AN EXPLORATORY STUDY ON THE IMPACT OF SOCIAL MEDIA OF SELECTED COMMERCIAL BANKS IN THE EASTERN CAPE PROVINCE, SOUTH AFRICA

By

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DECLARATION

I **Khulekani Yakobi** declare that:

(i)   The research reported in this dissertation/thesis, except where otherwise indicated, is my original research.

(ii)   This thesis has not been submitted for any degree or examination at any other university.

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ABSTRACT

Social media have exacerbated negative impact across all facets of commercial banks. The evolution and ubiquity of social media has permeated the unprecedented pressure which is unavoidable in two identified commercial banks located in the Eastern Cape (OR Tambo District, Mthatha) namely: ABSA and Standard Bank in this decade of information technology. Thus, social media have imposed negative impressions on employees' understanding, thereby resulting in the negative perceptions of employees regarding its benefits and influence which drastically amounted to change of employee interactions and communication.

The primary objectives of the study are to investigate the impact made by social media on teams in the banking sector and to ascertain the types of teams who are utilizing social media tools. A quantitative research method was employed whereby 194 questionnaires were distributed and 102 completed, thereby generating a response rate of 53%. The data were analysed using SPSS version 23.0. The results present the descriptive statistics in the form of graphs, cross-tabulations and other figures for the quantitative data that was collected. Inferential techniques included the use of correlations and chi square test values which were interpreted using p-values. This study findings revealed a significant relationship between biographical variables (age, gender, race, level of education, work experience, job category, job type, job level and employer) and five dimensions (understanding of social media, social media optimism, social media influence on human interactions, challenges of social media in banks and perceptions in business etiquette). The study's findings revealed a positive and significant relationship between social networking as a great contributor to business productivity and that social media, as a medium, enhances communication effectiveness at 0.448^{**}.

However, social media optimism was found to be negative due to lack of trust. The challenges of social media have come with embedded risks of fraud, hacking of information and so forth. These impacts were identified as risks which could violate policies and procedures of financial institutions. This study concludes and recommends that branch managers from commercial banks (ABSA and Standard Bank) should formulate and develop policies to guide employees on the use of social

media; this is to intensify intervention in the event of inevitable excessive loss in the financial strength of these commercial banks.

ACKNOWLEDGMENTS

DEDICATION

I would like to dedicate this thesis to my late beloved spiritual father, Pastor M. Benya and his family who passed on in a tragic car accident which occurred on the 21st of June 2015; may their soul rest in peace, and I will always miss them for the meaningful role they played in my life.

Table of Contents

CHAPTER TWO

SOCIAL MEDIA IN ORGANIZATIONS: AN INTERNATIONAL PERSPECTIVE

CHAPTER THREE:

SOUTH AFRICAN PERSPECTIVE ON SOCIAL MEDIA

CHAPTER FOUR:
RESEARCH DESIGN

CHAPTER FIVE:
DATA PRESENTATION, ANALYSIS AND DISCUSSION OF THE RESEARCH FINDINGS

CHAPTER SIX:
CONCLUSION AND RECOMMENDATIONS

LIST OF TABLES

LIST OF FIGURES

ACRONYMS

ABSA   **Amalgamated Bank of South Africa**

EC   **Eastern Cape**

IT   **Information Technology**

SA   **South Africa**

CHAPTER ONE
INTRODUCTION AND BACKGROUND

1.1   Introduction

This study was informed by the apparent unprecedented pressure of social media in the South African commercial banks which has been evident as one of the unavoidable impact on the financially high-risk institutions because of its tentative utilization, communication and collaboration by employees. The ubiquity of social media has impinged the importance of information usage in the organizations worldwide. Duong, Koehler, Liew, Mower, and Venkatraman (2014) indicate that "every day, countless confidential transactions with financial institutions, online merchants, airlines, and various other retailers are performed on mobile devices". Mennie (2015) points out that financial institutions are often required to include terms and conditions in any financial promotions, something that can be difficult in a space-constrained world of social media. Olorunnisola (2013) agrees with the assumptions mentioned above which suggest social media as a factor which has changed the way a society view and use information. The researcher further assumes that the utilization of social media platforms has brought many challenges and complexities which need to be managed today. For example, hackers have expansion of opportunities to hack information, and fraud chances have escalated. Marcia and Denise (2014) proclaim that "virtually, all organizations are susceptible to a crisis that has the ability to cause not only physical damage and financial loss, but harm to reputation as well". Miranda, Chamorro, Rubio, and Morgado (2013) suggest that, adoption of social media by banks (financial institutions) is still at an emerging stage. Miranda et al. (2014) strongly believe that South African commercial banks will find it difficult to adapt in this phenomenon as social media continues to erupt immense developments in a short space of time. A clear example is indicated by Gardner (2011) that the "difficulties inherent in routinizing new things is an exceptional challenge experienced by some banks when deciding to move their teller employees from old-style green screen applications to more modern mouse and Windows-based solutions".

There were some key factors which were identified by Gardner (2011) in the organizations which includes the impact of social media in communication, collaborations, and productivity, thus, understanding of the researcher about social media was important to influence the study. According Kumar and Devi (2014), social media is a suitable tool for customers to learn more about financial institutions and deepen employees interplay. Olorunnisola (2013) aver that social media connection on the digital landscape has the potential of adding (or reducing) meaning and more understanding. Social media influence must not be measured in terms of the sheer volume of fans or followers a person has, but rather the person's ability to demonstrate expertise in a topic and sway others into action (Lovett, 2011). This study interrogates key aspects which have shaped communication, fostered collaborations amongst teams, altered use of information in productivity and has also highlighted a number of issues that impact on productivity.

1.2 Background of the study

The study intended to conduct an investigation in the banking sector in order to explore and establish which critical role is played by social media and the amount of contribution it embeds to team. This will help the commercial banks to gain and totally have a vast panorama in working towards a competitive emerging digital world. The coverage of teams in social media has to be clearly defined by the study, and Hinds and Bailey (2000) point out their proportions which make clear that virtual teams will require a new model for their performance that differs from models of traditional teams. The insight which will be brought by this study will, therefore, help to harness a new organizational structure for performance bases. According to Edosomwan, Prakasan, Kouame, Watson, and Seymour (2011: p6), "social networks have evolved over the years to the modern-day variety which uses digital media". Therefore, these authors allude that social media is not a new concept.

Hyde-Clarke (2011) argues that "with the omnipresence of internet and popularity of networking via these platforms social media have become an integral part of the South African landscape". Ed (2012) strongly indicates that as individuals increase internet and social media usage, companies and governments at all levels are experimenting with these tools to interact with the broad array of stakeholders and

to increase participation and collaboration. The previous researcher believes that the problem of social media culminates in the international perspective (global market). Nick (2015) points out that social media have become immensely in recent years. Hyde-Clarke (2011) confirms that "supply of information by social media is fostering new online cultures with their community rules and accepted norms which have shaped communication of South African businesses today". Kane, Alavi, Labianca and Borgatti (2014) suggest that 'recently, many organizations have experience rapid proliferation of new class of information technology which is known as social media. This supports interpersonal communication and collaboration using internet-based platforms'. The use of social media amongst teams is now a medium to enhance communication effectiveness and virtual platform of communication among teams in the organizations (Kadam & Ayarekar, 2014). Scott and Jacka (2011) urge that social media have become part of how people communicate, this is empirical because internet access has become abundant throughout the world. In context of this study, the above-mentioned perspectives are linked to the attempts of investigating role which is played by social media among teams.

Maggiani (2014) indicated that "utilization of social media have drastically changed employees communication. Endosomwan et al. (2011) argue that the idea of social media is not a new concept, however, it has been evolving since the dawn of human interaction but in recent times it have been regarded as phenomenon which impacts human communications, drastically permeates business facets (because social networking is a daily practice of users), and in the business perspective, it dictates how employees should interact in teams. Maggiani (2014) note that in the past traditional decades people used to communicate through the mail, on a land-line telephone, and in person. Van Dijck (2013) indicates that over two centuries, media technologies matured as part of everyday social practices. Therefore, little evidence is shown in the literature that social media rarely existed. Edosomwan et al (2011) aver that the rise in the number of users began in the year 2000, where social media was greatly supported. The study considers the unprecedented pressure continues to shape business environments and will embed an undue influence in future of banks.

1.3   Social media

Levinson (2010) defines social media as a set of free or nearly free tools and websites that allow marketers and the community to create content and meaningful conversations online. There are a number of steroids of internet that have shaped our organizations today in terms of communication, collaboration and production. Behmann and Wu (2015) confirm that "scalability of internet, advancement of wireless technology, accelerated growth of mobility, introduction of wearable devices, lower cost of sensing technology, lower cost of embedded computing, advancement of storage technology and cloud computing have stormed the organization for marketing purposes". The researcher assumes that people's behaviour nowadays is influenced by this phenomenon and relatively, the affluent usage of social media has brought about developments and sophistication amongst individuals. Munar, Gyimóthy and Cai (2013) contend that widespread use of social media sites have often seen to be raising factors that concerns social influence in the global market. Lovett (2011) strongly believes that the influence social media is a relative power of a person to affect other people regarding a specific brand, topic or a field of expertise. The researcher believes that as people need to be abreast on social media, they also need to play a role in administering these web-based components. This gradual impact of social media in this study have been clearly identified on the basis of its lack of administration and management. Headworth (2015) indicates that there will be a time when employees are using social media and suffer adverse comments or responses. Hansen, Shneiderman, and Smith (2010: p101) posit that "social media are visible in the form of consumer applications such as Facebook and Twitter, but also the significant use of social media tools takes place behind the firewalls that surround most corporations, institutions, and organizations".

1.3.1 Communication in banks

The general concern in banks today is to be abreast with regard to successful maintenance of effective communication across the spectrum of operations. According to The External Relations and Communication Unit (2009) "effective communication would contribute directly to achieving development results, by influencing policy, leveraging the Bank's knowledge output, engaging beneficiaries in programs

supported by the Bank, and helping the Bank to gain support in member governments and capital markets.

1.3.2 Virtual teams in the bank

According to DuFrene (2011: 1) "virtual team is a group of people that relies primarily or exclusively on electronic forms of communication to work together in accomplishing its goals". Beth (2010) suggests that due to the distributed nature of virtual teams, technology is assume to be a central role in the work of those virtual teams because virtual teams simply cannot exist without some technological means of collaborating. Lespsinger and DeRose (2010) indicate that today, companies (big and small) are using some form of virtual collaboration. The researcher strongly believes that virtual collaboration is a key factor for full adoption of social media.

1.4 Rationale of the study

The context that gives rise to this study is the use and rapid advancement of technologies in the business world today with limited evidence on its impact on teams in a banking sector. Behmann and Wu (2015) posit that internet have totally fragmented many physical barriers by connecting people, companies, and communities of interest worldwide. Katona and Sarvary (2014) assert that social media these days have become the pre-requisite to create, disseminate, share and exchange information; it is the way in which people interact through ideas in virtual communities or organizations. Katona and Sarvary (2014) also indicated that this phenomenon has imposed changes towards traditional/industrial media to virtual stage in many organizations. Research on social media provided by relevant literature afforded motivation to the researcher in this regard and primarily prompted the researcher to develop an explorative study of social media in the spectrum of commercial banks. This study have sought to address the contributions of social media in the Eastern Cape Province banks and the role that it plays to shape the way teams are interacting and communicating at their respective working environment.

1.5   Background of the study area

This study identified two commercial banks namely: Amalgamated Bank of South Africa (ABSA) and Standard Bank located in the Eastern Cape Province (O.R. Tambo District, Mthatha) which were perceived as mostly using social media tools to market their products to their customers and clients. In a traditional perspective before the explosive advent of digital and social media through the broadband of internet, banks used the traditional approach and traditional media in communication processes (Mehdi, 2014). Social media was not borne exclusively through computers, instead, the telephone was the medium used for social networking and formulated digital media during 1950s (Edosomwan et al, 2011). The author further highlighted that, in this decade of information systems, social media has played a vital role in transforming business and communications and the rapid changes on technological spectrum during the 21st century, therefore, has become more complex for banks to rapidly adapt and have a stable business model, and technology is further complicated by the rapid rate of change and the introduction of new channels and technologies such as mobile banking and social media (KPMG, 2012).

Capgemini (2014) argues that with the advent of internet and mobile channels, banks have been making efforts to streamline silo-based channels to deliver a consistent multi-channel experience. The sheer pace of change suggests that Information Technology (IT) architectures will require significant re-engineering to support a complete re-working of the traditional banking operating model (KPMG, 2012). In the year 2000 to date, social media received a great boost and continues to transform people's interactions and many business models, including banks (Edosomwan et al., 2011). The area of study is the expeditious growth of information technology, the enormous complexity of dealing with rapid changes of teams which are contemporary adversities brought about by new communication media in the organizations (banks) (Kadam & Ayarekar, 2014). According to Albarran (2013: 7), "social media will, undoubtedly, continue to evolve as audiences and industries continue to find new ways to engage online". The author further points out that this embeds costs to proper planning of the best organizational structure as well, for communication purposes that can lead to total cohesiveness.

1.6 Statement of the research problem

Social media has become a broadband and an inevitable phenomenon in permeating the facets of banks' business models to social networking with negative effect on banks security control measures. According to Sultana, Abdullah and Tabassum (2013), the performance of the banks currently depends on a well-structured communication system among their teams which is through social media. The primary purpose of this study was to investigate the degree of social media impact in commercial banks, amount of contribution, and change it embeds on teams within banks, collaboration and effective communication within the banking industry.

1.7 Research questions

The research project was formulated by using research questions structured as follows:

- What degree of impact is made by social media on teams, in the spectrum of commercial banks in the Eastern Cape Province (Mthatha)?
- What types of teams utilize these web-based components of social media?
- How does social media contribute to teams' total collaboration in the banking industry?
- Which media cause rapid changes in communication on teams?
- Do banks circumvent social media platforms?
- How do teams interact using social media platforms?

1.8 Objectives of the study

The primary objectives of the study are as follows:

- To investigate the impact made by social media on teams in the banking sector.
- To ascertain the types of teams who are utilizing social media tools.
- To determine the amount of contribution made by social media during collaboration of teams.
- To explore which media causes rapid changes in communication within teams.
- To examine the level of banks' adaptation to social media.
- To ascertain the integration of teams and social media platforms.
- To ascertain good administration in structures of communication through involvement of all stakeholders at all levels of management.

- To provide recommendations emanating from the empirical findings.

1.9   Delineation of the research

The researcher's prospects is the group of employees in different levels of management who work in ABSA and Standard Bank, which are banks identified as mostly using social media tools to market products and services. The participants of this study are based in the Eastern Cape Province (OR Tambo district Mthatha) as the targeted employees. This study is located within the discipline of business administration.

1.10   Significance of the research

This study will contribute to the body of knowledge by bringing an understanding of social media and will contribute to banks by revealing the pivotal role of social media in commercial banks by addressing: team collaborations, communication processes and improvement of productivity which can be adopted as the strategies to harness banks' competitiveness. The publication of this study will be presented in conferences, and articles will be published to reputable accredited journals. The process will unveil the correct medium of utilizing information technology through social media platforms to maintain effective communication in a contemporary approach and to help organizations with insight to manage working with virtual teams.

1.11 Limitations of the study

Simon and Goes (2013) describe limitations of the research as matters and occurrences that arise in the trajectory of a study which are often out of the researcher's control. The researcher has been confronted by challenges which created ambiguity for the study's completion schedule, and subsequent studies that are still to be conducted in the same field may overcome these challenges for future research:

- Quantitative methodology was the only method which was employed in the study. The adoption of this single method frontier the researcher to expand in looking other alternative qualitative characteristic of employees which could have covered other avenues and variable of participants.

- A structured questionnaire was the type of instrument which was used to conduct a survey which was distributed to participants within set time constraints. Time frames posed a challenge to the researcher as he had to make arrangements to meet branch managers to explain the purpose of this study before actual distribution.

- In this research, it was a cumbersome trajectory to gain access into these two commercial banks (ABSA and Standard Bank) as they believe in confidentiality policies, which are core values that govern financial institutions across the country. Financial institutions are sensitive institutions when it comes to accessibility of any information. The researcher had to establish rapport through consent from regional managers before establishing buy-in from branch managers of identified commercial banks. The delays in the consent were due to use of electronic communication, that is, emails and text cellular phone messages.

1.12 Definition of concepts

Terms	Definitions
Business etiquette	"Business etiquette is the behaviour and manners considered appropriate in the business and professional world. Business etiquette involves rules of conduct that allow us to communicate with people in business and to interact with them in a civilized manner" (Chaney & Martin, 2007).
Communication	"Communication has been derived from Latin "communis", that means "common". Thus "to communicate" means "to make common" or "to make known", "to share". Therefore, communication refers to the process of transmitting information and common understanding from one person to another" (Lunenburg, 2010).

Collaboration	Anandarajan (2010) aver that "collaboration as a mutually beneficial and well-defined relationship entered into by two or more organizations to achieve common goals".
Crowdsourcing	According to Brabham (2008) "'crowdsourcing' describes a "new web-based business model that harnesses the creative solutions of a distributed network of individuals through what amounts to an open call for proposals".
Fraud	Vasiu, Warren and Mackay (2003) suggest that "fraud is not a crime in itself in certain jurisdictions; however, it is an integral aspect of several criminal statutes. In legal terms, fraud is a generic category of criminal conduct that involves the use of dishonest or deceitful means in order to obtain an unfair advantage or gain over another, in order to secure something of value or deprive another of a right".
Hacker	"Hacker" refers to "criminals who break into computer systems, violate people's privacy, and cause damage" (Sweigart, 2013).
Information technology	"Information technology (IT) may be defined as the technology that acquires, stores, organizes, processes, and disseminates processed data which can be in specified applications" (Rajaraman, 2013)
Online communities	Francisco, Rafael, Rocio, Sebastian (2015) defines "online communities as virtual communities which refer to a specialized, geographically dispersed community based on a structured and dynamic network of relationships among participants sharing a common focus".

Social media | Dewing (2010) describes "social media" as a "wide range of internet-based and mobile services that allow users to participate in online exchanges, contribute to user-created content, or join online communities".

Social networks | Ellison (2007) defines "social network sites as web-based services that allow individuals to construct a public or semi-public profile within a bounded system, articulate a list of other users with whom they share a connection, and view and traverse their list of connections and those made by others within the system".

Socialnomics | According to Qualman (2010), "socialnomics is a massive socio-economic shift".

Virtual collaboration | "Virtual collaboration refers to the use of digital technologies that enable organizations or individuals to collaboratively plan, design, develop, manage, and research products, services, and innovative IT and E-Commerce applications" (Chen, Volk & Lin, 2004)

Virtual teams | Ale Ebrahim, Ahmed and Taha (2009) suggest that "virtual teams are distributed work teams whose members are geographically dispersed and coordinate their work predominantly with electronic information and communication technologies".

Web 2.0 | "Web 2.0 is a collection of open-source, interactive and user-controlled online applications expanding the experiences, knowledge and market power of the users as participants in business and social processes. Web 2.0 applications support the creation of informal users' networks, thus facilitating the flow of ideas and knowledge

by allowing efficient generation, dissemination, sharing and editing/refining of informational content" (Lindman, Sultan & Henriksson, 2010).

1.13 Chapter Inventory

Chapter 1: Introduction and Background

This chapter has covered introduction and the background to the research problem are outlined. Introduction in this study is based on the concept of social media and its impact on teams in the banking industry. Questions in the research field which require further investigation are highlighted, and objectives are set to attempt to answer the identified questions.

Chapter 2: Social Media in Organizations: An International Perspective.

This chapter provides literature review in social media, in this regard, the concept of social media is reviewed, and literature is evaluated, thereby discussing pertinent issues pertaining commercial banks. The impact of social media on teams of the selected commercial banks in the Eastern Cape Province is thoroughly discussed in this chapter. A special focus in this regard is based in the banking industry of South Africa and precise to the commercial banks' chosen by the researcher. The chapter therefore concludes by ascertaining the integration of social media platforms and teams of these banks.

Chapter 3: South African Perspective on Social Media

A succinct discussion on the perspective of social media in the South African context is offered in this chapter. This chapter brings an understanding of the concept in view of how South African businesses are utilizing social media in their respective business facets.

Chapter 4: Research Design

This chapter outlines a research approach and methodology of the study which is utilized for purpose of data collection process, and the rationale for each choice is also outlined. The chapter further outlines the procedures of data collection and analysis.

Chapter 5: Data Presentation and Analysis

In this chapter, data analysis and the subsequent findings are presented. Social media and its platforms are thoroughly explained, and integration of teams and social media is envisaged for the understanding of collaborations. This chapter provides the final overview of social media and discusses the presented findings of the impact of social media in the facets of the banking industry in relation to the literature reviewed.

Chapter 6: Conclusions and Recommendations

Conclusions are made based on the results, and the findings of the research and recommendations outline other factors and outstanding issues which further research could address. The study limitations and future research is also tabled in this chapter.

1.14 Conclusion

This chapter discusses issues which are descriptive to the problem of this study and links to the background to which the problem emanates. The chapter provides the overview in the advent and increase of social media in the spectrum of banks and people's interaction. Since internet constitutes the output of organizations, organizations are faced with challenges to administrate and manage that very internet. The chapter that follows evaluates the scholar's findings related to the concept of social media and discusses literature study.

CHAPTER TWO:
SOCIAL MEDIA IN ORGANISATIONS: AN INTERNATIONAL PERSPECTIVE

2.1   Introduction and overview

This chapter critically reviews literature undertaken around the concept of social media which constitutes all aspects on the impact of social media. The chapter predominantly covers the overview of relevant concepts, theories and models and endeavours to expand and amplify the knowledge as well as positing a deeper understanding of the problem described in chapter one. In this regard, the concept of social media is reviewed, and literature is evaluated, thereby discussing pertinent issues relating to commercial banks. Social media literature was consulted mainly to evaluate the feasibility of Web 2.0's impact and seeking comprehensive understanding so as to respond to research questions and problems outlined in the previous chapter. This chapter of the study precisely addresses international perspectives regarding social media's impact on teams in organizations.

2.2   Background and overview

Social media inextricably alters how individuals, organizations, and enterprises communicate, and social media is part of a parallel world of digital media (Friedrichsen & Muhl-Benninghaus, 2013). Langmia, Tyree, O'Brien and Sturgis (2013) indicate that "internet-based applications build on the ideological and technological foundations of Web 2.0, which allows the creation and exchange of user-generated content". According to Miryala (2015), "social media websites and applications are allow users to create and exchange user-generated content where people talk, share information, participate and network through technologies such as blogs and social networking sites". Martin and Bavel (2013) point out that "new social networking and social media technologies are widely believed to offer business and governmental organizations, which provides powerful means to improve their communication processes and, ultimately, performance". The implications in this regard show that international organizations' functions are consistent in their utilization of social media. Huy and shipilov (2012) cited that "many organizations have started using social media known

as Enterprise 2.0 internally to interact with their employees". Although businesses use social media tools, the researcher found very few publications on how these tools effectively harness total collaboration. Langmia et al. (2013) classify these afore-mentioned ideas of internet-based applications as virtual social worlds, virtual games, social networking sites, collaborative projects, content communities and blogs. The researcher has identified in this regard that there are looming proportions circumventing social media; this is especially true following review of various literature studies and finding limited evidence of adoption of new social media platforms to enhance team cohesion. Treem and Leonardi (2012) posit that "implications of these new technologies for organizational processes are not yet well understood by communication researchers". The researcher further envisages in this research the notion of unprecedented pressure following consultation of relevant literature on social media impact; the escalation of information technology has gradually become an unavoidable phenomenon which is intensifying a fierce competition in all parts of the business world and causing continuous changes in the business environment.

Literature shows that the impact on teams is ubiquitous and, therefore, businesses must be prepared and stay vigilant to employ apt strategies in harnessing collaboration. Lepsinger and DeRose (2010) state that virtual collaboration has already begun to transform many businesses globally. This is evidenced by the obligations of utilizing and adopting social media platforms for business processes. Westerman, Bonnet, McAfee (2014) point out that "digital technology has allowed companies to break some of the traditional paradoxes of operational excellence, thus helping to build capabilities that improve efficiency and agility, power new customer engagements, and enable new business models". According to Kadam and Ayarekar (2014), "one of the emerging big challenges facing businesses is how to appropriately incorporate and harness mass collaboration that social media facilitate into their own business strategy". Many scholars (Barker, Barker, Bormann & Neher, 2012; Evans, 2012; Tuten, 2008), have conducted research around the concept of social media through the spectrum of marketing. Numerous researchers (Evans, 2012; Funk, 2012; Kabani, 2012) unanimously suggest that managers can leverage social media only to accomplish business goals from the perspectives of marketing. Anderson (2010:12) suggests that social media could be utilized only to invite customers to business without intensifying the concept, internally, in view of how teams are built and

collaborated within the organization. However, "social media program is not just a mere marketing add-on; neither is it a blogging experiment whose purpose remains unclear" (Blanchard, 2011). The study, therefore, explores the influences of social media with regards to teams within Absa bank and Standard bank as identified by the study.

2.3   Definition of social media

The term "social media" is internet platforms that offer one-to-one methods for meeting and interacting with companies and other customers (In, 2014). According to Chris (2014), "social media refers to the use of web-based and mobile technologies to turn communication into an interactive dialogue". Therefore, a problem in a business arena when social media is not integrated correctly with people's occupation because it is necessary to assess how people effectively use social media tools for proper collaboration. Heinz (2012) posits that "social media tools describe websites and tools that rely on people who are using them in an interactive manner". Gould (2013) argues that "social media are web-based tools for interaction that, in addition to conversation, allow users to share content such as photos, videos, and link to resources. In a nutshell, the researcher suggests that social media are digital platforms used for engagement and content delivery". The definition provided by various authors about social media have allowed this study to make precise assumptions in shedding light to advanced knowledge and educating all businesses to cope in the process of adapting to this phenomenon. Moreover, Safko (2010) segregates the concept of social media in two syllables: the author refers social media to the instinctual needs through which people are connected with other people. Furthermore, the author alludes that "humans have a need to be around and included in groups of similar like-minded people with whom they can feel at home and comfortable sharing their thoughts, ideas, and experiences".

Safko (2010) further argues that people also use social media with which they make connections with other humans. Dewing (2012: 1), strongly believes that social media simply refers to "a wide range of internet-based and mobile services that allows employees in the business to participate in online exchanges and join online communities; this kind of internet service is also known as Web 2.0". Mehdi (2014)

points out that social media refer to a set of online tools that support social interaction between users, thus facilitating the creation and sharing of knowledge and transforming monologues. These definitions have provided the theoretical framework to which the researcher bases the study.

2.4   Evolution of social media

Blanchard (2011) posits that "a radical evolution in human communication was spawned by both the Internet and mobility, and social media is now bringing about its own evolution, not only in communication, but in the very nature of a competitive business model". The evolution of social media revolves around the concept of strategy, which according to Nabyla (2014), this evolution "is a creation of a unique and valuable position involving a different set of activities". Furthermore, "the word '*creation'* implies choice of the particular way in which the firm competes to achieve a sustainable competitive advantage". It is without dubious implications that internet has revolutionized almost every area in our businesses and personal lives; it is significant to apply the correct strategy in utilization of its components. According to Qualman (2010), social media has been used by the public as well as governmental and non-governmental organizations during emergencies. In an ideal context, social media provides a natural environment for facilitating decentralized coordination for onsite field response teams (Missaoui & Sarr, 2015) and currently, Web 2.0 is a pre-requisite and a necessity for collaborations. Qualman (2010: 2) concedes that "social media is global aspect in nature; one of its biggest benefits is enabling users to stay connected with friends and family who are geographically separated". This contemporary global connectivity extends to positive and negative messages relating to products and services. It has come to the attention of the researcher that this unprecedented evolution will impact on teams either negatively or positively, but failure of adaptability to its tools will lead to unproductive teams.

2.4.1 People's communication

Employees in banks are envisioned in this study to be directly affected by these drastic changes in communication furnished by social media in nowadays. Jalonen (2014) confirms by providing pragmatic views that "social media has provided organisations with new ways to communicate (publish and share content), collaborate

(collectively create content), connect (network with other people and organisations), complete (describing, adding or filtering information, tagging contents and showing a connection between contents) and combine (mixing and matching contents)". Scott and Jacka (2011) indicate that today, social media has rapidly become part of how people communicate…this is especially true as broadband internet access has become ubiquitous throughout the world. Blanchard (2011) posits a brief history of human communication, which began in 10,000 BC through clay tablets in Mesopotamia to the latest or contemporary information technological decade of 2010 AD, namely: Introduction of the iPad and the first 4 G smart phone; Facebook passing the 500,000,000 user mark; and Twitter passing the 100,000,000 user mark. This conveys a high level and significance of human communication transformation to a virtual spectrum. These decades of communication, in terms of transformation, show how developments of social media evolved to permeate businesses and people's lives. According to Jalonen (2014), social media increases connectivity of people within and across organisational boundaries. The author suggests that social media provides new opportunities for acquiring and sharing information to be exploited in strategic decision-making and leadership, innovation, marketing and customer service, and organisational communication.

2.4.2 Socialnomics

According to Qualman (2010), "socialnomics refers to the value created and shared via social media and its efficient influence outcomes (economic, political, relational, etc.)". Furthermore, socialnomics is a word of mouth in steroids and is a massive socioeconomic shift. The author illustrates the difference between word of mouth and socialnomics, and the implications unveil the way in which these steroids shaped communication of people and businesses, in particular. In this regard, organizations like banks must be flexible to acquire knowledge as proclaimed by Choi et al (2014) that this is the era of knowledge economy, therefore, knowledge is regarded as an important strategic asset to drive organizational innovation and sustain competitive advantage.

The following model illustrates the evolution of socialnomics, as suggested by Qualman (2010: 2):

Figure 2.1: Difference between Word of Mouth and World of Mouth
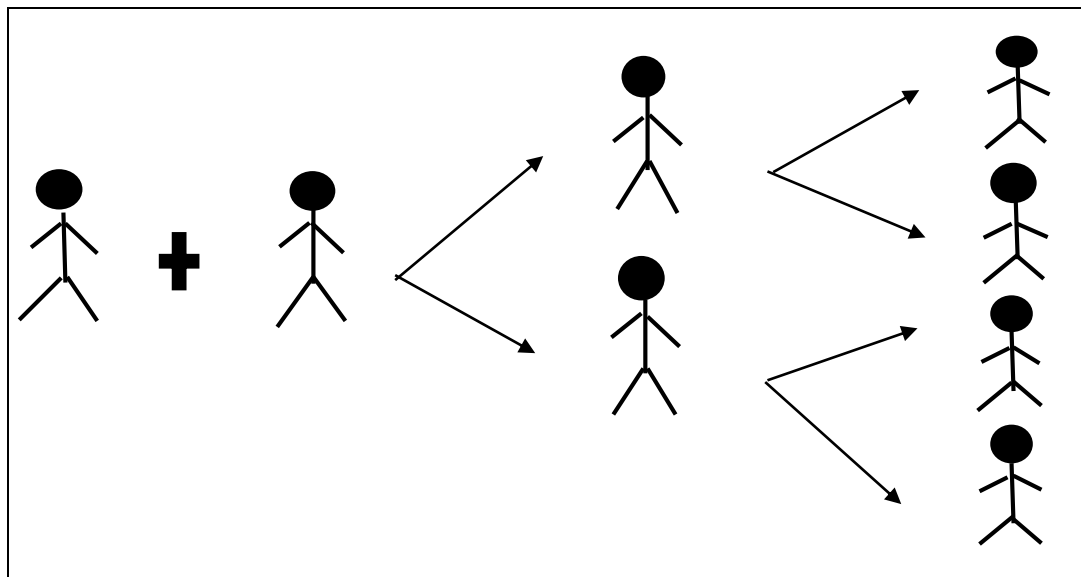
SOCIALNOMICS
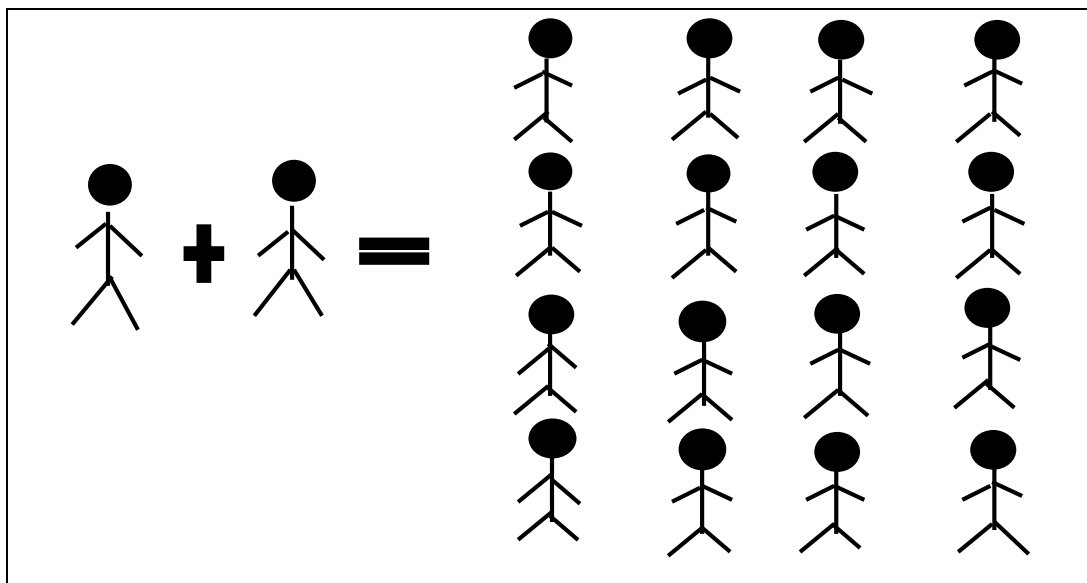
Source: Qualman, E. 2010. Socialnomics: How Social Media Transforms the Way We Live and Do Business: Business professional collection, USA: John Wiley and Sons.

The diagram illuminates the speed and convenience of socialnomics to disseminate communicated messages compared to word of mouth, which is identified as controlled media. The idea is that while the traditional word of mouth can be slow to spread, the opposite is true for Facebook status updates.

2.5   Social media platforms

Social media is an umbrella term used to describe the social interaction through a suite of technologically based tools called *platforms* because they facilitate human communication (Institution of Business Ethics, 2011). Van Dijck (2013) suggests that today, social media platforms are layers that influence human interaction of individuals, communities, as well as a large societies, while the worlds of online and offline are increasingly inter-penetrating. Blanchard (2011) argues that "social media creates both influence and scale in a way that traditional media cannot". From an advantageous perspective, a fully developed social media program can, for example, protect a brand in times of crisis, alert an organization's decision-makers to new trends in consumer interest and sentiment, influence hundreds of thousands to prefer one brand or product over another, and help tens of millions of consumers discover a company, organization, or product at a fraction of the cost of other forms of "traditional" media (Blanchard, 2011). As such, using social media tools effectively in a corporate setting requires a certain level of trust and the ability to adopt similar values. In this regard, social media will continue to employ mobile and web-based technologies to create interactive platforms in the banks, which will allow interactive platform via which individuals and communities share, co-create and discuss, thereby providing companies with a new communication landscape (Mehdi, 2014). Below, the study discusses the most popular and user-friendly platforms in the context of business namely: Facebook, Twitter, YouTube, Blog. These are known as top web-based platforms which users are exposed to at an unprecedented pace.

2.5.1 Facebook

To over 500 million active users, Facebook provides a virtual reality in cyberspace where users can enact identities for their friends, acquaintances, and a larger passing public (Noor Al-Deen & Hendricks, 2011). In the business perspective, Facebook is an apt social networking tool that allows employees, stakeholders and the general public to interact in a way which supports business activities through browsing and following the pages. According to Iowa State University (2014), "pages can be set up by businesses or organizations and used to post news, events, links, photos and video as well as offering some custom usability".

2.5.2 Twitter

The study highlights that people within organizations have become virtually attached to this platform to an extent that they share every event and moment of their dispositions and work. According to (Noor Al-Deen and Hendricks, 2011) twitter is a social medium or platform that allows individual to share short messages with a network of other users.

2.5.3 YouTube

This platform has reached popularity in its advent and oftentimes, people use it to advertise operations or dent a business' image. According to Iowa State University (2014), "YouTube is one of the top video sharing websites. The site allows a person to upload videos that can be viewed, commented on and rated on the site itself, or embedded to other websites".

2.5.4 Blog

According to Iowa State University (2014), "Blogs are a great resource for provision of a continuous stream of information not delivered via news release or other means and are typically focused on a niche topic. Blogs are more conversational, frequently linking to other sources and incorporating photos, video, charts and other visuals. Blogs enable readers to comment on individual posts and engage in conversation".

2.6 International Business Cultures and Etiquette

Ghemawat & Reiche (2011) note that "cultural differences, while difficult to observe and measure, are obviously very important. Failure to appreciate and account for them can lead to embarrassing blunders, strained relationships, and drag down business performance". Therefore, it is critical for this study to integrate business cultural differences, etiquette and acquisition of social media because according to Martin and Chaney (2012), this is necessary especially to employees who work globally to be thoroughly trained in comparative management styles, business protocol, etiquette and ethics. Ghemawat and Reiche (2011) point out that objective indicators of cultural differences abound at the behavioural level and become

progressively more elusive as one moves through the levels of expressed values toward basic assumptions.

King (2009) suggests that successful international social media occurs when organizations orchestrate their intended strategy, which includes strong cross-cultural skills as well as local professionals. The study highlights a number of impacts and identifies cultural differences, which has implications that may continue to embed onerous and negative effects on how business responds using social media and, predominantly, the way people use it. As an approach to social media solutions King (2009) indicates that "monitoring how businesses in other countries use social media helps one to":

- Get ideas for new things to try in one's country; and
- Spot new trends in other areas of the world which might, in time, affect one's industry;

The study deduces that every business which intends to compete globally must take these aspects into cognisance.

2.7   Evaluating Social Media in Business Processes

The underlying factor which has been identified by this study is cultural differences as a business precaution before its attempt to integrate social media and business management processes. According to Taras, Caprar, Rottig, Saral, Zakaria, Arabia, Zhao, Jimenez, Wankel, Lei, Minor, Bryla, Ordenana, Bode, Schuster, Vaiginiene and Froese (2014), "cultural differences are key factors in determining the functioning and success of international business operations". The researcher has identified that the internet has dramatically influenced the strategies businesses adopt in today's competitive environment and therefore, the study argues that organizations can use social media tools to create communities in order to promote team collaboration. According to Taras et al (2014), "rapid rate of globalization and the development in information and communication technology have significantly changed the way work is conducted in organizations".

Lohmann, Song and Wohed (2014) argue that social network is built around organizational processes and participants who share common interests and activities.

Rosing, Scheel and Scheer (2014) suggest that a customer relationship management is identified as important in a multiple business process in a company that could be designed from a social perspective.

2.8   Exploring effectiveness in global virtual collaboration

The explosion of virtual collaboration has totally changed the way businesses are conducted. Streinfield, Jang, Huysman and David (2002) indicate that virtual teams are becoming enormous in a global perspective, thus, creating challenges and coordination due to distance, multi-time zone, and cultural differences. Moreover, this process encapsulates new technologies which, as a matter of fact, companies are trying to work towards to achieve simultaneous reduction and expansion. Virtual collaboration is all about power, as proclaimed by Zeingler and Mindrum (2002); that "virtual" is derived from Latin word that means strength or vigour. The author researcher illuminates that being effective while working virtually means retaining as much of the power of a physical interaction as possible.

2.9   The success of virtual teams in the bank

Streinfield et al (2002) contend that "virtual teams have been defined in various ways, although the essential elements of physical dispersion and interaction mediated by communication technologies are fixtures in any definition". According to DuFrene (2011: 1), "a virtual team is a group of people that relies primarily or exclusively on electronic forms of communication to work together in accomplishing its goals". Therefore, the study espouses that the corporate world is changing to virtual team collaborations through continuous utilization of social media. Ubell (2010) "values teams within and across business units, divisions, and counties," the author further points out that "Standard Bank, a South African financial institution the largest in Africa operates in 18 African and 20 other countries, recently launched a virtual course for intercultural team managers. Guiding participants in ways to improve virtual team effectiveness and increase productivity, it introduces team building, developing trust, cultural and linguistic barriers, and conflict resolution" (Ubell, 2010).

Beth (2010) suggests that due to the distributed nature of virtual teams, technology assumes a central role in the work of virtual teams because virtual teams

simply cannot exist without some technological means of collaborating. Therefore, the study has envisaged that the influence of social media platforms has forced organizations to opt for virtual collaborations. According to Lespsinger and DeRose (2010), companies (big and small) are currently using some form of virtual collaboration, and some organizations have created hoteling options for employees, in which they no longer have assigned offices, and it is increasingly common to leverage telecommuting and virtual teamwork.

2.10 Effectiveness of online communities

"Online or virtual communities are described as a group of people who communicate with each other via electronic media" (Karampelas, 2012). Virtual communities are built around affinity and similarity (Herring, 2015). Karampelas (2012) points out that "an online community is a group that shares common interests which has, as a result, the establishment of a social relationship that is continuously cultivated over time". These authors conclude that people of a particular group must have the same goals, characteristics and culture which form common interests before tapping to the electronic media. The researcher finds unpractical for businesses (financial institutions) to rate high level of group common interest in electronic media because online community often hides expression of emotions. According to Kraut, Resnick, Kiesler, Burke, Chen, Kittur, Konstan, Ren, Riedlonline (2012: 1), online-communities refers "to any virtual space where people come together with others to converse, exchange information or other resources, learn, play, or just be with each other". Howard (2009) indicates that "social networks and online communities are big business. Moreover, the author outlines that because of tremendous advantages and explosive growth of social networks and online communities, the desire to capitalize on the Web 2.0 bandwagon has encouraged many people to become pretty sloppy with the terms *social networks* and *online communities"*. A listening skill in this regard is a critical component of effective communication; therefore, listening has an even more important role in SM. "Listening online gives leaders insight into their communities in a way that face-to-face meetings and even surveys often do not" (Porterfield & Carnes, 2012).

2.10.1 Online Social Networks

"A social network is a cluster of people connected for a specific reason, and these social networks are the basis for the survival and advancement of the human species" (Ryan, 2011). Chris (2014) argues that social networking for business is primarily a means of building relationship and allowing for customer input in building the brand. From a global perspective, "social networking sites have ridden an exponential growth curve, and today, four out of five Americans are creating, participating in, or reading some form of social media every month" (Funk, 2011). According to Noor Al-Deen and Hendricks (2011), the online social network is one of the Internet-based applications which is pivotal for every organization to take into consideration. The spectrum of "online social interactions fundamentally" differs "from face-to-face interaction in offline social networks". Online social networking typically offers opportunities for expression that are less restrictive. In this regard, managers must be informed that people have a total autonomy to disclose their views in a level which is different from a face-to-face situation where groups converse.

2.11 Communication strategy

Organizational Web 2.0 is becoming a widespread influence of communication processes in current Information Technology (IT) decades. Breakenridge (2012) posits that "modern organizations must depend on a new communication specialist to creatively solve problems and adapt to rapid organizational change, a global marketplace, and constantly emerging online communities". Moreover, the internet has instigated the most efficient ways and enhanced cost-effective ways of communication in business environments; this is evidenced by Agbinya (2011) that the most "commercially prevalent communication systems have, therefore, been those which operate in higher microwave frequencies and include mobile telephones and a range data communication systems". Choi, Huang, Palmer and Horowitz (2014) indicate that "managers need to understand the fact that not all Web 2.0 applications are suitable for organization, and as such, organizations should consider which Web 2.0 best fits their strategic requirements".

2.12 Measuring complexity of using Web 2.0

The study argues that it is a critical factor to deal with complexities and endeavor to control all odds which can cause an inability to adapt to the unprecedented pressure of Web 2.0, which could alter organizational structures. Kadam and Ayarekar (2014: 3) point out that "social media has changed the delivery, structure and availability of information, thus putting the once capital-intensive role of broadcasting within the reach of individuals". The Institute of Business Ethics (2011) suggest that since SM is usually interactive in a way that traditional media is not, in this regard therefore, users can comment on and edit published material, thereby making it difficult to control content.

Figure 2.2: Organizational capacity
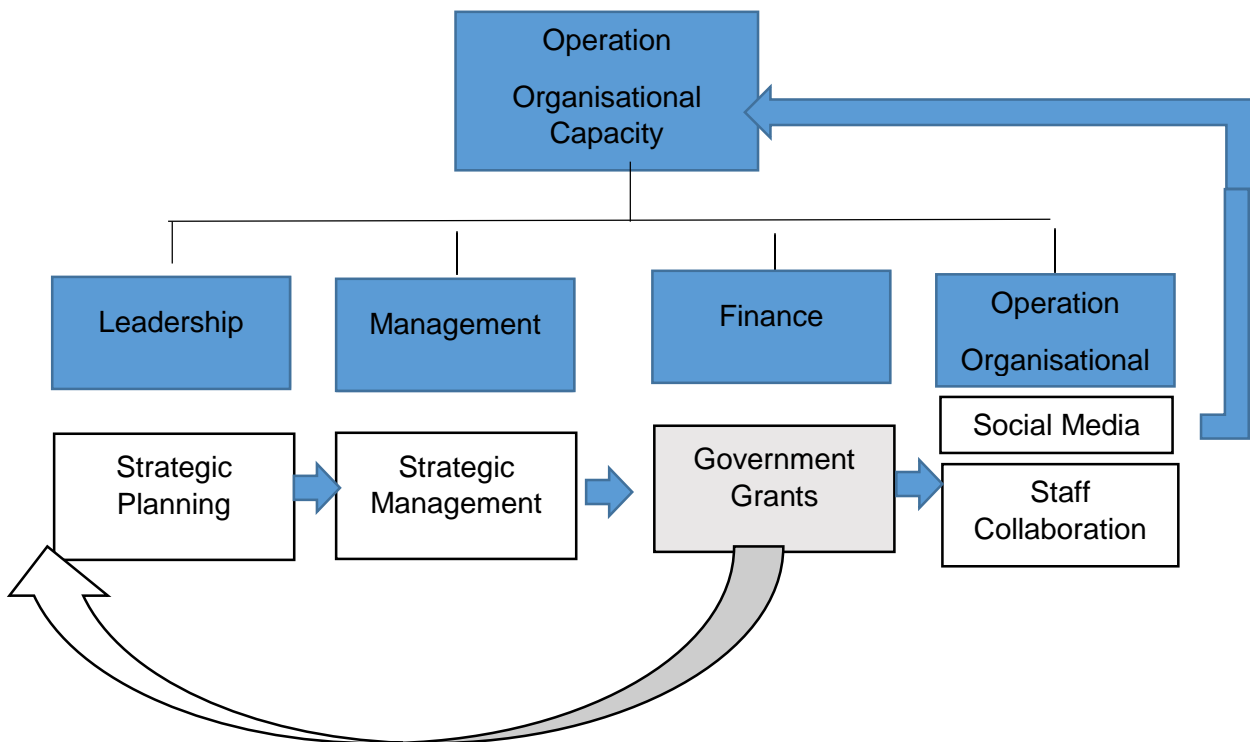
Source: Hugo, A. 2015. Cases on Strategic Social Media Utilization in the Non-profit Sector Advances in Social Networking and Online Communities, USA: IGI Global.

Figure 1.2 shows that as part of strategic management and planning processes, correct usage of social media can effectively enhance the capacity of an organization and advance viability of its mission. Choi et al (2014) indicate that "the higher the

organization's capacity to transfer knowledge, the greater the competitive advantage potential that organization will have over its competitors". The ends of this study, therefore, inform the knowledge to make banks review their organizations' structure, which can probably cause reluctance to fully adapt to unprecedented pressure that is furnished by social media.

2.13   Conclusion

This chapter has discussed literature study of salient issues in the scope of international businesses. Moreover, this is based on business cultural practices, etiquette, and among those which have been discussed are pertinent issues pertaining to commercial banks. The study has succinctly explored the utilization of social media in relation to how business integrates social media platforms and people's communication for proper business management processes. The models proposed in this study simplify the evolution of social media. This chapter further summarizes the impact of social media, thereby suggesting onerous mediums of change and a widespread aspect to deal with, in all businesses around the world. The international perspective provided by this chapter prompted the study to ascertain epistemological implications to the issue of social media. The following chapter will endeavor to discuss and address social media impact in the context of South African businesses.

CHAPTER THREE
SOUTH AFRICAN PERSPECTIVE ON SOCIAL MEDIA

3.1 Introduction

This chapter entails a substantive and brief overview of South African perspectives on social media impact. The intense focus in this regard is the inevitable impact of social media in local businesses which is clearly noticed throughout the trajectory of this study. Thus, relevant literature is reviewed and succinctly discussed to evaluate the viability of the concept from the perspective of local businesses. The impact of social media on South African commercial banks seeks more comprehensive understanding for banks' management and employees. The attempt to address gaps highlighted in the literature will harness proper collaboration on teams and improve competiveness, as suggested by this chapter. Furthermore, the focal points which are discussed are the most prevalent to local businesses, and the study unveils these through exploratory pursuits in order to help develop competitive South African commercial banks.

3.2 South African Framework and Overview

Hugo (2015) indicates that only the high level people in South Africa use Facebook to engage in discussions of a political nature and use other platforms to connect to each other and share political information in new ways. The researcher strongly believes that the reluctance of organizations to utilize social media is caused by fear of losing control in communication. One of the big fears in connecting to social media in organizations, sometimes openly expressed and sometimes present only as a hidden agenda point, is that of losing control (Leistner, 2012). According to Wollan, Smith and Zhou (2010), "many organizations initially struggle with the concept of introducing social media, in general. Moreover, research around novel technologies' acceptance is scant and shows failure to rate the development of the country". Therefore, the course of this current study involves South African perspectives to thoroughly investigate this circumvention.

South Africa still remains a technologically advanced country but less so regarding the broadband of social media from the organizational perspective. The South African Reserve Bank (2013) reveals that "increasing the quality and quantity of skilled labour can generate an additional 1.5.million jobs relative to the baseline and raise potential growth to 7 per cent". Masters and Zondi (2015) argue that despite a history of international isolation and sanctions during apartheid and the Cold War, South Africa is considered to be one of the most technologically advanced and innovative countries of the world. South Africa is ranked 58th out of 142 states, thus making it the highest-ranking African country. The study asserts that the advent of this technological advancement will continue one way or the other. According to Hyde-Clarke (2011), Communication and Media Ethics in South Africa would be remiss if it were not to include ethical considerations of social media. The researcher clearly identifies that the use of social media would not only be adamant in revolutionizing global markets; however, that South African businesses have been slightly shaken by this phenomenon, which has revolutionized the way people connect and share information. Mushwana and Bezuidenhout (2014) posit that "social media use in South Africa continues to grow, with Facebook leading the trend, growing from 6.8 million users in 2013 to 9.4 million users in 2014". Adeyinka (2014) indicates that social media is now regarded as the number one online activity, with its use accounting for 10% of all users' time on the Web. South Africa must be informed that social networking is changing the format of personal networks dramatically. Many people are now making friends and meeting potential partners, online (Cant, 2011). This belief is supported by this study through assumptions that social networking provides innovation and effective way of connecting users across South Africa. Vladlena (2014) points out that "brands and individuals that utilize social media effectively are provided with an opportunity to listen, participate in, lead, and guide the invisible hand of digital social conversation". The researcher underpins the utilization of social media in South African business as posited by Cant (2011) that social media provides innovation and effectiveness. Therefore, this study deduces that total global compatibility of South Africa is through the adoption of social media as the contemporary component to enhance growth and development.

This study attempted to develop a constructive structure of social business and a framework which would guide South African organizations to be fully and socially

compatible. Monserud, Hynes, Johnson (2013) suggest that the social aspects of compatible management can be as, or more, challenging than the technical and scientific challenges. The researcher strongly believes that organizations have the capacity to utilize social media, and this will solely depend on the competencies of the organization. It is imperative that after its adoption, they educate employees for proper collaboration in order to produce desired stated output for the organization. Output must be communicated as feedback of productivity via social media.

3.4 Measuring Bank Competitiveness

Hana (2013) confirms that "developing successful technological innovation is essential for creating and sustaining an organization's competitive advantage". Shqipe, Gadaf and Veland (2013) describe "innovation as a process of transforming new ideas and new knowledge into new products and services". It is paramount in this study for banks to be advised to inculcate adept innovations through adoption of novel technologies (social media). Darshani (2013: 123) aver that "'competitive advantage' is a term given to the source of a firm's ability to win business and outperform competitors at a point in time". The researcher strongly believes that the should be necessary upgrades in banks in order to ensure maintenance of competitive advantage, this belief is supported by multiple suggestions that commercial banks have to enter the virtual world in order to stay competitive in this apparent dispensation of information technology; this will be revitalized through competitive analysis on social media. In (2014) states that a practical technique used in social media's competitive analysis is text-mining that derives information from written texts by using methods such as entity extraction, clustering, categorization and sentiment analyses. This study deduces that innovation is total competitiveness.

Gupta and Lehal (2009) indicate that "text-mining is a variation on a field called data mining that tries to find interesting patterns from large databases. Text mining, also known as Intelligent Text Analysis, Text Data Mining or Knowledge-Discovery in Text (KDT), refers generally to the process of extracting interesting and non-trivial information and knowledge from unstructured text". The researcher strongly believes that it is pivotal that South African commercial banks employ key interdependent social media platforms which creates and sustains a competitive business. According to In

(2014), many successful ventures have been created based on innovative business models that provide unique values to customers.

3.5 Evaluating Innovation and Proficiency

Titangos (2013) believes that before adopting any new technological invention for the utilization of library resources, real or virtual, we may want to do our homework thoroughly. We will need to anticipate our users' anxieties when they are faced with a new-fangled device and gather relevant resources to help them to overcome these hurdles. Proper induction of social media will encourage employees to display innovation in the organization. Noor Al-Deen and Hendricks (2012) indicate that "social media provide opportunities for users to engage in self-presentation of identity". Vladlena (2014) describes "social media as the use of web-based and mobile technologies converted into interactive dialogue, the optimal form of communication". Lipschultz (2014) posits that "social media also are characterized by creation of new sites". The above scholars argue for the scalable features of social media in order to amplify the understanding of social media abilities and innovations in organizations.

Communication has been regarded as an understatement by South African organizations. According to Vladlena (2014), communication mediated by social media has four properties: persistence, searchability, replicability, and invisible audience. Bozarth (2010) points out that "social technologies used to create social media include those for communication (such as blogs), collaboration (such as wikis), communities (such as Facebook), reviews and opinions (Amazon reader reviews), and multimedia (such as YouTube)". Vladlena (2014) suggests that if you participate in a virtual community with your identity, you have to be careful because your words will last as long as they remain undeleted text. Bozarth (2010) argues that the term "social media" is sometimes used to refer to the tools themselves. According to Adeyinka (2014), social media is widely used among people from an array of backgrounds in the 21st century. Shute and Becker (2010) indicate that "new media technologies result in new communities based on new forms of communication, learning, and self-expression". "Social media mediates the enhancement of well-being and provides a platform for self-expression and experimentation where the ultimate product of this mediation is enhancement of self through expression of agency" (Steven, 2012). Eldon

(2013) proclaims that "self-expression is concerned with the expression of one's own identity, in particular one's individuality". In general, people have a desire to present their true or inner self to other people, and to have other people to know them as they know themselves. In the perspective of learning, it is evidenced by different studies that collaboration has played a vital role in furnishing innovation; thus, according to Rennie and Morrison (2013), "the history of cooperative and collaborative learning is analyzed in the way in which these practices have been revitalized by the advent of social media". The above-mentioned authors cite a range of studies which demonstrate that cooperative learning online results in higher achievement than individualistic learning. They conclude that few educational innovations hold the promise that technology-supported cooperative learning does… The study has identified that the above-mentioned perspectives are fulfilled through blogging in social media platforms because people in the 21st century are evolving towards the digital world.

3.6 Handling Employees Diversity

Handling of employees' diversity is an imperative task in financial institutions. Walden and Edwards (2009) confirm that "the World Bank has adopted high-visibility measures to raise awareness about the issue of racial discrimination in the recruitment processes". The researcher has identified that in the process of handling diversity, a manager need not to be parochial. Bebauruah (2015) points out that sexual harassment is one of the major concerns for working women. Therefore, the researcher assumes that if the usage of social media can be properly managed in the midst of people's differences then remedial action can address these related issues. Dennen (2012) suggests that difficulties in communication are connected to both linguistic and cultural difficulties. According to this research evaluation on employee's diversity as an impact on social media, people have changed the way they use to do business in the traditional media. The "sociopolitical history of South Africa has contributed significantly to the exclusion of multilingualism. For many years, English and Afrikaans were the official languages in South Africa, to the neglect of black languages" (Meier & Hartell, 2009). Vladlena (2014) argues that today, social media is not only used to connect people with similar interest, but is used as a means to

promote issues and causes, and deliver news of brands and organizations that have successfully learned to navigate the space.

3.7 Local Business Process Management

The quality of banking personnel significantly determines the quality and efficiency of sales processes and thereby also financial performance of the bank (Belas, Cipovova, Holec, 2013). Therefore, quality of personnel determines good business process management. Dumas, Rosa, Mendling and Reijers (2013) describe "Business Process Management (BPM) as the art and science of overseeing how work is performed in an organization to ensure consistent outcomes and to take advantage of improvement opportunities". The researcher is of the opinion that South African organizations ought to employ the BPM approach in order to thoroughly integrate social media with business practice. Improvement lies in the adoption of social media by the organization in order to remain competitive. Social media enhances online visibility and improves search engine optimization results for relevant search terms (Vladlena, 2014). According to Peres and Mesquita (2015), social media requires education across the business, from management through to customer service agents. Social media is all about forming relationships and, therefore, requires a certain skillset. Training of employees is important when dealing with customers on social media platforms. The researcher asserts that, based on this afore-mentioned perspective, businesses are left with no alternatives but rather forced to opt and adapt to the unprecedented pressure of using social media for their business practices since social media have become banner for business competitiveness. Mushwana and Bezuidenhout (2014) declare that "social media platforms are no longer viewed as merely social platforms; they have become key elements of business strategy". Smith (2013) points out that social media "continues to evolve, and social media sites will become part of the norm when it comes to promoting a business or cause via the internet".

3.7.1 Assessing workflow's dynamics

The advent of social media has drastically forced many organizations to change. This is confirmed by Kazienko and Chawla (2015) who found that today's constant internet connectivity and mobile devices drastically changed lifestyles. These

changes have been assumed by the researcher as a plethora to organizations since they alter normal traditional workflows. Dychtwald, Erickson and Morison (2013) suggest that it is important that employees be rejuvenated by assuming, teaching, and other knowledge-sharing roles. Mentoring is a means for capability on the knowledge and capability of experienced employees. It important to transfer skills to permanent, less experienced employees rather than recruiting many employees on contractual bases. Cao, Shao and Silos (2011) point out that workers on "fixed-term contracts can be dismissed at no cost while permanent employees enjoy labour protection". The researcher has noted that social media has enormous influence in the nature of workflow, particularly traditional work to social business. Rollyson (2014) describes social business as a practice of using social technologies to transform business, and it will eclipse social media as its prevalent technology from 2017 to 2020. According to Parker, Harvey and Bosco (2014), "social media provides a whole new way for employees to interact and communicate with coworkers, supervisors, and clients. While it can be seen as an unprofessional communication channel, much depends on how it is used".

3.7.3 Assessing communication in crowdsourcing

White (2011) asserts that "from crowdsourcing and digital volunteers to mapping and collective intelligence, social media and crisis communication, emergency management facilitates a clear understanding of the essential principles of social media". South African organizations must converge in groups and use those groups to solve problems; the researcher assumes that these attempts can be done through viability of crowdsourcing. Garrigos-Simon, Gil-Pechuán and Estelles-Miguel (2015) describe "crowdsourcing as an online, distributed problem-solving and production model that leverages the collective intelligence of online communities for specific purposes". The researcher strongly believes that through collective intelligence of online communities, total growth will mushroom in South African organizations and embed a fierce competition to international perspectives. Communication critically needs intense training and education, especially for the use of social media because crowdsourcing shapes total collaboration among teams in the organization. Lipschultz (2014) indicates that communication within social media sites such as Twitter may trigger crowdsourcing wherein audiences piece together bits of information into a larger narrative for storytelling.

3.7.4 Evaluating success of cohesive teamwork

Technologies have become a pre-requisite for collaboration nowadays; this has emerged since South African organizations are also changing towards digital and modern in technologies. The definitions provided by authors describes social media as a medium to converge people in the organization to work as a team. Adeyinka (2014) suggests that social media can be referred to as an avenue that enables users to interact among themselves via internet, and consequently create, share and/or exchange information and ideas in virtual communities and networks. Lipschultz (2014) posits that "social media are distinguished from other online uses by a high level of interactivity, the importance of user identity formation and an openness to share contents across developing communities". In this regard, the ideas of both authors posit that team cohesion and people effectiveness will be determined by integration of communication and social media tools. Langer (2014) argues that "as social media becomes increasingly prominent in organizations, it is important to develop an understanding of how it has affected the way that organizational communication occurs, both internally and externally".

Mahembe and Engelbrecht (2013) indicate that "communication of the team's mission and goals through proper feedback enhances cohesive relationships amongst team members and has a positive effect on the overall performance of teams". The perspective of communication is very important because it shapes organizations to often remain innovative and competitive. According to Eccles, Smith, Tanner, Van Belle and Van der Watt (2010), communication is defined as the sending and receiving of information. It is important to receive correct and useful information furnished through social media because it is without dispute that communication will always be an essential part of an organization because it connects each individual function and group as a whole, and is also the means by which an organization is both created and sustained (Langer, 2014).The social media advent has become that contemporary medium which people in organizations use for work collaboration, sharing of information and communication. De Meuse (2009) points out that "importance of work teams appears to be gaining in strength as jobs get bigger, organizational structures get more complex, and more and more companies become multi-national in scope, and organizations are becoming flatter, leaner and more agile". According to Salas, Tannenbaum, Cohen and Latham (2013), "effectiveness is defined as the

organization's alignment (structure, systems, people, rewards, leadership, and organizational behaviour) with its espoused strategy, and therefore, the organization's capacity to implement that strategy". Pandit (2015) indicates that team effectiveness is a function of the talent of the team (not influenced by the leader). A successful team is an effective team. According to Eccles et al (2010), "team effectiveness refers to the extent to which a team has been successful in meeting the objectives of its projects". The study underpins the communication avenue as a vital role of successful teamwork, and this is discussed by Mahembe and Engelbrecht (2013) and deduces that without communication, there will be no goals achieved. Communication is an attribute of social media utilization.

3.7.5 Business time constraint

The researcher posits assertions that innovation which has brought by social media has totally changed time dependent approach to independent time for work to be done. According to Wankel (2011), social media technologies provide a powerful new way to bring down those walls and connect faculty to peers while simultaneously eliminating some of the time constraints associated with professional development activities. Vladlena (2014) posits that "on social media people are not constrained by time and geographical distance, and the norms related to time and space have also been overturned". The study supports the ideas of both authors; infact, social media have created efficiency and effectiveness to work beyond time constrains.

3.8 Exploring implications and potentials of fraudulence

The broadband of social media has not only rejuvenated organizational strategies but has opened the cue for fraudulent probabilities and implications. Youngblood (2015) confirms that many of the successful fraud schemes generated through sending of unsolicited e-mails are now delivered to the targeted individual on social media websites. Despite "business benefits, in the business environment, exposure to social media is also considered to be a business risk" (Mushwana & Bezuidenhout, 2014). One of key differences identified within social media is the spreading of information, even when it is false (Lipschultz, 2014).

South African organizations ought to always stay vigilant of unethical users of social media within their organizations; this caution posits that organizations should promulgate their policies, laws and regulations regarding communication and business practices. Youngblood (2015) confirms this view by stating that to protecting the integrity of business computers, younger social media users need to be educated on what exactly to post on social media accounts. The researcher believes that skepticism of using social media in financial firms is a major issue which has mushroomed immensely and remains one of the factors clearly identified by the researcher; this has exposed local businesses to opportunistic crimes which might be prevalent in financial related firms, and this is assumed as a major risk in a corporate world. Culp (2014) suggests that "while offering a host of potential business benefits, the use of social media can expose companies to numerous business risks. Most of these result from a combination of organizational weaknesses and vulnerabilities exposed through data misuse and data sharing". Headworth (2015) describes exposure as the number of followers each of your followers have. Moverover, each time someone shares something on social media, it is shared with their followers and is called an impression. The researcher strongly believes that contents shared by these steroids cause businesses to be exposed to potential criminals.

3.8.1. Ethical problems in computing

The researcher strongly believes that ethics in computing is a predicament in this decade of information technology, and South African organizational reluctance is based on answering the question of how can they maintain and ensure ethical standards. Kizza (2013) indicates that known history of computer crime is not as old as computing is. Moore (2014) confirms that criminal activities involving computers and technology continue to be a problem of a computer justice system. The researcher recommends that South African organizations must intensify in education of computing, which will inculcate ethics. Easttom (2011) indicates that "we are awash in identity theft, online child predators, and even cyber espionage". The study deduces that it will often become a problem to deal with consequences of these attempts of crime and to rather be proactive in the inception stage as an organization instead of conducting an investigation after a cause. Casey (2011) supports this by saying, "when dealing with computers, it is critical to note the date and the time of the computer and compare to the reliable time source".

3.9 Conclusion

This chapter discussed salient issues concerning the utilization of social media by local businesses i.e. South African organizations. The factors which are discussed in this regard evaluate progress in South Africa and the status-quo in adopting novel technologies as a part of the country's innovation because internet continues to be the broadband and revolutionizing lives, which consequently brings skepticism to growth in the economy. Arthur (2014) points out that "internet is a constantly evolving technological actor. New tools have the potential to change interactions with users". The following chapter discusses the methodology used in an endeavour to expand on this knowledge. The research philosophy guiding the study, data analysis techniques and validation techniques are also discussed.

CHAPTER FOUR
RESEARCH DESIGN

4.1 Introduction and overview

The research design employed in this study was a quantitative research method which entails quantitative strategies such as structured questionnaires and case study which is extensively discussed in this chapter. In addition, this chapter discusses sampling, population, establishing rigidity in adherence during and after data collection, ethical consideration, and data analysis. This chapter also outlines the hypothesis of the study, which is a scientific statement in the impact of social media in commercial banks (ABSA and Standard Bank). The measuring instrument is discussed and emanates from the structured questionnaire of this research; probability sampling and technique used in this study are also discussed.

4.2 Focus of the study

The study focuses on the impact of social media on commercial banks particularly on the collaborations of employees. The study identified two leading commercial banks in the Eastern Cape Province, Mthatha (O.R. Tambo, District) which mostly use social media tools to market their products to their customers and clients. The study conducted a thorough investigation in the banking sector in order to explore and establish the critical role played by social media and its contribution to teams. This will help the commercial banks to gain and totally have a vast panorama in working towards a competitive emerging digital world. The research design employed in this study was quantitative, which is exploratory in nature. Welman, Kruger and Mitchell (2005) define "a research design as the plan according to which we obtain research participants (subjects) and collect information from them".

4.3 Research Questions

The research project was formulated by using research questions structured as:

- What degree of impact is made by social media on teams, in the spectrum of banks in the Eastern Cape Province (Mthatha, South Africa)?

- What types of teams utilize these web-based components of social media?
- How does social media contribute to teams' total collaboration in the banking industry?
- Which media cause rapid changes in communication on teams?
- Do banks circumvent social media platforms?
- How do teams interact using social media platforms?

4.4   Research objectives

The primary objectives of the study are as follows:
- To investigate the impact made by social media on teams in the banking sector.
- To ascertain the types of teams who are utilizing social media tools.
- To determine the amount of contribution made by social media during collaboration of teams.
- To explore which media causes rapid changes in communication within teams.
- To examine the level of banks' adaptation to social media.
- To ascertain the integration of teams and social media platforms.
- To ascertain good administration in structures of communication through involvement of all stakeholders at all levels of management.
- To provide recommendations emanating from the empirical findings.

4.5   Hypothesis of the study

The hypothesis of this study is that:
- Social media have resulted in a degree of a negative impact on bank team collaboration and productivity.

4.6   Quantitative research designs

This research study adopted the quantitative, method as proclaimed by Creswell (2013) that "quantitative methods involve the process of collecting, analysing, interpreting, and writing the results of a study". According to Thomas (2003:1), "a quantitative method is research methodology which focuses attention on measurements and amounts (more and less, large and smaller, often and seldom, similar and different) of the characteristics displayed by the people and events that the researcher studies". "Quantitative designs deal with a large number of respondents,

use numbers to generalize comparisons and conclusions about populations" (Ghauri & Gronhaug, 2005) as is the case in this study. This empirical study was conducted by means of a survey questionnaire which provided for the collection of large amounts of data to two commercial banks employees in the Eastern Cape Province.

"Quantitative research is a numerical representation and manipulation of observations for the purpose of describing and explaining the phenomena that those observations reflect" (Sukamolson, 2012). The researcher employed quantitative research method mainly to explore experiences, operations, perspectives, perceptions and feelings of employees on the use of social media among their team collaboration. Creswell (2013) describes "quantitative research as an approach used in testing objective theories by examining the relationship among variables". The author further states that these variables, in turn, can be measured, typically through instruments, so that numbered data can be analysed using statistical procedures. De Vaus and De Vaus (2001) point out that in exploratory research, the purpose is to develop and evaluate casual theories. The rationale for using quantitative approach in this research was to explore and investigate the degree of impact of social media on commercial banks' employees. A quantitative approach was appropriate in this regard to survey the assumed impact of social media in commercial banks (ABSA and Standard Bank).

4.7   Sampling procedure and description of the sample

Sampling procedure was done professionally to all participants. Fowler (2013) suggests that "generally, information is collected about only a fraction of a population, that is, a sample, rather than every member of the population". The researcher, therefore, made arrangements and met with branch managers of ABSA and Standard Bank to explain the purpose of the study. The researcher sought the assistance of branch managers to distribute questionnaires. Battaglia (2011: 523) asserts that "sampling involves the selection of a portion of the finite population being studied; a carefully selected sample can provide data representative of the population from which it is drawn". The sample in this study were bankers employed in ABSA and Standard Bank in Mthatha (OR Tambo District), Eastern Cape Province.

4.7.1 Probability sampling and techniques

The study used probability sampling as the most appropriate sampling technique because "in probability sampling, each element in the population has a known non-zero chance of being selected through the use of a random selection procedure" (Battaglia, 2011). Probability sampling includes many sampling techniques, but among those, there is a stratified random sampling which was employed by this study because the researcher intended to divide the population into smaller groups with a variety of attributes. This study targeted the population size of 194 employees in two major (ABSA and Standard Bank) South African banks whereby 102 employees completed questionnaires successfully. The sampled target population included middle to lower management level employees who perform core roles and duties for business administration; the core roles from these people consisted of managing and controlling information circulation and retrieving fundamental information regarding the banks' operations. This study targeted Tellers, Sales Consultants, Credits Analysts, Credit Managers and Branch managers.

4.8   Measuring Instrument

In the construction of the structured questionnaire of this study, many researchers (Boone & Deborah, 2012; Clason & Dormody, 1994; Lee, 2011; Leung, 2001) contributed to describe and explain the type of research instrument utilized by unanimously describing the Likert scale for the assessment of survey respondents' attitudes. They suggest that individual items in the Likert sample scale have five response alternatives: Strongly disagree, Agree, Undecided, Disagree, Strongly disagree. Therefore, this study utilized a Likert scale type of structured questionnaire which was a self-developed instrument with items and dimensions. The research instrument consisted of 50 items with levels of measurement at a nominal or an ordinal level. The questionnaire was divided into six sections which measured various themes as illustrated below:

A   Biographical Data;

B   Understanding of Social Media;

C   Social Media Optimism;

D   Social Media influence on human interactions;

E   Challenges of Social Media in banks; and

F   Perceptions in business etiquette

4.8.1 Survey methods

Fowler (2013) asserts that "the purpose of the survey is to produce statistics, that is, quantitative or numerical descriptions about some aspects of the study population". In this study relationships between variables was observed, through asking employees a series of questions in Likert Scale approach in order to measure the prevalence of an answer in the population. Fowler (2013) further points out that "the main mode of collecting information is by asking people questions; their answers constitute the data to be analysed".

4.8.2 Case study

This study interprets a case study research as one of several forms of social science research. Among the listed it include experiments, surveys, histories, and archival analyses such as economic and statistical modelling (Yin, 2013). The purpose of the case study in this research was to explore the degree of impact of social media in teams; this assisted the researcher to thoroughly explore the impact of social media in banks, as a problem. Rule and John (2011) confirm that "a case study can be used to explore a general problem or issue within a limited and focused setting". This research is a case study as the researcher targeted two commercial banks (ABSA and Standard Bank) which are located in the Eastern Cape Province.

4.8.3 Description of the frame

The sample was selected so that the social media impact envisioned could be generalized to the whole commercial bank's population in their team collaboration and productivity. Stratification was used to ensure that sufficient data were gathered on particular sub-populations to glean information on the impact of social media. Thus, strata determination was largely an effort to define the important population characteristics that were under-represented, using a simple random sampling scheme, and then specifying the precision desired for the estimates associated with each strata.

4.8.4 Composition of the sample

Table 4.1: Composition of the sample

VARIABLE	FREQUENCY	PERCENT
AGE (years)		
18 to 34	67	65.7
35 to 54	34	33.3
65 and above	1	1.0
Total	**102**	**100.0**
GENDER		
Male	26	25.5
Female	76	74.5
Total	**102**	**100.0**
RACE		
African	98	96.1
Coloured	4	3.9
Total	**102**	**100.0**
LEVEL OF EDUCATION		
Matriculation	41	40.2
Certificate	12	11.8
Advanced/Diploma	30	29.4
Degree	16	15.7
Post-graduate Qualification	3	2.9
Total	**102**	**100.0**
WORK EXPERIENCE (years)		
0 to 5	46	45.1
6 to 10	33	32.4
11 to 15	9	8.8
16 to 20	5	4.9
21 and above years	9	8.8
Total	**102**	**100.0**
JOB CATEGORY		
Credit Management & Analysis	3	2.9
Sales Consultant	30	29.4
Administrative Support	13	12.7
Enquiries	20	19.6
Tellers	36	35.3
Total	**102**	**100.0**
JOB TYPE		
Permanent	80	78.4
Fixed-term Contract	9	8.8
Part time Contract	11	10.8
Other	2	2.0

Total	102	100.0
JOB LEVEL		
Middle Management	10	9.8
Junior Management	25	24.5
Non-managerial	67	65.7
Total	**102**	**100.0**
EMPLOYER		
Absa	35	34.3
Standard Bank	67	65.7
Total	**102**	**100.0**

4.9 Construction of a questionnaire

The constructed questionnaire provided the main source of primary data. The researcher ensured that he provided a written questionnaire to employees in the banks to evaluate productivity. Lee (2011) points out that "written questionnaires are popular and versatile in the analysis and evaluation of performance-improvement initiatives. They are instruments that present information to a respondent in writing or through the use of pictures, and then require a written response such as a check, a circle, a word, a sentence, or several sentences". Therefore, the researcher developed a questionnaire in order to collect data by asking participants to agree or disagree with statements representing different points of view.

4.9.1 Questionnaire structure and design

As mentioned before, the study employed a structured questionnaire for data collection purposes, and a Likert scale was designed and used for data collection. Leung (2001) posits that "there are two main objectives in designing a questionnaire:
● To maximise the proportion of subjects answering our questionnaire-that is, the response rate; and
● To obtain accurate relevant information for our survey".

In this regard, the Likert scale allowed the study to cover the various facets of what are often complex and multi-dimensional attitudes and values for purpose of accuracy in the structured questionnaire. The structured questionnaire of this study consisted of biographical variables and five dimensions which established relationships between key factors and variables. The questionnaire items made a total of 50, each having

five points of alternatives: Strongly disagree, Agree, Undecided, Strongly Agree, and Disagree.

4.9.2   Description and purpose of a questionnaire

A structured questionnaire using a five-point Likert scale was developed with a range from (1) strongly disagree, (2) disagree, and (3) undecided, to (4) agree, and (5) strongly agree, thus allowing for the perspectives and views of the sampled financial institutions' employees to be captured through responses to leading statements. Johns (2010) indicates that "Likert scales are 'summated' scales, so-called because a respondent's answers on each question are summed to give their overall score on the attitude or value". As all participants were competent, they were capable of completing the questionnaires unassisted.

4.10   Data analysis

According to Pawar (2004:7), the "data analysis method includes a number of quantitative and qualitative techniques such as frequency, central tendency and dispersion, several tests of associations and significance, narrative analysis, developing themes and content analysis". The data collected from the responses was analysed using SPSS version 23.0. Data for this study are presented as descriptive statistics in the form of graphs, cross-tabulations and other figures. Inferential statistical techniques include the use of correlations and chi square test values which are interpreted using the p-values.

4.10.1   Descriptive statistics

According to Beverley and Chul (2009), "the statistical analysis plan is driven by the research questions, the study design, and the type of the outcome measurements. The analysis plan includes a detailed description of statistical testing for each of the variables in the specific aim(s)". For this study to determine whether the scoring patterns per statement were significantly different per option, a chi square test was done. Asadoorian and Kantarelis (2005) point out that descriptive statistics involves the organization, summarization, and display of data. Hole (2000) posits that "descriptive statistics summarise data, thus making clear any trends, patterns and so on, which may be lurking within them; they consist of visual displays such as graphs

46

and summary statistics such as means". In this study, the descriptive statistics and frequencies were displayed and presented in the form of a tables and cross-tabulation was done for biographical profiles of participants.

4.10.3 Inferential statistics

"Inferential statistics is the mathematics and logic of how generalization from sample to population can be made" (Gabrenya, 2003). In this study, the population from the banks was inferred as the group facing negative impact of social media in their respective team collaborations and productivity. "Inferential statistics attempt to make inferences about the parent population on the basis of the limited samples actually obtained. Furthermore, the term *inferential statistics* is usually reserved for various statistical tests used for comparing two or more groups of subjects within an experiment" (Hole, 2000). "Inferential/inductive statistics utilize probabilistic techniques to analyse sample information from a certain population (known part) to improve our knowledge about the population (unknown whole)" (Asadoorian & Kantarelis, 2005). In this study, inferential techniques included use of correlations and chi square test values interpreted using p-values. For example: the p-value between "Social media as a medium that enhances communication effectiveness" and "Level of Education" is 0.018. This means that there is a significant relationship between other variables in this study, that is, the Level of Education of the respondents did play a significant role in terms of how they viewed social media as a medium that enhances communication effectiveness. Therefore, all values without an * (or p-values more than 0.05) do not have a significant relationship.

4.11 Statistical analysis of the questionnaire

According to Asadoorian and Kantarelis (2005), "statistics is defined as the science of collecting, organizing, analysing, and interpreting data in order to make decisions". The statistical analysis in this study was done through the analyses of every question in the structured questionnaire, arranged in 6 sections and number of 50 short questions with a leading statement in each section. Participants' choices were based on the Likert scale selections: strongly agree, agree, undecided, disagree and strongly disagree.

4.11.1 Validity: Factor Analysis

"Validity determines whether the research truly measures that which it is intended to measure or how truthful the research results are. In other words, does the research instrument allow you to hit "the bull's eye" of your research objective? Researchers generally determine validity by asking a series of questions, and will often look for the answers in the research of others" (Golafshani, 2003). The factor analysis of the research was based on codifying the questionnaire on 5 Likert scale choices representing the responses. The researcher made each question as relevant, clear and concise as possible. Authentic results were expected to optimise the accuracy of findings regarding social media's impact on productivity and team collaboration. In this study, the principal component analysis was used as the extraction method, and the rotation method was the Varimax with Kaiser Normalization. This is an orthogonal rotation method that minimizes the number of variables that have high loadings on each factor. It also simplifies the interpretation of the factors. Factor analysis/loading showed inter-correlations between variables in this study. Items of questions that loaded similarly imply measurement along a similar factor. An examination of the content of items loading at or above 0.5 (and using the higher or highest loading in instances where items cross-loaded at greater than this value) effectively measured along the various components.

4.11.2 Reliability: Cronbach's Coefficient Alpha

According to Golafshani (2003), "the extent to which results are consistent over time and an accurate representation of the total population under study is referred to as reliability; if the results of a study can be reproduced under a similar methodology, then the research instrument is considered to be reliable". To ensure reliability, the test is expressed to exceed 0.700 as a general belief for reliability of a study. In this study, reliability was computed by taking several measurements on the same subjects. A reliability coefficient of 0.70 or higher is considered as "acceptable". Therefore, internal consistency describes the extent to which all the items in a test measure the same concept or construct and hence, it is connected to the inter-relatedness of the items within the test. The high-reliability score of the entire study relatively exceeds the recommended Cronbach's alpha value of 0.700. This indicates a high degree of acceptable, consistent scoring for the variety of the research study.

4.12 Ethical Considerations

"Research ethics involve requirements on daily work, the protection of dignity of subjects and the publication of the information in research" (Fouka & Mantzorou, 2011). It was a critical matter which is ethically considerable for this research to honour and show respect to employees of banks in the Eastern Cape Province who participated in this study. This was done through appropriate training and preparation prior to conducting the research. In terms of consent, selection criteria for research subjects were to: be bank employees 18 years and older; be enlightened about the purpose of the study on the outset prior to participation; be aware of the part they will play in the study given the issue of freedom of choice regarding their participation. The study further ensured full confidentiality of information given and protected the identities of bank employees who participated. Furthermore, the study ensured that human rights are not violated and commercial banks' principles, rules and regulations were adhered at all costs.

4.13. Biographical Data

This section summarises the biographical characteristics of the respondents and discuss it with the reviewed literature.

Table 4.2: Gender Distribution by Age

			Gender		Total
			Male	Female	
Age (years)	18 to 34	Count	21	46	67
		% within Age (years)	31.3%	68.7%	100.0%
		% within Gender	80.8%	60.5%	65.7%
		% of Total	20.6%	45.1%	65.7%
	35 to 54	Count	5	29	34
		% within Age (years)	14.7%	85.3%	100.0%
		% within Gender	19.2%	38.2%	33.3%
		% of Total	4.9%	28.4%	33.3%
	65 and above	Count	0	1	1
		% within Age (years)	0.0%	100.0%	100.0%
		% within Gender	0.0%	1.3%	1.0%
		% of Total	0.0%	1.0%	1.0%
Total		Count	26	76	102
		% within Age (years)	25.5%	74.5%	100.0%
		% within Gender	100.0%	100.0%	100.0%
		% of Total	25.5%	74.5%	100.0%

Overall, Table 4.2 provides a summary of ratios between males to females, which is approximately 1:3 (25.5%: 74.5%). The implications show more representation of females than males, which suggests that banks are hiring more females than their male counterparts. These proportions do not balance gender equality in the finance sector employment dynamics. In the above table, employees within the age category of 18 to 34 years are highly represented by the female gender with a percentage of 69% while male constitute 31% of the sample. This finding is in disagreement with Metcalf and Rolfe (2009) who claim that banks employ a relatively high percentage of people in the 25 to 39 age range and fewer in older age ranges. Within category of gender, males have shown high representation of 81% in age responses, but females

61%. In this regard, there are divergent representations showing that although females are older than males in the age category of 18 to 34, there are males than females with regard to gender representation. Another enormous representation is shown within the age category of 35 to 54 years whereby 85.3% were female. Within the category of females (only), 38% were between the ages of 35 to 54 years. This category of females between the ages of 35 to 54 years formed 28% of the total sample. According to Metcalf and Rolfe (2009), there has been a slight relative decline in female employment over the last five years, again a backdrop of a slight increase in overall finance sector employment; the reason for this are unclear.

Table 4.3: Race

	Frequency	Percent
African	98	96.1
Coloured	4	3.9
Total	102	100.0

Table 4.3 indicates the racial composition of the sample where in most respondents were African 96% and Coloured 4%. This clearly indicates that in the banks, there is less regard in handling racial diversity. This finding is in contrast to Walden et al (2009) who proclaim that "World Bank has convened task forces, launched a Racial Equality programme, created an Office of Diversity Programs, announced a zero tolerance policy for racial discrimination, approved diversity target, and adopted an anti-harassment policy".

Figure 4.1: Level of Education
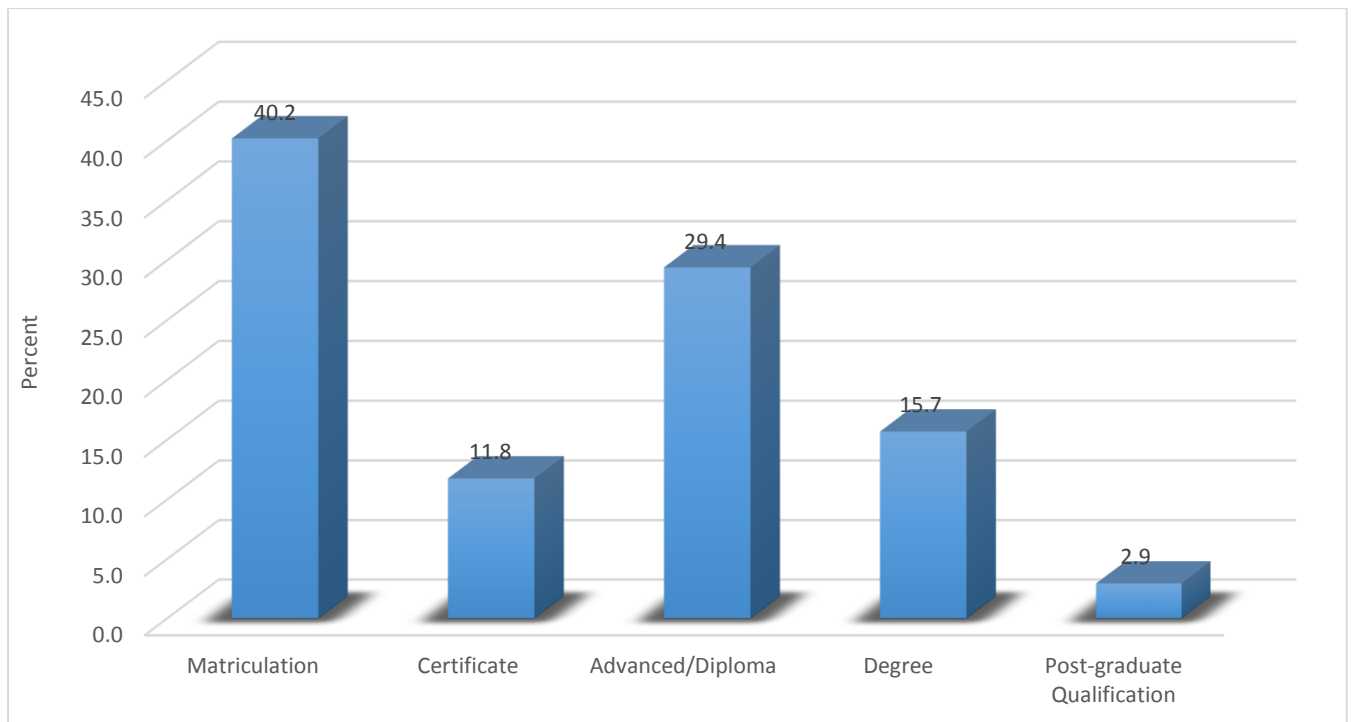
Figure 4.1 indicated that the highest percentage of respondents are employees who have matriculated (40%) followed by those with an advanced/diploma (29%); then those with degrees at 16%; those with certificates being 12%, and the lowest percentage of post-graduate qualification as 3%. This shows that the composition of enormous operations is reliant on employees who have junior and lower level qualifications. This is a useful finding as it indicates that a fair proportion of the respondents have a higher qualification (60% have a post school qualification). This indicates that the responses gathered implied that responses would have been from an informed (learned) source. This finding is in contrast with the South African Reserve Bank (2013) stating that "vastly unequal public services, particularly in education, limited the attainment of higher skills by black South Africans and actively de-skilled workers".

Figure 4.2: Work experience (years)
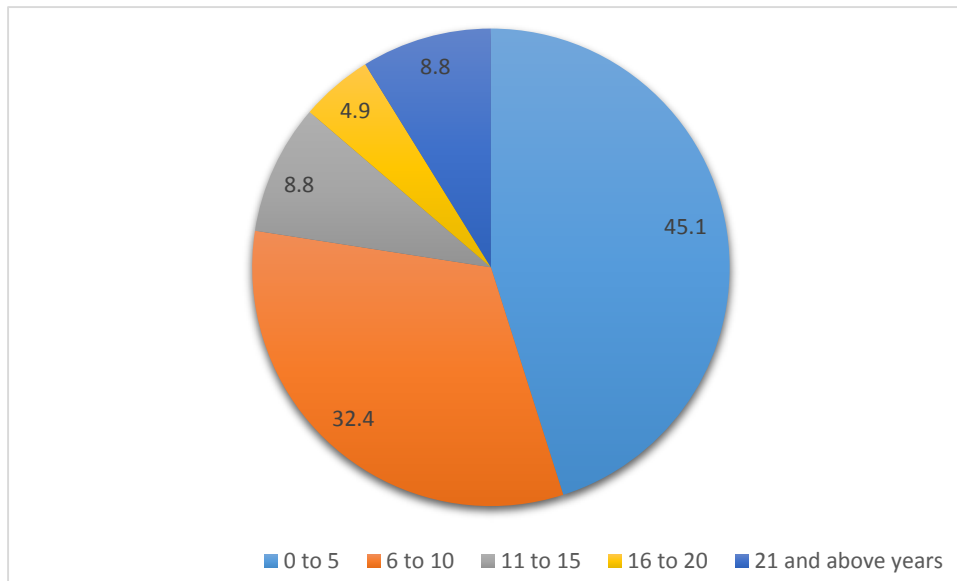
Figure 4.2 indicated that a little less than half of the respondents (45.1%) were in employment for less than 5 years. Approximately a third had between 6 to 10 years of work experience. A quarter of two categories in variable of 3 and 5 work experiences make representation of 9%; variable shows between 11 to 15 years work experience, and variable 5 shows 21 and above respondents have the same work experience. The lowest variable is 5% for employees who have between 16 to 20 years of work experience. These findings imply that those employees with less than 10 years' experience outnumber the most experienced employees in the banks, meaning employees of banks are contemporary in their respective occupation. This finding contradicts Dychtwald et al's (2013) who claim that less experienced employees can suffer because they need monitoring and transfer of skills.

Figure 4.3: Job level
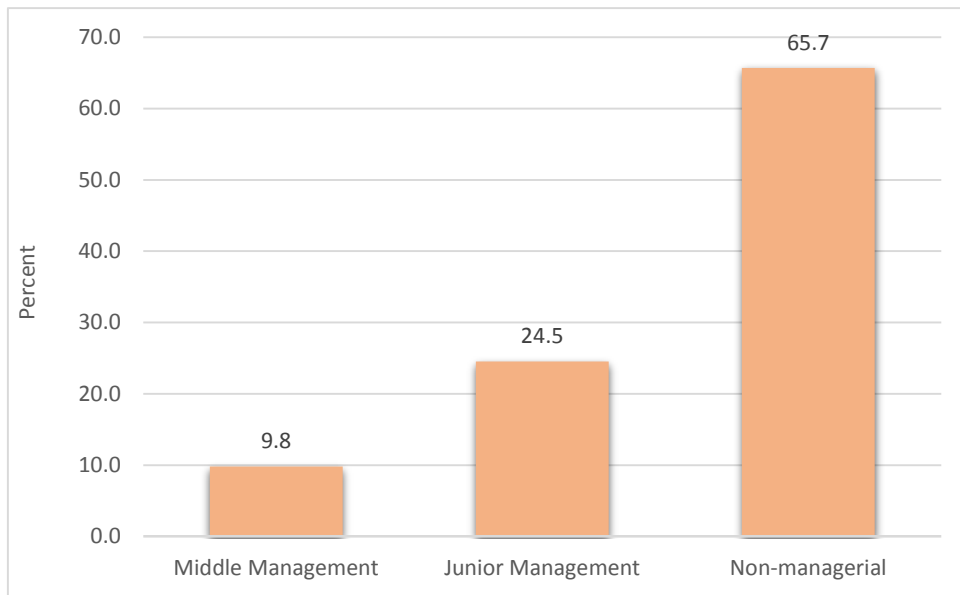
Figure 4.3 revealed that the highest percentage (66%) of the respondents who represents non-managerial employees; junior management (25%), and the lowest is middle management (10%). This finding is disputed by the research conducted by the South African Reserve Bank (2013) stating that "increasing the quality and quantity of skilled labour can generate an additional 1.5.million jobs relative to the baseline and raises potential growth to 7 per cent".

Table 4.4: Relationship between job type and category

		Job Category					
		Credit Management & Analysis	Sales Consultant	Administrative Support	Enquiries	Tellers	Total
Job Type	Permanent						
	Count	3	27	9	18	23	80
	% within Job Type	3.8%	33.8%	11.3%	22.5%	28.8%	100.0%
	% within Job Category	100.0%	90.0%	69.2%	90.0%	63.9%	78.4%
	% of Total	2.9%	26.5%	8.8%	17.6%	22.5%	78.4%
	Fixed-term Contract						
	Count	0	2	3	1	3	9
	% within Job Type	0.0%	22.2%	33.3%	11.1%	33.3%	100.0%
	% within Job Category	0.0%	6.7%	23.1%	5.0%	8.3%	8.8%
	% of Total	0.0%	2.0%	2.9%	1.0%	2.9%	8.8%
	Part time Contract						
	Count	0	0	1	1	9	11
	% within Job Type	0.0%	0.0%	9.1%	9.1%	81.8%	100.0%
	% within Job Category	0.0%	0.0%	7.7%	5.0%	25.0%	10.8%
	% of Total	0.0%	0.0%	1.0%	1.0%	8.8%	10.8%
	Other						
	Count	0	1	0	0	1	2
	% within Job Type	0.0%	50.0%	0.0%	0.0%	50.0%	100.0%
	% within Job Category	0.0%	3.3%	0.0%	0.0%	2.8%	2.0%
	% of Total	0.0%	1.0%	0.0%	0.0%	1.0%	2.0%
Total	Count	3	30	13	20	36	102
	% within Job Type	2.9%	29.4%	12.7%	19.6%	35.3%	100.0%
	% within Job Category	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total	2.9%	29.4%	12.7%	19.6%	35.3%	100.0%

Table 4.4 shows that the most represented job category is Teller at 36%, Sales Consultant (29%), Enquiries (20%), Administrative Support (13%), and Credit Management and Analysis at the lowest at 3%. This shows the frequency in 3 categories which conveys more than 20% while other categories showed less representation. With regards to job type, Credit Management and Analysis is represented by 100% for permanent type of employment. For fixed-term contracts, Administration Support is highly represented by 23%; part-time Teller showed a high percentage of 25%, and Sales Consultant was leading at 3%. This shows that banks' recruitment procedures prioritize the positions of their operations. This finding concurs with Cao et al (2011) that it is important for your organization to have a composition of a large number of permanent employees.

Table 4.5: Employer

	Frequency	Percent
X Bank	35	34.3
Y Bank	67	65.7
Total	102	100.0

Table 4.8 indicates that 34% of respondents were from X bank, and Y bank had 66% of respondents surveyed. This finding presents the size of banks and composition of employees in each of the respective banks.

4.13 Conclusion

This chapter has laid the methodological framework for this study. The chapter layout provided a trail of steps taken to answer the pertinent issues that were identified in the preceding two chapters. The following chapter provides and discusses the results of the research. The findings are discussed relative to the current knowledge as found in the literature study. Such discussion illuminates the suitability of the approaches chosen in this chapter to answer the research questions and meet the set objectives.

CHAPTER FIVE

DATA PRESENTATION, ANALYSIS AND DISCUSSION OF THE RESEARCH FINDINGS

5.1 Introduction

This chapter presents, analyse and discuss the research findings. The purpose of this study was to identify the impact made by social media in these banks. This chapter presents and analyses the research findings statistically and discusses major highlights from the findings. Descriptive and inferential statistics were used for data analysis and interpretation. The research findings are discussed with recent studies published where di/agreements are found.

5.2 Reliability of the study findings

Table 5.1: Cronbach Coefficient Alpha

Section	Heading	Number of Items	Cronbach's Alpha
B	Understanding of Social Media	10 of 10	0.844
C	Social Media Optimism	9 of 9	0.878
D	Social Media influence on human interactions	6 of 6	0.890
E	Challenges of Social Media in banks	10 of 10	0.900
F	Perceptions in business etiquette	6 of 6	0.827
	Overall	**41 of 41**	**0.929**

The overall reliability score of (Table 5.1) exceeds the recommended Cronbach's alpha value of 0.700. This indicates a high degree of acceptable, consistent scoring for the various sections of the research.

5.3 Factor analysis

Table 5.2: KMO and Bartlett's Test

Section	Heading	Kaiser-Meyer-Olkin Measure of Sampling Adequacy	Bartlett's Test of Sphericity		
			Approx. Chi-Square	df	Sig.
B	Understanding of Social Media	.825	400.354	45	.000
C	Social Media Optimism	.872	420.182	36	.000
D	Social Media influence on human interactions	.873	314.972	15	.000
E	Challenges of Social Media in banks	.845	616.701	45	.000
F	Perceptions in business etiquette	.736	239.486	15	.000

Table 5.2 reveals the Kaiser-Meyer-Olkin Measure of Sampling Adequacy value which is greater than 0.500 and the Bartlett's Test of Sphericity sig. value is less than 0.05. This indicates that conditions are satisfied, which allows for the factor analysis procedure. Factor analysis is best known as a statistical technique whose main goal is data reduction. Typical use of factor analysis is in survey research wherein a researcher wishes to represent a number of questions with a small number of hypothetical factors. With reference to the table above:

- The principle component analysis was used as the extraction method, and the rotation method was the Varimax with Kaiser Normalization. This is an orthogonal rotation method that minimizes the number of variables that have high loadings on each factor. It simplifies the interpretation of factors;
- Factor analysis/loading shows inter-correlations between variables; and
- Items of questions that loaded similarly imply measurement along a similar factor. An examination of the content of items loading at or above 0.5 (and using the higher or highest loading in instances where items cross-loaded at greater than this value) effectively measured along the various components.

It is noted that the variables that constituted Sections D and F (questionnaire) loaded perfectly along a single component (Refer to Annexure H). This implies that the statements in the section measured what they set out to measure. The remaining sections loaded along 2 components (sub-themes). This means that respondents

identified different trends within the section (refer to Section B and C respectively-Annexure H).

5.4 Pearson Chi Square test

The study findings revealed that almost all sub-dimensions of the study have a Pearson Chi Square test of 0.000 which determines a significant relationship between variables of the study; this implies that most respondents agreed with the statements of the study. The Chi-square test only depicted two variables of the study (social media often delays productivity at 0.26) and "it brings difficulties to manage these internet-based relationship" thus indicating that the research participants were negative regarding this statement at 0.0767).

5.5 Hypothesis testing

The study findings revealed a positive and significant relationship between social networking as a great contributor to business productivity and that social media, as a medium, enhances communication effectiveness at 0.448^{**}. This indicates that employees who are actively involved in social media are likely to contribute positively on productivity of these organisations. Furthermore, finding showed that the more employees communicate through social media, the more likely they are to increase productivity, thereby increasing their performance.

5.6 Understanding of social media

The respodents were guided by a leading statement which enquired about the understanding of social media among employees. The respodents were asked how they regard social media in their respective banks.

Table 5.3: Understanding of social media

Dimensions	Disagree		Undecided		Agree	
Social media as a medium that enhances communication effectiveness	11	10.8%	11	10.8%	80	78.4%
Social media as a medium of collaborating teams to practical collaboration	8	7.8%	16	15.7%	78	76.5%
Banks only staying competitive through the utilization of social media	17	16.7%	19	18.6%	66	64.7%
Driving banks' business processes to change	10	9.8%	25	24.5%	67	65.7%
Attracting potential hackers	15	14.7%	18	17.6%	69	67.6%
As an opportunity for people to commit fraud	27	26.5%	14	13.7%	61	59.8%
Social media as a learning content to understand cultural differences	12	11.8%	23	22.5%	67	65.7%
Social networking as a great contributor to business productivity	8	7.8%	14	13.7%	80	78.4%
Social media as a way of improving performance	20	19.6%	15	14.7%	67	65.7%
Social media as a way of promoting innovation	8	7.8%	15	14.7%	79	77.5%

Table 5.3 revealed that there was a high percentage of respondents (78%) of respodents who agreed with the statement "social media as a medium that enhances communication effectiveness", with 11% who disagreed and were undecided, respectively. This finding is disagreement with Blanchard (2011) who claims that "social media is now bringing its own evolution, not only in communication". In a statement where social media is described as a medium of collaborating teams to practical collaboration, 77% of the respondents agreed; 16% were undecided, and 8% disagreed. According to Lepsinger and DeRose (2010), virtual collaboration began tranform many businesses globally. Table 5.3 shown that a total of 65% of the respondents agreed followed by 19% who were undecided and 17% disagreed that banks only stay competitive through the utilization of social media. This finding is congruent with Hana (2013) who states that successful competitiveness is through technological innovations. In the case of driving banks' processes to change, only 66% agreed, 25% undecided, and 10% disagreed. This finding was confirmed by Mehdi (2014) that social media has brought about unprecedented pace in growth. Regarding the belief that it is attracting potential hackers, 68% supported this statement, with 18% undecided, and 15% disagreed. Youngblood (2015) is in agreement with this finding claiming that many of the successful fraud schemes generated through sending of unsolicited e-mails are currently delivered to the tagerted individual on social media websites.

Table 5.3 unveils another belief in the dimension related to crime, that social media provides an opportunity for people to commit fraud; 60% of respodents agreed, 14% undecided, and 27% disagreed. Headworth (2015) is in agreement with the above findings that are related to violation of business operation, therefore, social media with web-based platforms expose banks to numerous forms of computer crimes and business risks. In the study, 66% agreed that social media is a learning content to understand cultural differences, 23% were undecided, and 12% disagreed with the concept. This finding is in disagreement with Dennen (2012) who claims that the difficulties in communication are connected with both linguistic and cultural difficulties. Table 5.3, further reveals disproportionate percentages whereby 75% of respodents agreed, 4% undecided, and 8% disagreed with a statement that social networking is a great contributor to business productivity. This finding agrees with the issue of growth in networking claimed by Cant (2011) that social media provides innovation and effective ways to connect. Regarding social media as a way to improve perfomance, 66% agreed, 15% were undecided, and 20% disagreed. Ubell (2010) claims that initiatives of providing guidance to employees build teams, which increases productivity. Finally, regading social media as a way to promote innovation, 78% agreed, 15% remain undecided, and 8% disgreed. This finding is concurs with the belief of Martin and Bavel (2013) that "new social networking and social media technologies are widely believed to offer business and governmental organizations a powerful means to improve their communication".

5.7 Social media optimism

This section is concerned with social media consideration and priority within the context of business operations. The respondents were asked how they regard social media in their banks.

Table 5.4: Social media optimism

Dimensions	Disagree		Undecided		Agree	
Has become a suitable communication strategy in all business operations	16	15.7%	23	22.5%	63	61.8%
Has an excellent contribution towards teamwork discussions	18	17.6%	21	20.6%	63	61.8%
Is an essential tool for professional business meetings	24	23.5%	28	27.5%	50	49.0%
Is a pre-requisite for developing and building new ideas	24	23.5%	22	21.6%	56	54.9%
Ascertains good productivity in any individually assigned tasks	16	15.7%	29	28.4%	57	55.9%
Ensures the total measure of my competence	13	12.7%	33	32.4%	56	54.9%
Has improved my literacy skills	22	21.6%	20	19.6%	60	58.8%
Has trained many employees to handle diversity	19	18.6%	21	20.6%	62	60.8%
Continues to help employees to stay updated at all times in all spheres	3	2.9%	25	24.5%	74	72.5%

Table 5.4 reveals important aspect of attitude towards social media which is determined by the optimism in responses of employees. There is a high percentage (62%) of respondents which agreed, 23% undecided, and 16% disagreed with the concept that social media at the banks has become a suitable communication in all business operations. This finding is contrary to the belief of Agbinya (2011) that Web 2.0 is becoming a widespread influence of communication processes in the current Information Technology (IT) decades. Table 5.4 reveals that social media has an excellent contribution towards teamwork discussion, which 62% of respondents agreeing, 21% undecided and 18% disagreeing. This finding is in agreement with the perspective of Adeyinka (2014) who indicates that social media enables users to converge ideas of teams, goals and cultures.

The table further indicates that 49% of respondents agreed, 28% undecided, and 24% disagreed that social media is an essential tool for professional meetings. This finding is in disagreement with Choi, Huang, Palmer and Horowitz (2014) observation that "managers need to understand that not all Web 2.0 are suitable for organizations". In total, 55% agreed, 22% remain undecided, and 24% disagreed with a concept that social media is a pre-requisite for building new ideas. According to Breakenridge (2012), specialists in banks must use new communication "to creatively solve problems and adapt to rapid organizational change". The table also indicates that social media ascertain good productivity in individual assigned tasks wherein 56% agreed, 28% were undecided, and 16% disagreed. Miryala (2015) concurs with this

finding that social media allow employees to create and share user-general contents and even share information in order to accomplish assigned tasks.

Table 5.4 shows that social media ensure the total measure of employees' competence, and 55% agreed, 32% was undecided, and 13% disagreed with this statement. The finding is in agreement with Noor Al-Deen and Hendricks (2012) as they proclaim that "social media provide opportunities for users to engage in self-presentation of identity". Regarding improving literacy skills among employees, 59% respondents agreed, 20% were undecided, and 22% disagreed. According to Peres and Mesquita (2015), social media is all about forming relationships and, therefore, requires a certain skillset. Table 5.4 reflects that social media has trained many employees to handle diversity whereby 61% agreed 21% undecided and 19% disagreed. According to Lohmann, Song and Wohed (2014) "social network is built around organizational processes and participants who share common interests and activities". The above table indicates that social media continue to help employees to stay updated at all times in all spheres, and 73% respondents agreed, 25% were undecided, and only 3% disagreed. The finding is in agreement with Jalonen (2014) who states that social media increase the connectivity of people within and across organisational boundaries.

5.8 Social media influence on human interactions

This statement was developed to identify the impact of social media in human interaction by means of communication and collaboration.

Table 5.5: Social media influence on human interactions

Dimensions	Disagree		Undecided		Agree	
Changed how work used to flow	24	23.5%	23	22.5%	55	53.9%
Started the openness of emotions on employees	24	23.5%	28	27.5%	50	49.0%
Brought great cohesiveness among employees	21	20.6%	23	22.5%	58	56.9%
Created online communities that can be easily managed	15	14.7%	25	24.5%	62	60.8%
Improved supervision from management towards employees	28	27.5%	22	21.6%	52	51.0%
Totally transformed channels of communication	10	9.8%	25	24.5%	67	65.7%

Table 5.5 shows the implication of communication alterations. The leading statement stresses the extent in which social media changed workflow, and 54% agreed, 23% were undecided, and 24% disagreed. This finding is congruent to Langer's (2014) concern that social media becomes increasingly prominent in organizations and has affected the way in which we communicate internally and externally. Regarding the matter that social media started openness of emotions in employees, 49% agreed, 28% undecided and 24% disagreed. Noor Al-Deen and Hendricks (2011) are in agreement with this finding, stating that "online social networking typically offers opportunities for expression that are less restrictive".

The findings in Table 5.5 also reveal that social media has brought great cohesiveness among employees, and this was agreed to by 57% of the respondents, undecided by 23%, and 20% disagreed. Mahembe and Engelbrecht's (2013) are in agreement with this finding, pointing out that "communication of the team's mission and goals with proper feedback enhances cohesive relationships amongst team members". Regarding the issue that created online communities can be easily managed, 61% agreed, 25% were undecided, and 15% disagreed. There are contradictions with this finding, with Karampelas (2012) proclaiming that there are illusions in high level groups of common interest. This table also reveals a dimension that social media has improved supervision from management towards employees, and 51% of the respondents agreed, 22% undecided and 28% disagreed. Harvey and Bosco (2014) are in agreement that "social media provides a whole new way for employees to interact and communicate with co-workers, supervisors, and clients". Regarding the issue that social media has totally transformed channels of communication, 66% agreed, 25% were undecided, and 10% disagreed. Qualman (2010) agrees with the statement that evolution of communication has totally changed channels from word of mouth to socialnomics.

5.9 Challenges of social media in banks

Table 5.6 critically identifies the existing challenges of social media as it has permeated the facets of banks. The respondents were required to confirm or disapprove the notion of challenges of social media in the banks.

Table 5.6: Challenges of social media in banks

Dimensions	Disagree		Undecided		Agree	
It continues to change how decisions are made	15	14.7%	29	28.4%	58	56.9%
It makes employees less innovative	34	33.3%	22	21.6%	46	45.1%
It often delays productivity	36	35.3%	22	21.6%	44	43.1%
It allows much leisure during production	21	20.6%	33	32.4%	48	47.1%
It unveils confidentiality of information	23	22.5%	25	24.5%	54	52.9%
It impetus more costs for its use	26	25.5%	27	26.5%	49	48.0%
It brings difficulties to manage these internet-based services	34	33.3%	31	30.4%	37	36.3%
It slightly redefines organisational capacity to transfer knowledge	21	20.6%	30	29.4%	51	50.0%
Its implications tend to dent the image of the banking industry	35	34.3%	18	17.6%	49	48.0%
It continues to compromise the reputation of the industry	31	30.4%	22	21.6%	49	48.0%

Table 5.6 findings reveal that social media continues to change how decisions are made, and 57% agreed, 28% undecided and 15% disagreed. This finding was confirmed by Kadam and Ayarekar (2014: 3) that "social media has changed the delivery, structure and availability of information". In the case where it makes employees less innovative, 45% agreed, with 22% undecided and 33% disagreed. This finding is in disagreement with Westerman et al (2014) as they proclaim that "social media power new customer engagements and encourage new business models". Regarding the statement that social media is often delaying productivity, 43% agreed, 22% were undecided and 35% disagreed. This finding contradicts the argument by Mahembe and Engelbrecht (2013) that social media "has a positive effect on the overall performance of teams". In Table 5.6 findings also show that social media allows much leisure during production; 47% agreed, 32% undecided and 21% disagreed. This finding is in disagreement with Karampelas (2012) who notes that employees in a group keep on encouraging others to be committed in assigned tasks. The table reflects that social media is a challenge because it unveils confidentiality of information, and 53% agreed, 25% undecided, and 23% disagreed. Headworth (2015) concurs that social media instigates loss of important information. The table also shows that social media impetus more costs for its use, and 48% agreed, 27% undecided and 26% disagreed. This finding is in agreement with Lipschultz (2014) that

social media also are characterized by creation of new sites which often require incurring of costs.

Table 5.6 proceeds to reveal that social media brings difficulties to manage these internet-based services, and 36% disagreed, 30% were undecided, and 33% disagreed. This finding is contrary to Harvey and Bosco (2014) as they believe that social media can be seen as an unprofessional communication channel, and much depends on how it is used. Another common challenge presented was that social media slightly redefines organizational capacity to transfer knowledge, and 50% agreed, 29% were undecided, and 21% disagreed. Mehdi (2014) is in agreement that "online tools that support social interaction between users facilitate the creation and sharing of knowledge and transforming monologue". Regarding its implications tend to dent the image of the banking industry, 48% agreed with this, 18% were undecided, and 34% disagreed. The final dimension was that social media continues to compromise the reputation of the industry wherein 48% agreed, 22% were undecided, and 30% disagreed. According to Kadam and Ayarekar (2014), "one of the emerging big challenges facing banks is how to appropriately incorporate and harness the mass collaboration that social media facilitate into their own business strategy".

5.10 Perceptions in business etiquette

This section looks at perceptions of every employee regarding business etiquette during the use of social media; the statements were developed based on participants' dispositions and practice of cultures via these internet platforms.

Table 5.7: Perceptions in business etiquette

Dimensions	Disagree		Undecided		Agree	
Employees become freely in expressing how they feel through social media platforms	26	25.5%	14	13.7%	62	60.8%
Employees use social media platform to gossip	31	30.4%	22	21.6%	49	48.0%
Communication is greatly distorted by social media	24	23.5%	29	28.4%	49	48.0%
Employees have rights to reveal information as the practice of freedom of speech	33	32.4%	16	15.7%	53	52.0%
Employees share videos to spread false statements in the events of conflicts	46	45.1%	23	22.5%	33	32.4%
Employees use social media platforms as an opportunity to establish relationships	26	25.5%	17	16.7%	59	57.8%

Table 5.7 outlines perceptions of employees towards business etiquette, and findings shown were inconsistent in representation. Regarding the concept that employees become free in expressing how they feel through social media platforms, a total of 61% of the respondents agreed, 14% undecided and 26% disagreed with this concept. This finding is in agreement with Kazienko and Chawla (2015) as they claim that today's constant internet connectivity and mobile devices has drastically changed our lifestyles from face-to-face to online conversations. Regarding perceptions that employees use social media platform to gossip, only 48% agreed, 22% undecided, and 30% disagreed. This dimension is in disagreement with Hugo (2015) who found that only the high level individuals in South Africa are using Facebook to engage in discussion of a political nature and use platforms to connect to each other and share political information.

Regarding the item that communication is greatly distorted by social media, only proportionality of 48% agreed, 28% undecided, and 24% disagreed. According to Vladlena (2014), individuals that "utilize social media effectively are provided with an opportunity to listen, participate in, lead, and guide the invisible hand of digital social conversation". In the statement that indicated that employees have rights to reveal information as practice of freedom of speech, 52% agreed, 16% were undecided, and 32% disagreed. The Iowa State University (2014) is in agreement that this is possible because of available social media platforms like blogs which are a great resource to provide a continuous stream of information, often information not delivered via news release or other means and typically focused on a niche topic. A total of 32% of the respondents agreed, 23% undecided, and 45% disagreed with the statement that

employees share videos to spread false statements in the event of conflict. This finding is contrary to Eccles, Smith, Tanner, Van Belle, Van der Watt's (2010) who define communication as the sending and receiving of information, adding that it is important to receive correct and useful information which is furnished through social media. Lastly, Table 5.7 shows that employees use social media platforms as an opportunity to establish relationships, and 58% agreed, 17% were undecided, and 26% disagreed. DuFrene (2011: 1) disagrees with this finding because of claims that it is only virtual teams that rely primarily or exclusively on electronic forms of communication to work together in accomplishing their goals.

5.11 Conclusion

This chapter presented and discussed the research results collected and successfully completed by 102 employees from commercial banks by means of completing structured questionnaires.The study observed patterns of respondents' analysed responses which reflected that the levels of agreement exceeded those of disagreement. The average level of agremeents was 70%, and respondents indicated higher levels of agreement for positive aspects of technology application (communication and productivity). The study further observed that there were lower levels of agreement with activities relating to fraud (but other levels in this dimension are still high). To determine whether the scoring patterns per statement were significantly different per option, a chi square test was done. The study has successfully employed Factor Analysis to analyse data collected.

The two most important aspects of precision are reliability and validity. Reliability was computed by taking several measurements on the same subjects. A reliability coefficient of 0.70 or higher is considered as "acceptable". Cronbach's Alpha coefficient test found all the social media dimensions to be reliable. Reliability is important because better managerial decisions may be made from using data captured by the resultant instrument. Successful application of statistical techniques will serve to elighten commercial banks' managers to vindicate values and principles in the banks among employees from dangerous implications which are brought about by social media. Conclusions and reccommendations are made in the foillowing chapter.

CHAPTER SIX
CONCLUSIONS AND RECOMMENDATIONS

6.1 Introduction

The objective of this study was to investigate the impact made by social media on teams in the banking sector and to ascertain its impact on teams in two financial institutions. This will make this study to contribute to the development of new policies which will serve as an intervention to regulate the use of social media in commercial banks. The study attempted to investigate and explore the impact of social media in commercial banks; the predominant focus was the amount of contribution social media has brought and change it embeds on teams within banks, collaboration and effective communication in the spectrum of the banking industry. From the outset of this study, the degree of social media impact in commercial banks was thoroughly investigated, emanating from the immense evolution and broadband in the organizations. The study findings revealed a positive and significant relationship between social networking as a great contributor to business productivity and social media as a medium that enhances communication effectiveness. The research highlighted negative impacts which have permeated the facets of commercial banks which lead to many questions to be asked about the suitability of social media for professional practices in the banks. The study sought to add to the understanding of social media and its use in the context of financial institutions.

The previous chapter dealt with data presentation and analysis which was obtained by means of distribution of structured questionnaires to two identified South African commercial banks in the Eastern Cape Province, Mthatha, OR Tambo District. This chapter covers a brief summary of the entire study. Conclusions are drawn by discussing major findings which emanate and literature reviews of both international and South African perspectives. The chapter also outlines the limitations which were confronted by the researcher. The recommendations in this study will serve as guidelines to address these major highlights which were identified in this study.

6.2 Conclusion

The study endeavoured to establish the critical role of social media, the degree of its impact on employees of commercial banks and examining perceptions of social media values on employees and its embedded risks. The research established five dimensions from a structured questionnaire which explored this degree of impact of social media and discovered a negative impact on its hypothesis results. The study aimed at helping banks and all other financial institutions to understand the use of social media as it posits the strategies to combat negative implications of social media. Through understanding of social media impact, bank managers will stand a chance to better their business models and employ recommendations posited by this study. Five dimensions created by means of structured questionnaire added to the extant literature by establishing an understanding of social media in the spectrum of banking industry.

In light of the literature review and responses of participants from distributed questionnaires, this research observed findings of interest which were presented in this study. These findings were analysed, interpreted and presented in respect of their dimensions, and these were the major highlights which need to be addressed and are presented by the researcher chronologically with their recommendations. The interpretations and analyses of findings on gender in this study have reflected imbalances of representation between male and female employees in the banks. These imbalances were observed as implications that have disregarded and violated gender equality policies.

This study observed that banks are employing most female employees than their counterparts from the youth female to old female representation it exceeds those of male in all levels, which is divergent in terms of gender equality at workplace. This study observed that even though social media enhances communication in organizations, improves performance, and promotes innovation, the study also reveals that the ubiquity of social media has created negative perceptions on its impact in financial institutions. The unprecedented pressure of social media came with embedded risks that mostly confused employees regarding the benefits of social media utilization in financially high-risk institutions. The results shown, which are

counter-productive, are that social media attracts potential hackers and fraud. This has become a problem which may result in excessive loss of financial strength of two commercial banks (ABSA and Standard Bank).

The study has observed a relative satisfactory attitude of employees towards social media with a belief that social media has built confidence in many employees in the banks. This is a result shown that social media rejuvenates good communication strategies in banks, collaboration in teams and improving productivity. However, there is no absolute optimism because employees lack trust in social media as it continues to exacerbate unprofessionalism and violates the core values and principles of organizations in these commercial banks. Despite those attitudes which culminate in employees' optimism, the study findings reveal that social media is not an essential tool for professional meetings. In the analysis of the study, it was observed that even though social media has brought cohesiveness among employees in the commercial banks by means of creating online communities that can be easily accessed by groups, it has brought many changes. The study also found that social media have contributed to changes in how work used to flow, which has interrupted many goals and objectives of the banks, and this change has been witnessed by reflection of a total transformation in the channels of communication.

The study also observed that there are many challenges of social media in the commercial banks which are continuing to impinge negatively on all their facets. This has immensely disregarded the value of use of social media by employees in the banks. The implications shown in this study reveal that even though social media pose a challenge that decisions-making is influenced by social media, employees are less innovative. It delays productivity by allowing much leisure among employees, unveils confidential information, redefines capacity of transfer knowledge and compromises industry. The study also showed that social media is denting image of commercial banks. It was clear that it is not difficult for banks to manage these internet-based services; it is just that they need an intent strategy to address these challenges. The study observed that even though employees are free to express how they feel through social media platforms and continue to use social media platforms to establish relationship amongst each other, this changes communication. This was reflected in the study that the same platforms create onerous implications of distorting

71

communication in the organizations because employees utilize them to gossip and spread false statements in the event of conflicts.

6.3 Recommendations

This study findings recommend the following in order for the financial institutions to enjoy the benefits of the application of the social media at workplace:

- Commercial banks (ABSA and Standard Bank) ought to review their recruitment strategies and strive to balance the levels of employment on the basis of gender because failure to do will render the banking industry as a discriminating industry on the basis of gender. These imbalances should be addressed directly in the South African commercial banks as they are already being addressed in other foreign countries.

- Commercial banks should measure the type of relationships established by social media platforms because social relationships are embedded with personal preferences. The social media platforms should be used for informing the stakeholders and employees about successions and other upcoming developments not spreading false statements. There should be a team assigned to administer these platforms of social media in the banks.

- In order to address these potential threats presented in the understanding of social media, it is vital for branch managers to stay vigilant in advancing policies and core values which should intensely regulate the use of social media. The formulation and development of these policies should be made known to all employees at all levels of management.

- Management should train and develop their employees on the ethical use of social media among employees, thus increasing professionalism and productivity. The goals and aims of the training and development should be within the context of building trust among teams in these commercial banks because building trust will necessitate cohesiveness and productivity through these technologies, namely, social media.

- It is crucial for online communities to be maintained, especially in this digital evolving business world, but the structures of communication have to be well administered through involvement of all stakeholders and people responsible for different levels in management i.e. branch levels.

- In order to address challenges of social media faced by commercial banks, it is imperative that commercial banks should realise their strengths and capability of managing internet-based services and then capitalise on those strengths.

6.4 Future research

The research findings of this study necessitate future researchers to:
- Adopt mixed methods research on the use of social media in commercial banks;
- Address the impact of social media to a national level and even beyond that is an international level. Social media impact is an issue that is faced by all organizations from national and international perspective, social media is an unavoidable impact that continues to revolutionise organizations worldwide, therefore, studies conducted in social media ought to be extensive but this study was limited to Eastern Cape commercial banks

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ANNEXURE A:

An exploratory study on the impact of social media of selected commercial banks in the Eastern Cape Province, South Africa

QUESTIONNAIRE:

The aim of this study is to investigate the impact of social media on teams. The results will enlighten teams in banks about the role of social media in their relationships, communication and its impact on performance of employees.

In respect of the participants to this study, ethical consideration will be strictly adhered to by the researcher; the questionnaire is anonymous, and information provided will remain strictly confidential.

We thank and appreciate every participant in anticipation for their contribution toward completion of this questionnaire.

Should you require clarity or any other relevant information about the study, please do not hesitate to contact the researcher through the following details:

_____

Khulekani Yakobi
Khulekaniy4@gmail.com
kyakobi@wsu.ac.za
0788479119

Section A: Biographic Variables

INSTRUCTIONS: Please make a mark or tick in the appropriate box of the following variables:

1. Age (years)

18 to 34	01
35 to 54	02
55 to 64	03
65 and above	04

2. Gender

Male	01
Female	02

3. Race

African	01
White	02
Coloured	03
Indian	04

4. Level of Education

Matriculation	01
Certificate	02
Advanced/Diploma	03
Degree	04
Post-graduate Qualification	05

5. Work Experience (years)

0 to 5	01
6 to 10	02
11 to 15	03
16 to 20	04
21 and above	05

6. Job Category

Credit Management & Analysis	01
Sales Consultant	02
Administrative Support	03
Enquiries	04
Tellers	05

7. Job Type

Permanent	01
Fixed-term Contract	02
Part- Contract	03
Other	04

8. Job Level

Middle Management	01
Junior Management	02
Non-managerial	03

9. Employer

Absa	01
Standard Bank	02

INSTRUCTIONS: Please rate by making a mark or tick to the following and choosing one of the following statements to show how strongly you agree or disagree.

1-Strongly Disagree
2-Disagree
3-Undecided
4-Agree
5-Strongly Agree

Section B: Understanding of Social Media	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
I have an understanding of:					
10. Social media as a medium that enhances communication effectiveness.	1	2	3	4	5
11. Social media as a medium of collaborating teams to practical collaboration.	1	2	3	4	5
12. Banks only staying competitive through the utilization of social media.	1	2	3	4	5
13. Driving banks' business processes to change.	1	2	3	4	5
14. Attracting potential hackers	1	2	3	4	5
15. As an opportunity for people to commit fraud.	1	2	3	4	5
16. Social media as a learning content to understand cultural differences.	1	2	3	4	5
17. Social networking as a great contributor to business productivity.	1	2	3	4	5
18. Social media as a way of improving performance	1	2	3	4	5
19. Social media as a way to promote innovation.	1	2	3	4	5

Section C: Social Media Optimism	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
At my bank, social media:					
20. Has become a suitable communication strategy in all business operations.	1	2	3	4	5
21. Has an excellent contribution towards teamwork discussions.	1	2	3	4	5
22. Is an essential tool for professional business meetings.	1	2	3	4	5
23. Is a prerequisite for developing and building new ideas.	1	2	3	4	5
24. Ascertains a good productivity in any individual assigned tasks.	1	2	3	4	5
25. Ensures the total measure of my competence.	1	2	3	4	5
26. Has improved my literacy skills.	1	2	3	4	5
27. Has trained many employees to handle diversity.	1	2	3	4	5

28. Continues to help employees to stay updated at all time in all spheres.	1	2	3	4	5

Section D: Social Media influence on human interactions.	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
At my bank, social media has:					
29. Changed how work used to flow.	1	2	3	4	5
30. Started the openness of emotions on employees.	1	2	3	4	5
31. Brought a great cohesiveness among employees.	1	2	3	4	5
32. Created online communities that can be easily managed.	1	2	3	4	5
33. Improved supervision from management towards employees.	1	2	3	4	5
34. Totally transformed channels of communication.	1	2	3	4	5

Section E: Challenges of Social Media in banks	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
Social media is a challenge because:					
35. It continues to change how decisions are made.	1	2	3	4	5
36. It makes employees less innovative.	1	2	3	4	5
37. It often delays productivity.	1	2	3	4	5
38. It allows much leisure during production.	1	2	3	4	5
39. It unveils confidentiality of information.	1	2	3	4	5
40. It impetus more costs for its use.	1	2	3	4	5
41. It brings difficulties to manage these internet-based services.	1	2	3	4	5
42. It slightly redefines organisational capacity to transfer knowledge.	1	2	3	4	5
43. Its implications intend to dent the image of the banking industry.	1	2	3	4	5
44. It continues to compromise the reputation of the industry.	1	2	3	4	5

Section F: Perceptions in business etiquette	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
At my bank, the perception is that:					
45. Employees become free in expressing how they feel through social media platforms.	1	2	3	4	5
46. Employees use social media platform to gossip.	1	2	3	4	5
47. Communication is greatly distorted by social media.	1	2	3	4	5
48. Employees have rights to reveal information as the practice of freedom of speech.	1	2	3	4	5
49. Employees share videos to spread false statements in the events of conflicts.	1	2	3	4	5
50. Employees use social media platforms as an opportunity to establish relationships.	1	2	3	4	5

Cape Peninsula University of Technology

From the office of Dr BS Ngcamu (Senior Lecturer)

Tel	:	021-460 3867
Email	:	ngcamub@cput.ac.za

MEMORUNDUM

DATE	:	11 September 2015
TO	:	ABSA Bank
FROM	:	Dr BS Ngcamu
		Senior Lecturer
SUBJECT	:	REQUEST FOR PERMISSION TO CONDUCT RESEARCH

Dear Manager

As partial fulfilment of Khulekani Yakobi studies of MTech: Business Administration at Cape Peninsula University of Technology (CPUT) may you kindly assist by allowing this student to approach the ABSA Bank branch Employees. His research is titled: "An exploratory study on social media impact on teams: A case study of a banking industry in selected commercial banks in the Eastern Cape, South Africa". This project will be conducted under my supervision.

Upon completion of the study, I undertake to provide the bank people or teams with a bound copy of the full research report.

Should you have any queries, please do not hesitate to contact me.

Dr BS Ngcamu
Senior Lecturer: Public Management

Cape Peninsula University of Technology

From the office of Dr BS Ngcamu (Senior Lecturer)

Tel	:	**021-460 3867**
Email	:	**ngcamub@cput.ac.za**

MEMORUNDUM

DATE	:	**11 September 2015**
TO	:	**Standard Bank**
FROM	:	**Dr BS Ngcamu**
		Senior Lecturer
SUBJECT	:	**REQUEST FOR PERMISSION TO CONDUCT RESEARCH**

Dear Manager

As partial fulfilment of Khulekani Yakobi studies of MTech: Business Administration at Cape Peninsula University of Technology (CPUT) may you kindly assist by allowing this student to approach the Standard Bank branch Employees. His research is titled: "An exploratory study on social media impact on teams: A case study of a banking industry in selected commercial banks in the Eastern Cape, South Africa". This project will be conducted under my supervision.

Upon completion of the study, I undertake to provide the Bank people or teams with a bound copy of the full research report.

Should you have any queries, please do not hesitate to contact me.

Dr BS Ngcamu
Senior Lecturer: Public Management

Letter of Consent for Research and Structured Questionnaire.

Schwarz, Cathy: Absa <cathys@absa.co.za>   Tue, Jul 28, 2015 at 9:56 AM

To: Khulekani Yakobi <khulekaniy4@gmail.com>

Cc: "van Wyk, Wimpie: Absa" <wimpievw@absa.co.za>

Dear Mr Yakobi

The area head for our branch network in the OR Tambo area, Wimpie van Wyk, has agreed to facilitate the request to employees to participate voluntarily in the research.

Please email the updated questionnaire form directly to him (Cc'd in). Absa will distribute this to its employees. Please provide a due date and return email address and allow time for completion by our employees during the quieter time of the month.

Kind regards

Cathy Schwarz | Communication Manager l Marketing and Corporate Relations | Eastern and Southern Cape | Cape Region

Tel +27 41 390 6279 | Mobile +27 82 452 8246 l Fax +27 86 753 5892 |
Email cathys@absa.co.za l Absa Regional Office | 2nd Floor | Corner William Moffett and Overbaakens Rd | Fairview | Port Elizabeth | 6070

absa.com

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P Please consider the environment before printing this email

From: Khulekani Yakobi [mailto:khulekaniy4@gmail.com]
Sent: Monday, July 27, 2015 9:43 AM
To: Schwarz, Cathy: Absa
Subject: Fwd: Letter of Consent for Research and Structured Questionnaire.

[Quoted text hidden]

Important Notice:

Re-Feedback.

Lesele, Maggie M <Maggie.Lesele@standardbank.co.za>

Sat, Sep 12, 2015 at 9:55 AM

To: Khulekani Yakobi <khulekaniy4@gmail.com>

Cc: "Mokoena, Andrew A" <Andrew.Mokoena@standardbank.co.za>, "Meth, Lavern L" <Lavern.Meth@standardbank.co.za>

Hi K

Please forgive me couldn't talk yesterday

Andrew Mokoena and Lavern Meth – Mthatha West branch they can assist you to distribute your questionnaire

Good luck…

Thanks

From: Khulekani Yakobi [mailto:khulekaniy4@gmail.com]
Sent: 11 September 2015 12:39 PM
To: Lesele, Maggie M
Subject: Re-Feedback.

[Quoted text hidden]

Standard Bank email disclaimer and confidentiality note

Please go to http://www.standardbank.co.za/site/homepage/emaildisclaimer.html to read our email disclaimer and confidentiality note. Kindly email disclaimer@standardbank.co.za (no content or subject line necessary) if you cannot view that page and we will email our email disclaimer and confidentiality note to you.

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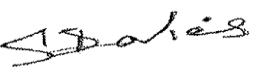
Office of the Chairperson Research Ethics Committee	Faculty: **BUSINESS**

At a meeting of the Research Ethics Committee on 16 September 2015, **Ethics Approval**

was granted to YAKOBI, KHULEKANI (213042126) **for research activities Related**

to the MTech/DTech: MTech: BUSINESS ADMINSTRATION

at the Cape Peninsula University of Technology

Title of dissertation/thesis:	An exploratory study on the impact of social media of a selected commercial bank in the Eastern Cape Supervisor: Dr SB Ngcamu

Comments:

Decision: APPROVED

	16 September 2015
Signed: Chairperson: Research Ethics Committee	**Date**

	03/11/2015
Signed: Chairperson: Faculty Research Committee	**Date**

Clearance Certificate No | 2015FBREC267

RELIABILITY STATISTICS:

Section	Heading	Number of Items	Cronbach's Alpha
B	Understanding of Social Media	10 of 10	.844
C	Social Media Optimism	9 of 9	.878
D	Social Media influence on human interactions	6 of 6	.890
E	Challenges of Social Media in banks	10 of 10	.900
F	Perceptions in business etiquette	6 of 6	.827
	Overall	**41 of 41**	**.929**

The overall reliability score exceeds the recommended Cronbach's alpha value of 0.700. This indicates a high degree of acceptable, consistent scoring for the various sections of the research.

FACTOR ANALYSIS:

KMO and Bartlett's Test

Section	Heading	Kaiser-Meyer-Olkin Measure of Sampling Adequacy	Bartlett's Test of Sphericity Approx. Chi-Square	df	Sig.
B	Understanding of Social Media	.825	400.354	45	.000
C	Social Media Optimism	.872	420.182	36	.000
D	Social Media influence on human interactions	.873	314.972	15	.000
E	Challenges of Social Media in banks	.845	616.701	45	.000
F	Perceptions in business etiquette	.736	239.486	15	.000

All of the conditions are satisfied for factor analysis.

That is, the Kaiser-Meyer-Olkin Measure of Sampling Adequacy value should be greater than 0.500 and the Bartlett's Test of Sphericity sig. value should be less than 0.05.

Rotated Component Matrix

Rotated Component Matrix[a]

Section B	Component	
	1	2
Social media as a medium that enhances communication effectiveness.	.624	.066
Social media as a medium of collaborating teams to practical collaboration.	.655	.320
Banks only staying competitive through the utilization of social media.	.339	.506
Driving banks' business processes to change.	.515	.498
Attracting potential hackers	-.016	.835
As an opportunity for people to commit fraud.	.092	.842
Social media as a learning content to understand cultural differences.	.530	.461
Social networking as a great contributor to business productivity.	.829	-.088
Social media as a way of improving performance	.839	.205
Social media as a way to promote innovation.	.776	.267

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.[a]

a. Rotation converged in 3 iterations.

Rotated Component Matrix[a]

Section C	Component	
	1	2
Has become a suitable communication strategy in all business operations.	.611	.259
Has an excellent contribution towards teamwork discussions.	.724	.230
Is an essential tool for professional business meetings.	.724	.254
Is a pre-requisite for developing and building new ideas.	.836	.019
Ascertains a good productivity in any individual assigned tasks.	.825	.171
Ensures the total measure of my competence.	.765	.309
Has improved my literacy skills.	.566	.614
Has trained many employees to handle diversity.	.334	.696
Continues to help employees to stay updated at all times in all spheres.	.021	.846

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.[a]

a. Rotation converged in 3 iterations.

Component Matrix^a

Section D	Component
	1
Changed how work used to flow.	.767
Started openness of emotions on employees.	.827
Brought great cohesiveness among employees.	.840
Created online communities that can be easily managed.	.809
Improved supervision from management towards employees.	.818
Totally transformed channels of communication.	.769

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Rotated Component Matrix^a

Section E	Component	
	1	2
It continues to change how decisions are made.	.309	.359
It makes employees less innovative.	.831	.072
It often delays productivity.	.854	.168
It allows much leisure during production.	.636	.437
It unveils confidentiality of information.	.657	.421
It impetus more costs for its use.	.774	.400
It brings difficulties to manage these internet-based services.	.640	.468
It slightly redefines organisational capacity to transfer knowledge.	.214	.718
Its implications intend to dent the image of the banking industry.	.268	.879
It continues to compromise the reputation of the industry.	.193	.908

Extraction Method: Principal Component Analysis.

 Rotation Method: Varimax with Kaiser Normalization.^a

a. Rotation converged in 3 iterations.

Component Matrix[a]

Section F	Component
	1
Employees become free in expressing how they feel through social media platforms.	.613
Employees use social media platform to gossip.	.780
Communication is greatly distorted by social media.	.682
Employees have rights to reveal information as the practice of freedom of speech.	.732
Employees share videos to spread false statements in the event of conflicts.	.846
Employees use social media platforms as an opportunity to establish relationships.	.729

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Annexure H: Chi Square test

	Dimensions	Chi-Square	df	Asymp. Sig.
B10	Social media as a medium that enhances communication effectiveness	93,353	2	,000
B11	Social media as a medium of collaborating teams to practical collaboration	86,353	2	,000
B12	Banks only staying competitive through the utilization of social media	45,235	2	,000
B13	Driving banks' business processes to change	51,353	2	,000
B14	Attracting potential hackers	54,176	2	,000
B15	As an opportunity for people to commit fraud	34,647	2	,000
B16	Social media as a learning content to understand cultural differences	49,824	2	,000
B17	Social networking as a great contributor to business productivity	93,882	2	,000
B18	Social media as a way of improving performance	48,412	2	,000
B19	Social media as a way to promote innovation	90,059	2	,000
C20	Has become a suitable communication strategy in all business operations	37,824	2	,000
C21	Has an excellent contribution towards teamwork discussions	37,235	2	,000
C22	Is an essential tool for professional business meetings	11,529	2	,003
C23	Is a prerequisite for developing and building new ideas	21,412	2	,000
C24	Ascertains good productivity in any individually assigned tasks	25,824	2	,000
C25	Ensures the total measure of my competence	27,235	2	,000
C26	Has improved my literacy skills	29,882	2	,000
C27	Has trained many employees to handle diversity	34,647	2	,000
C28	Continues to help employees to stay updated at all times in all spheres	77,706	2	,000
D29	Changed how work used to flow	19,471	2	,000
D30	Started openness of emotions on employees	11,529	2	,003
D31	Brought a great cohesiveness among employees	25,471	2	,000
D32	Created online communities that can be easily managed	36,059	2	,000
D33	Improved supervision from management towards employees	14,824	2	,001
D34	It totally transformed channels of communication	51,353	2	,000
E35	It continues to change how decisions are made	28,294	2	,000
E36	It makes employees to be less innovative	8,471	2	,014
E37	It often delays productivity	7,294	2	,026
E38	It allows much leisure during production	10,765	2	,005
E39	It unveils confidentiality of information	17,706	2	,000
E40	It impetus more costs for its use	9,941	2	,007
E41	It brings difficulties to manage these internet-based services	0,529	2	,767
E42	It slightly redefines organisational capacity to transfer knowledge	13,941	2	,001
E43	Its implications intend to dent the image of the banking industry	14,176	2	,001
E44	It continues to compromise the reputation of the industry	11,118	2	,004
F45	Employees become free in expressing how they feel through social media platforms	36,706	2	,000
F46	Employees use social media platforms to gossip	11,118	2	,004
F47	Communication is greatly distorted by social media	10,294	2	,006
F48	Employees have rights to reveal information as the practice of freedom of speech	20,176	2	,000
F49	Employees share videos to spread false statements in the event of conflicts	7,824	2	,020

F50	Employees use social media platforms as an opportunity to establish relationships	28,765	2	,000

<u>23 Elfin Glen Road, Nahoon Valley Heights, East London, 5200</u>

Professional EDITORS' Group

To whom it may concern:

This document certifies that the dissertation whose title appears below has been edited for proper English language, grammar, punctuation, spelling, and overall style by Rose Masha, a member of the Professional Editors' Group whose qualifications are listed in the footer of this certificate.

Title:

AN EXPLORATORY STUDY ON THE IMPACT OF SOCIAL MEDIA OF SELECTED COMMERCIAL BANKS IN THE EASTERN CAPE PROVINCE, SOUTH AFRICA

Author:
KHULEKANI YAKOBI

Date Edited:
14 January 2016

Signed:

Rose Khanyisile Masha
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Bachelor of Library and Information Science, Hons (English Language Teaching), HDE, MA (Hypermedia in Lang. Learning), PhD (Education).

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