership.

Strongly Disagree	2	5.71%
Disagree	1	2.86%
Uncertain	6	17.14%
Agree	17	48.57%
Fully Agree	9	25.71%

Pop-up

Question 12

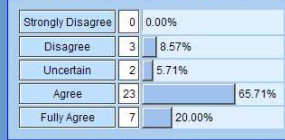
I believe internal networking sites in an organisation can be used by the organisation's leadership to allow employees to be informed about the organisation's strategy.

Strongly Disagree	0	0.00%
Disagree	3	8.57%
Uncertain	1	2.86%
Agree	22	62.86%
Fully Agree	9	25.71%

Pop-up

Question 13

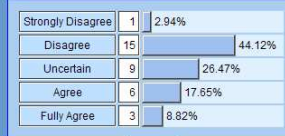
I believe internal networking sites in an organisation can be used to allow employees to engage more with each other



Pop-up

Question 14

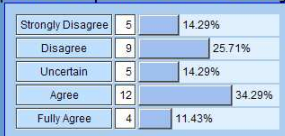
I believe that better information is on Social media sites than what I receive via email or the intranet site



Pop-up

Question 15

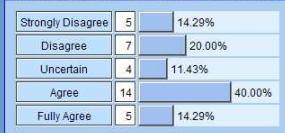
I will direct questions to departments or individuals using social media.



Pop-up

Question 16

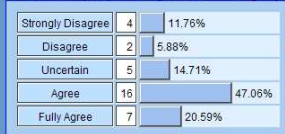
I would follow people I know on internal social media sites.



Pop-up

Question 17

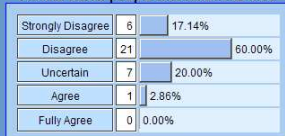
I would follow people that post interesting topics.



Pop-up

Question 18

I would follow people that follow me first.



Pop-up

Question 19

I would try and follow everyone.

Strongly Disagree	7	20.59%
Disagree	22	64.71%
Uncertain	4	11.76%
Agree	0	0.00%
Fully Agree	1	2.94%

Pop-up

Question 20

I would not follow anyone.

Strongly Disagree	8	22.86%
Disagree	16	45.71%
Uncertain	1	2.86%
Agree	7	20.00%
Fully Agree	3	8.57%

Pop-up

Question 21

I would sign up for interesting groups on the social media sites.

Strongly Disagree	2	5.71%
Disagree	3	8.57%
Uncertain	3	8.57%
Agree	20	57.14%
Fully Agree	7	20.00%

Pop-up

Question 22

I would try and read everything on the social media sites.

Strongly Disagree	3	8.82%
Disagree	19	55.88%
Uncertain	6	17.85%
Agree	4	11.76%
Fully Agree	2	5.88%

Pop-up

Question 23

I would try and limit the information that I read to only interesting information.

Strongly Disagree	1	2.86%
Disagree	2	5.71%
Uncertain	2	5.71%
Agree	26	74.29%
Fully Agree	4	11.43%

Pop-up

Question 24

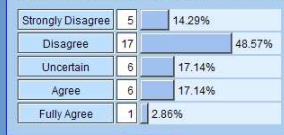
I believe I would find useful work information on social media sites

Strongly Disagree	0	0.00%
Disagree	3	8.57%
Uncertain	9	25.71%
Agree	20	57.14%
Fully Agree	3	8.57%

Pop-up

Question 25

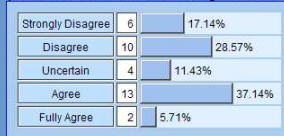
I will more likely ask for clarity to a post made on a social media site than phone the person.



Pop-up

Question 26

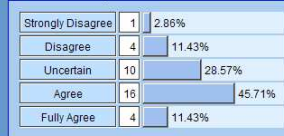
I believe I am more likely to send a request or question to the leaders of the organisation via a social media site than to email them directly



Pop-up

Question 27

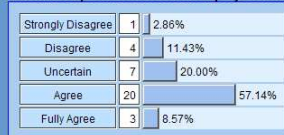
I believe social media sites have the potential to break down silos within an organisation.



Pop-up

Question 28

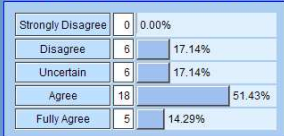
I believe Social media sites could have a positive effect on employee wellbeing and relationship building



Pop-up

Question 29

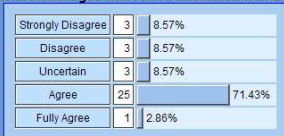
I believe valid information can travel faster via social media sites than other mediums such as the organisations intranet site.



Pop-up

Question 30

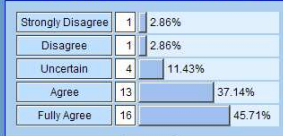
I will rather communicate with a colleague that I have interacted with than someone I do not know



Pop-up

Question 31

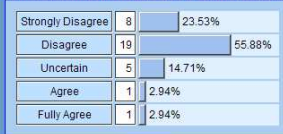
I am weary to place confidential information on an internal micro-blogging forum.



Pop-up

Question 32

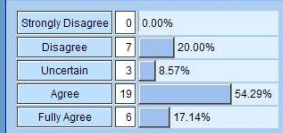
I will place personal information about myself on an internal micro-blogging forum



Pop-up

Question 33

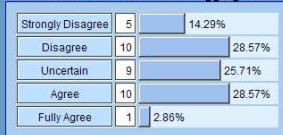
I believe the there is too much irrelevant information posted on internal micro-blogging sites.



Pop-up

Question 34

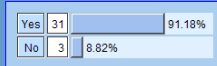
I will post work related information or questions on an internal micro-blogging site without having the fear of being victimised.



Pop-up

Question 35

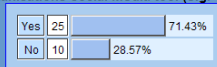
Do you interact on a personal social media account such as Facebook, Twitter, MySpace, YouTube, etc



Pop-up

Question 36

Have you interacted on your organisations Social Media tool (e.g. Yammer or in-house built tool, etc)



Pop-up