



**THE IMPACT OF SOCIAL MEDIA ON ORGANIZATIONAL PERFORMANCE: A
STUDY OF AIRTEL TIGO GHANA**

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JOURNALISM, IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE
AWARD OF MASTER OF ARTS (MA) DEGREE IN PUBLIC RELATIONS**

DECLARATION

Student's Declaration

I, Elizabeth Agonou, hereby declare that this thesis is my own work and has not been presented for a degree in any other University and all materials used in this thesis have been duly acknowledged.

Sign 

Date..... **10th December, 2021**

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Supervisor's Declaration

I hereby certify that this dissertation was done under my supervision. I thereby approve that the work is adequate in scope and quality for the partial fulfilment of their requirement for the award of a Master of Arts in Public Relations.

Sign 

Date..... **10th December, 2021**

Modestus Fosu, PhD.

(Supervisor)

DEDICATION

This dissertation is dedicated to God Almighty, my source of strength, inspiration, wisdom, knowledge and understanding throughout the study of this programme.

I also dedicate this work to Nana Michaels Dzikunu and my parents, Mr. and Mrs. Agonou for their constant support and encouragement during the challenge of Graduate school.

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May God bless you all.

ABSTRACT

This study is focused on investigating the impact of Social Media Usage on the organizational performance of AirtelTigo, Ghana. Using a quantitative research approach, data were collected from a total number of 122 staff of AirtelTigo using a questionnaire form to answer questions relating to the aspects of social media use in the organization, specifically social media for marketing, social media for customer relations and services and social media for information accessibility. Organizational performance was also measured in five factors comprising of rapid adaptation, time to market, cost reduction, satisfaction and innovation. From the findings, it was reported that social media use in AirtelTigo was largely for customer relations and services, followed by for marketing and then for information accessibility. For organizational performance, AirtelTigo largely considered the use of social media for satisfaction as the topmost followed by the time to market, to innovation, to rapid adaptation and then to cost reduction in that order. Again, the use of social media for marketing positively relates to the time to market of new product offerings to the market, the use of social media for customer relations and services also relates positively to satisfaction of products and services and the use of social media for information accessibility also relating positively to innovation within the country. Overall, the use of social media significantly impacts on the organizational performance of AirtelTigo given the OLS regression results. It is therefore recommended that the telecommunication industry engage more of their social media platforms as it has significant impacts its organizational performance. AirtelTigo must also invest in a workforce with the knowledge of social media platforms so they can harness the opportunities it brings to the organization.

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CHAPTER ONE

INTRODUCTION

1.1 Background of Study

Years ago, social media engagements were seen as quite an insignificant activity which involved just the sharing of personal videos or family photos on YouTube and Facebook. But in recent years, social media engagements have grown to be a key marketing strategy for both start-up businesses and large existing firms. Social media technology in business serves as an avenue to reach a large target market in an easy and less costly manner. Similarly, business targets such as reaching new market territories, improving customer service and advertising brands and products are done efficiently. In today's technological world, official business accounts at social websites such as Instagram, Facebook and YouTube can present their mission, vision and product offering with ease and in a much-specialized way that creates an advantageous position where customers can be interacted with on a regular basis and endorse loyalty incentives.

According to HSU (2012), social media is a digital platform where a big pool of clients gather with vital information of themselves creating a warehouse of customer information which could be used to build market existence. Vinerean (2013) also iterate that: "Social media is conceived today in the corporate world as a strategic communication partner, driving new and unique possibilities for organizations to engage stakeholders in conversations" One unique characteristic of social media technology is that it can affect innovation by an examination of customer communication, feedback and opinions (Tapscott & Williams, 2006). Social media technology also tends to help convert potential customers into buyers and even turns these

buyers into marketers as they end up advertising brands or products and sharing their experiences with family and friends. Though the benefits of social media on businesses or organizations are huge, the mismanagement can equally be detrimental to the success or performance of a brand or business.

In today's competitive environment, Ghanaian businesses and organizations are finding the use of social media technology to be a very powerful tool for competitive advantage and this concept has been hugely adopted by large multi-national companies in various industries in Ghana. The telecommunication industry which is the core focus of this study is a typical example as key industry players are using social media to advertise their product range, get customer feedback, and even conduct very detailed customer service. In the midst of the recent coronavirus pandemic for instance, social media has helped in reducing customer to employee contact and has served as a tool to reach most of the needs of customers with ease hence drawing more existing potential customers to their side.

According to Bellenghem (2011), more than 50% of social media users look out for brands or products on social media which naturally leads customers to discuss their wants, needs and likes on these platforms, which information would be hard to obtain from customers who visit offices and even customer care centers in real life. It gives organizations in the telecommunication industry a chance to at least attend and connect to customers. In this sense, organizations in the sector are gradually observing and measuring their brand performance via the various types of social media outlets. This study is thus based on the usage of social media and how it is gradually affecting the performance of organization in specific industries such as the telecommunication industry.

1.1.1 Social media and organizational Work and Performance

Social media platforms have now seen a shift from a consumption-based approach to one that is interactive and collaborative hence creating a wide variety of opportunities for organizations to interact with the public. Customers are seen as an important part of any organization and looking at the changing trend in customer behavior towards the use of social media, it has become imperative for organizations to adapt the use of social media for communication and attaining customer feedback which are all geared towards reaching organizational goals and hence increasing the performance of the organization. Again, social media has several dimensions to it especially in how they affect an organization's processes and activities. For instance, Bellenghem (2011) mentions how organizations are setting up social media platforms to engage in customer attraction, follow up and retention whilst offering products and services via the same options. The highly dynamic area according to the author has a lot to do in affecting performance, especially where it is dependent on visibility and reach of intended customers (Bellenghem, 2011).

Farook and Abeysekara (2016) however had other observations to make. To these two, the mere existence of social media use in an organization does not necessarily ensure its efficiency as there has to be a full utilization of social media and their use as a technique to properly communicate by attaining and disseminating the right information needed for growth. They then added that there are a lot of organizational activities such as promotion, public relation, market intelligence and product and service management that can be done using social media and also serves as a less costly approach to reach a larger market of current and even prospective customers (Farook & Abeysekara, 2016). Many organizations have put social media as their

center of attraction and has actually helped them in getting an increased performance in all aspects of their operations.

1.1.2 Telecommunication industry in Ghana

The last two decades have seen tremendous growth in mobile phone ownership and use in both developed and developing countries like Ghana, which has contributed to the transformation of the lives of citizens. The past two decades have according to Qiang (2009), brought an unprecedented increase in access to telephone services driven primarily by wireless technologies and the liberalization of telecommunications markets allowing for the faster and cheaper rollout of mobile networks. The GSMA (2015) notes that in 2013 for example, the mobile industry contributed 5.4 percent to overall gross domestic product (GDP) in the sub-Saharan Africa (SSA) region, and this is forecast to increase to 6.2 percent by 2020. Also, in 2013, the mobile ecosystem directly employed nearly 2.4 million people, a figure that is expected to grow to around 3.5 million by 2020.

With Africa projected to experience an increased use of mobile phones by 2020, researchers must pay attention to the implications of such developments. Ghana's mobile industry is no exception to this trend as in the past few years, it has been one of the fastest-growing industries in the country (Koi-Akrofi & Welbeck, 2013). Over the past two decades, the mobile industry in Ghana has witnessed a tremendous increase in subscriber growth rate. Koi-Akrofi & Welbeck (2013) note that from a meager figure of 2000 subscribers in 1994, mobile subscriptions increased to 17,436,949 in 2010. Subscriber numbers of 30,360,771 for 2014 represent a penetration rate of almost 113.37 percent of Ghana's estimated population. The Telecommunication industry is one of the highly visible and successful industries in Ghana. The growth of mobile telecom in Ghana has profound effects on the economic development of

the country. With a mobile phone penetration rate of 73% and is expected to reach 80% by the end of 2011. The mobile phone industry in Ghana is highly competitive and innovative.

The telecom market in Ghana is characterized by vibrant competition with the presence of four international mobile network companies made up of AirtelTigo, MTN, Vodafone, and GLO-Mobile. This offers consumers varied choices of communication services and providers. With the steady growth of the economy coupled with a sound regulatory environment and a rising cellular subscriber base, the mobile phone market has also rapidly expanded in new connections as well as growing adoption of internet-enabled handsets or smartphones.

1.1.3 Profile of AirtelTigo Ghana

With an endorser base of almost 10 million, AirtelTigo is a strong, dynamic and inventive brand, giving a wide extent of broadcast communications administrations, information portable money related administrations and business availability arrangements. Propelled in November 2017, from a merger among Airtel and Tigo, AirtelTigo is the second-most prominent Mobile Network Operator in Ghana. With its inside vision "A superior life for our clients", AirtelTigo changes endures practical corporate social hypothesis exercises. The point is to help create a logically sensible future by passing on inventive things and organizations that empower positive money related, social and trademark results for their clients and assistants. AirtelTigo is based on utilizing progression as a key driver to cash related improvement in Ghana and Africa and is contributing across various bits of the economy of Ghana. There have been important theories to broaden and strengthen the frameworks, passing on fiber optic connection, versatile capacity, and worldwide accessibility.

Vision

To be the leading telecommunications service provider in emerging markets.

Mission

Building shareholders' value by ensuring maximum customer satisfaction through providing latest telecommunication services, at the most economical rates while meeting its social responsibilities as a good corporate citizen and providing growth prospects for its employees.

Values

The company, driven by three key values of Simplicity which they as “We keep it so simple, it’s delightful”, Transparency “With us, what you see is what you get” and Relevance “We continuously evolve with the needs of our customers and employees”. With this a variety of innovative, customer-focused products and services offering superior customer value propositions for the various market segments. Equipped with the right human expertise and technological know-how, AirtelTigo continues to excel to enable the organization to become the leading telecoms provider in emerging countries.

1.2 Statement of Problem

In a very competitive and changing industry like that of telecommunication, organizations constantly seek ways by which they can quickly adapt and adjust in a much proficient way to gain competitive advantage over their competitors and attain an improved organizational performance. The switching power of customers in the sector is very high and thus puts huge burdens on telecommunication networks to always strive to be up to task in their service delivery. From the existing telecommunication networks in the country, AirtelTigo are seen to be struggling to keep up with market leaders such as MTN Ghana and Vodafone Ghana. Though

several factors may account for this challenge, the presence of these top brands on the various social media platforms such as Twitter, Instagram and Facebook is quite huge and could possibly account for their success at the expense of AirtelTigo. This therefore calls for a need to analyze the level of social media use in the organization as a communication strategy and how it can be used to reach organization goals and thus help the organization gain competitive advantage. More recent studies also demonstrated the importance of social media usage, (Altamimi, 2010) recommended companies to use social media in a more professional way and to build up their marketing channels to meet customers various needs but did not study the impact of the company characteristics on the level of social media usage. Previous studies have stated the positive impact of internet usage on organizations in various dimensions such as enhance CRM practices and improve export marketing performance. But the impact of social media use as a communication strategy on organizational performance in the Ghanaian telecommunication sector has not been empirically investigated.

Thus, the research aims at evaluating the use of social media as a communication tool or strategy at AirtelTigo and determine its impact on the overall performance of the organization. It is expected that the study would contribute to the key findings on social media and organizational performance within the context of communication strategies adopted by an organization like AirtelTigo.

1.3 Main Objective

This study seeks to investigate the impact of social media as a communication tool or strategy on the organizational performance of AirtelTigo, Ghana.

1.3.1 Specific Objectives

In relation to the main objective, the specific objectives are to:

- i. identify the uses of social media at AirtelTigo, Ghana,
- ii. assess the use of social media as a communication tool or strategy at AirtelTigo, Ghana ,
- iii. investigate the impact of social media as a communication tool or strategy on the organizational performance of AirtelTigo, Ghana.

1.4 Research Question

In addressing the aforementioned objectives, these research questions are considered for the study:

- i. To what extent does AirtelTigo, Ghana use social media?
- ii. How does AirtelTigo, Ghana use social media as a communication tool or strategy?
- iii. What key factors influence the use of social media as a communication tool or strategy at AirtelTigo, Ghana?
- iv. What is the impact of the use of social media as a communication tool or strategy on the organizational performance of AirtelTigo, Ghana?

1.5 Significance of Study

This study is rightly cut out for a time as this where many digital solutions are being adopted by the telecommunication organizations here in Ghana. The findings of this research **are** thus key to filling in the gap for the assessment of social media usage and organizational performance by factoring in the use of same as a communication tool or strategy. The findings are thus going to highlight the main contributions of AirtelTigo and how it pushes through the competitive market and well as provide some evidence to what is expected in the use of social media by these telecom companies.

Furthermore, the findings can serve as a guide to academia on modelling out the ways and means to leverage on social media especially where its use as a communication strategy does impact organizational performance. Policy wise, internal and external controls can be set up with the information obtained to serve as a check on these telecommunication companies in order not to abuse the social media offerings and rather give customers the value they demand for in the Ghanaian market.

Finally, future studies of social media usage in organizations can be guided with the findings of this study. It will serve as a reference document and an addition to the body of knowledge on measuring organizational performance given its social media usage.

1.6 Scope of Study

The study is strictly focused on the time Airtel and Tigo Ghana became a merger which is from November 2017 and all data gathered will look at the company as a merger and not two different organizations. The headquarters of AirtelTigo Ghana in Accra was the main source of data for

the study and was frequently contacted to facilitate the study in all aspects. The study was also limited to the marketing and public relations department of the organization and their performance indicators were used for all assessment and analysis. Thus, the results, conclusions, and implications of the study are understood in this regard.

1.7 Organization of Study

The study is organized as follows:

Chapter One is an introduction of the study and comprises of the background, problem statement, study objectives, the research question, significance and contribution of the study.

Chapter Two entails the entire literature that had been reviewed from various books, journal articles, related research works and internet resources which will help the researcher in extracting the relevant literature on social media and organizational performance.

Chapter Three focuses on the methodology and entails the research design, research population, sample and sampling procedures, sources of data, data gathering instruments and the data analysis.

Chapter Four is a representation of the results that were gathered through the data collection methods and presents these in relation to answering the research questions.

Chapter five is the final and concluding chapter and focuses on the summary of findings, recommendations, implications and conclusion.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter reviews relevant literature on the topic and then presents the theoretical underpinnings of social media use as a communication tool and its impact to organizational performance are also presented. The literature helps discuss what has been done in other studies and how relevant it is to this study.

2.1 Defining social media

Social media according to Safko and Brake (2009) is considered as an exceptional and popular tool which is now commonly applied in many local and international companies for competitive advantage. McCann (2008) also relates to the same indicating that many million users of social media read blogs, share videos online, customize their pages and engage in various forms of social media activities. Other authors such as Weinberg (2009) and Comm (2009) in their study of social media trends defined as the “activities, practices, and behaviors among communities of people who gather online to share information, knowledge, and opinions using conversational media”.

2.2 Social Media Usage as a communication tool

According to HSU (2012), social media serves as a warehouse for a big pool of customers and thus stores customer information which thereby acts as an avenue where information is obtained in order to gather market presence. The concept of Social media usage has been developed and changed over time. Kaplan and Haenlein (2010) stated that social media usage consisted of a group of internet-based tools work on web technology and ideological basis which help users to generate content and share it with other users.

The use of social media in businesses was initially considered a failure, but this changed quickly as the rapid increase trend of social media usage. According to Chaffey (2018), over 4 billion internet users exist today of which more than 3 billion users are active in social media. Organizations are not lost out as they use these social media sites to drive the many users to their products and services using marketing techniques, customer relations and services and information accessibility strategies. This end signals the use of social media in many organizations (Weinberg, 2009).

2.2.1 Social Media for Marketing

There are various forms and types of social media and these include blogs, microblogs, social networks, media sharing sites, forums amongst others (Zarella, 2010). The use of social media in marketing is a procedure that allows users to endorse their websites, products or services through the use of online social channels and also to stay in touch with a larger community of current and prospective customers that may not have been reachable or obtainable through traditional advertising channels (Weinberg, 2009). Also, Stileman (2009) iterates that social media facilitates consumer to distribute information with their relatives and associates about

the product and service brands. Social media marketing are more honest in its communication with the customers, demanding to give you an idea about what the brand is by not controlling its image. In adding up, Gordhamer, (2009) said that in these days consumers are extra inelegant, knowledgeable and more difficult; for that reason, organizations must be reachable and available at any time in each social media communication channel such as Facebook, Twitter, and Blogs. Weinberg, (2009) said that organizations must know how to make use of social media sites to force traffic to their business sites. The categorization of social media marketing is in two points which are constant strategy and campaigns (Zarella, 2010). Zarrella (2010) emphasized that “users of one kind of social media are likely to be users of other types; it makes sense to invite those who interact with you on Twitter to join your page on Facebook”. In relation to that, current study defined social media for marketing as one of the most influential marketing tools, it enhances and promotes product and service image and help organizations to get in touch with the mass in diverse countries with different customer cultures and backgrounds. The influence of social media marketing is strong and if used effectively, organizations will be capable of harvest genuine benefits and enhance their return on investment.

2.2.2 Social Media for Customers Relations and Services

Customers often seek from checking social media sites to keep up with a brand's products and promotional campaigns (Mangold & Foulds, 2009). As well, customers believe that social media sites are a service channel, where they can be capable of interrelate on real-time bases with the businesses. Scott, (2009) stated that “The power of the Internet makes it easier for people to fall in love with you faster. It also makes it easier for them to fall out of love with you faster, it is a double-edged sword”. Accordingly, this study defines social media for customer

relations and services as, a means to generate, develop, and gather an advanced amount of information on customer brand interactions, which can be significant for improved insights and additional targeted marketing and support, social media users will be expecting organizations to respond to their complaints and demands in social media in a few hours, or a same day answer to their inquiries, for that reason, organizations must build up a strong customer relationship management (CRM) to meet up with their customer needs.

2.2.3 Social Media for Information Accessibility

Social media has many benefits in terms of information accessibility as it has led to an open-way communication that helps organizations in recognizing and attaining the needs of customers. It also helps in facilitating and motivating proactive response to customer requirement in a very proficient and efficient manner. According to Daniel (1999), organizations that resort to the use of social media should be able to grant their customers the chance to gain access to their accounts and perform trade or other transactions online. In order to get to the bottom of customer problems, organizations should have the right tools which would allow for the use of social media in a much more productive way especially in addressing client needs and providing solutions to their many issues. Additionally, customers look up to the organizations to create excellence content in their social media sites and they are more concerned in looking at news and information than they are in promotions. Thus, organizations must build a strategy that offers a sense of balance between the two.

2.3 The Importance of Social Media for Communication

Social media has impacted the practice of communication and public relations since the beginning of blogs (Wright & Hinson, 2010). Recently, social media has been also an interesting topic for researching different approaches in the public relations field (Briones et al, 2011; Schultz, et al, 2011; Avery et al, 2010; Sweetser, 2010; Wright & Hinson, 2010; Hearn et al, 2008).

Although 84% of the public relations practitioners think that social media is a low-cost tool to improve relationships with publics (Wright & Hinson, 2009), social network sites are not being employed in its fully dialogic potential by corporations (Rybalko & Seltzer, 2010).

Wright and Hinson (2010) have asked a particular question (for 4 years now) to public relations practitioners in order to know how these emergent technologies have impacted the communications field. The last study (2010) concluded that 83% of the respondents believe that social media have changed how corporations communicate in contrast to previous years (73% in 2009, 61% in 2008, and 58% in 2007).

The advancement of new technologies had brought new opportunities for the corporate communication field, because companies not only can publish information, but measure also the effectiveness of the communication process (Argenti, 2006).

Social media platforms create opportunities for organizations to have real conversations with internal and external publics. For stakeholders, social media also brings opportunities because it is easier for them to be watchdogs and track companies with unethical communication behaviors (Sweetser, 2010). For that reason, companies cannot run away and disappear from social media channels; they need to be more present than ever to promote conversations with

stakeholders. “The value of social media is that users are highly engaged and wanted to be heard” (Burstion-Marsteller, 2010: 2).

Up-to-date there are no studies analyzing the use and importance of social media sites as a corporate communication tool by telecommunication organizations as is being done in this study here in Ghana. Globally, similar investigations examined the employment of social media by Fortune companies. McCorkindale (2010) studied Facebook member and fan pages of Fortune 50 companies of 2009 in order to determine how companies disseminate information, provide relationship maintenance, and maintain levels of engagement. Using a content analysis methodology, a total of 55 pages were coded. Results shown that while corporations are posting news and mission statements, the majority of the companies are not using Facebook in its fully extent.

Rybalko and Seltzer (2010) examined how Fortune companies are using Twitter to facilitate dialogic communication with stakeholders. Using a content analysis methodology as well, 93 Twitter company profiles and 930 individual tweets were considered for the use of dialogic features within Twitter. They concluded that 61% of the organizations were classified as dialogical and 39% non-dialogic, and both types of companies did not differ in the results at the moment of providing information. Dialogic type-companies obtained higher results that non-dialogic at the moment of employing the dialogic features of conservation of visitors (encouragement of visitors to stay on the site), and generation of return visits (incentive to users to return to the site).

As research in social media, corporate communication, and public relations continues to grow, corporations around the world will understand the powerful role that social media has for internal and external communications.

2.4 Organizational Performance

Organizational performance defined as how well an organization meets its financial goals and market criteria (Li et.al, 2006). Also Haworth, (2007) stated that organizational performance is the outcome of several business factors such as, job processes, team work communication and relations, leadership, and job climate that induce innovation, creativeness, company culture and its image, policies, and loyalty. Chen (2002) stated that organizational performance is the “transformation of inputs into outputs for achieving certain outcomes. With regard to its content, performance informs about the relation between minimal and effective cost (economy), between effective cost and realized output (efficiency) and between output and achieved outcome (effectiveness)”. According to Richard et.al, (2009) organizational performance formulates of three precise domains of the organization outcomes: (1) financial performance (income, return on assets, and return on investment) (2) product market performance (sales, market share) and (3) shareholder return (total shareholder return, economic value added).

Additionally, Andrews, (1996) said that there are two ways to measure the organizational performance: financial (net earnings and returns on investment), nonfinancial (product quality, work processes, and customer satisfaction). Furthermore, Niknia, (2007) stated that organizational performance can be measured from financial and non-financial criteria.

For this study organizational performance will be measured by the following variables, namely; Rapid adaptation, time to market, cost reduction, satisfaction, and innovation.

2.4.1 Rapid Adaptation

Organizations must act in response to changes and be obliged to have individuals able to regularly deal with the associated facing challenges. Consumer’s requirements are shifting

rapidly and they look forward to and tend to believe in rapid responses. Rapid adaptation used to expose the modifications which have been made by the organization or its components to facilitate adjust to changes in the external and internal environment (Cameron, 1984). Nowadays organizations are obligated to turn out to be leaner with quick and rapid response to consumer' requirements, it is progressively more essential to have employees working within the organization having the right skills and tools to be effective (Dubois et.al, 2004). According to Byham and Moyer (2005) organizations should have employees that are capable of dealing and interacting with the external and internal challenge in the environments for that reason organization should predict and act in response to these changes regularly.

2.4.2 Time to Market

Organizations are continually working to lessen their time to market of new products as a base of competitive advantage. Venture Lines, (2015) stated that time to market defined as the span of time it takes to design a new and fresh product from an early initial idea for a new product to initial market sales. Also, Afonso et.al, (2008) stated that time to market of new and fresh products and services is as a source of competitive advantage.

2.4.3 Cost Reduction

Cost reduction is the accomplishment of actual and lasting reduction in the unit cost of goods manufacture or services introduced with no damaging to their suitability for the use intentional. Cost reduction must not be bemused with cost saving or cost control since cost saving may possibly be a short-term and temporarily procedure and could be at the expense of quality, whilst cost reduction is the preservation of important characteristics and quality of the product or service (Barbole, 2013).

2.4.4 Satisfaction

In this study the researcher aims to measure the employee satisfaction. Rachel et.al, (2008) said that employee satisfaction is directly related to service quality and customer satisfaction which will be reflected on the organization profitability. Slack et.al, (2010) also stated that it is extremely important having a clear vision statement which must be transformed and translated to the employees, which will aid to improve employee satisfaction. Many researchers have stated that fulfilled and satisfied employees are eager to use and spread their knowledge and improve their job performance (Janz, 2003). On the other hand dissatisfied and unhappy employees cling to their knowledge and will not share it with others (Eskidsen & Nuzzler, 2000).

2.4.5 Innovation

First innovation definition was given by Myers and Marquis, (1969) As a human phenomenon is not created by an individual effort or a single action, but rather by a sum of outstanding effort and perseverance in interacting with others, which does consist of all the brand new idea and new advise and developing of a new market working together in an integrated fashion. Furthermore, innovation is sturdily connected with the organizational learning which is the organization capability to create, acknowledge and apply fresh ideas, processes, products or services (Calantonea et.al, 2002). Kuratko and Hodgetts, (2004) defined innovation as the design of original assets or the developing and enhancing the obtainable resources to generate original wealth.

Innovation is also defined as a means of making of an idea or improvement of an invention and introduction of a new product, process or service to the market (Thornhill, 2006). Vacek, (2009)

said that innovation depends on a lot of research, technological, organizational, financial and commercial actions. Furthermore, Beaver, (2002) stated that innovation is a vital component for economic expansion and prospers of a country. Also innovation is one of the mainly important competitive weapons and tools which usually treated as a core value capability (Sandvik, 2003). Thus, Innovation might come into sight in product, process, market, factor and organization (Kao, 1989).

An organization must have vibrant capabilities to fine-tune in order to act in response to the external and internal environment. Significant mark of using social media in organizations is that innovation can be encouraged and pushed by the observation of customer interactions, feedback, and opinions (Matuszak, 2007, Tapscott & Williams, 2006). Chaston and Mangles, (1997) stated that innovation has a direct part on the rising of new products/services and in developing the projects of the industry.

2.5 Conceptual Framework

Basing on the findings of Parveen et al, (2016), the study follows a construct that gives reference to the social media dynamics, namely; social media usage for marketing, social media usage for building customer relations, and social media usage for information accessibility and how these three have impacts on the organization's performance also measured by the variables of rapid adaptation, time to market, cost reduction, satisfaction, and innovation in the organization, AirtelTigo, Ghana.

In the authors' analysis, firms or organizations in using social media as a communication tool look at three key aspects. The aspects are for marketing of their products and/or services, for building customer relations and lastly for information accessibility in serving their mandate to

their customers and stakeholders. The end of these social media actions should be that performance of the organization is affected such that rapid adaptation to changes are made possible, the time to market for new product offerings are fast and quick, cost is reduced along the supply chain and customer satisfaction supported by innovative solutions are seen (Parveen et al, 2016).

2.5.1 Social Media usage for marketing

Social media usage is becoming more important as these tools are being used for marketing in organizations. According to Yesil and Dereli (2013), marketing has become an important resource and a significant driver of organizational performance. By marketing, an employee in an organization can learn how to sell out its company in a social space, advertise its company products and services and in return contribute to the organizational performance (Kang, Kim, & Chang, 2008). It can also positively encourage goal attainment such as cost reduction, improvement in the time to market for product introductions, customer satisfaction, rapid adaptation to change and innovation in the organization (Srivasta, Bartol, & Locke, 2006) and strengthens collaboration and coordination between the organization and its customers (Mathieu et al., 2000), which results in high organizational performance. Park and Im (2001) found that marketing as part of social media use does improve employees' job performance and organizational performance as a whole. Sigalaa and Chalkiti (2015) also explored the relation between social media marketing in top oil companies and realized that the use of social media for disseminating and externalizing information in line with marketing their goods and services was significantly driving organizational performance in the industry.

As a result, social media usage for marketing can lead to gains in the organization giving it the opportunity to lead the trail in achieving reduced costs, adapting quickly to market trends, cut

the long wait for product release to the market and satisfying customers with innovative products (Sigalaa & Chalkiti, 2015).

2.5.2 Social Media usage for building customer relations

Social media has extended itself to the communication world which gives organizations the opportunity to share information and interact frequently with their customers (Papasolomou & Melanthiou, 2012). It has also enabled a dynamic and interactive process to occur in daily communication both internally and externally between employees, the organization and the customers (Langer, 2014). Leornardi et al. (2013) argued that using social media allows employees to broadcast or communicate messages to everyone within the organization and to view the connections, text and messages posted or edited by any individual in the organization at any point of time. This is where customer relations comes in as the organization is seen to be present at all times to address the concerns of customers and offer sterling services towards customer satisfaction. Leornardi et al. (2013) also argued that social media platforms are digital, unlike traditional physical offices such as conference rooms, and members in the organization can communicate and participate from anywhere at any time in line with relating with their customers (Leornardi et al., 2013). A recent study by Babiker (2017) found that the use of social media in building customer relations has significant impact to how product or service are introduced and welcomed on the market as customers are in the loop way before the products reach the market. Other impacts seen with this is in how customer relations built via social media provides the needed feedback for reduced costs to customers and as well achieving satisfaction of product offerings anytime the organization brings a new product to the market.

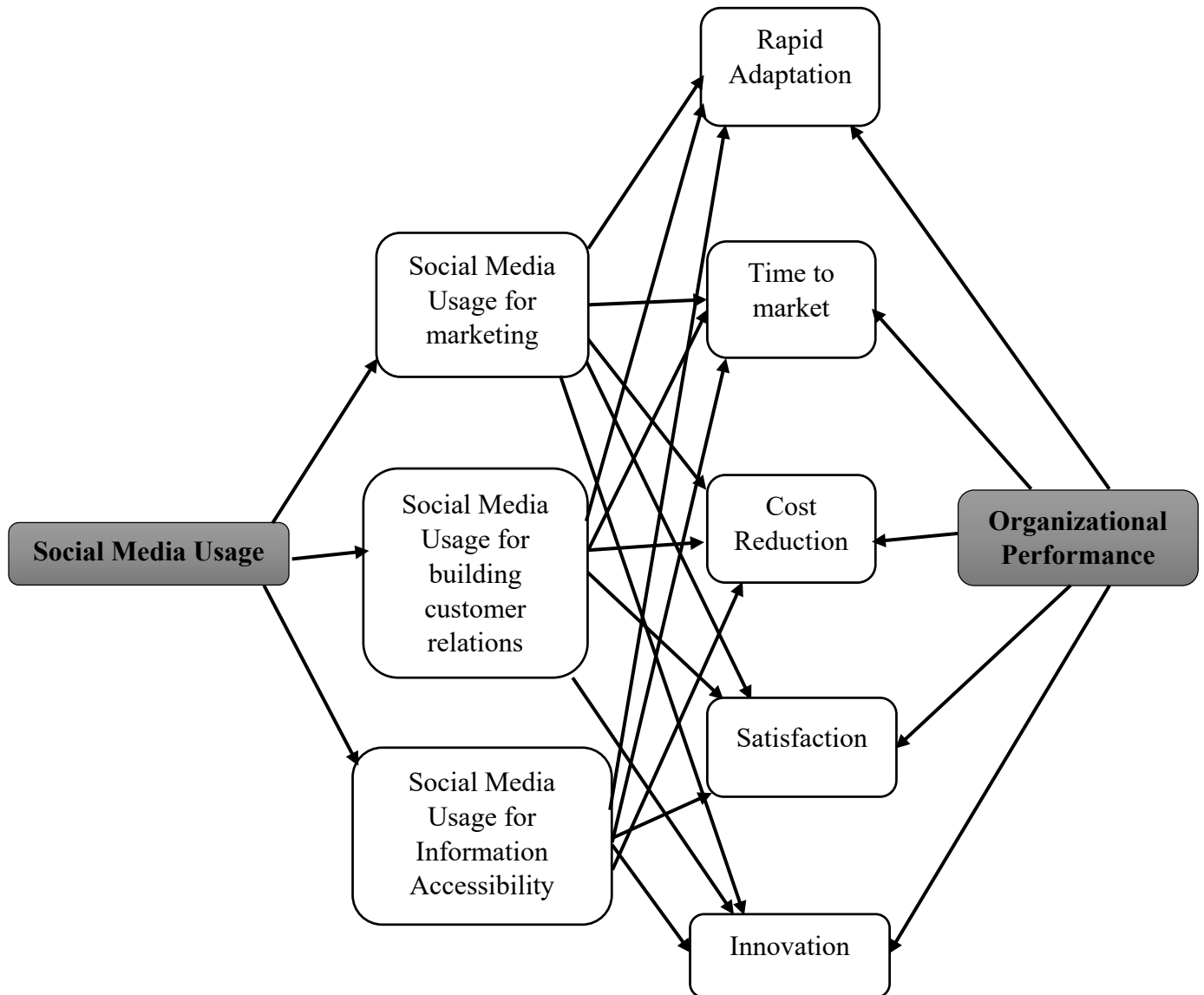
The organization is thus seen to perform exceptionally when it engages its public relations well especially using social media (Babiker, 2017).

2.5.3 Social media usage for information accessibility

Effective decision making depends on an individual's ability to draw from and gain access to reliable sources (Burclaff and Johnson, 2016). Burclaff and Johnson (2016) stated that connecting across networks with the use of social media gives the ability to make meaningful decisions on whether to patronize a company's service offerings or move to the next. As Babiker (2017) stresses, most organizations are investing in social media to boost the information readily available to customers as most decisions to stick with them is dependent on what is available to the target customer. Similarly, Culnan, McHugh and Zubillaga (2010) argued that the various platforms of social media give the opportunity for the organization to lay before customers and clients the options of which platform to adopt to in their quest for information on what the organization provides. An investment in social media handles has become prevalent therefore and as Baker et al. (2011) indicates, this helps reach out to clients whose patronage of the company adds on to its performance. Sales is affected and patronage is enhanced with a social media presence that seeks to provide answers and support where needed. Papageorgiou (2015) moreover found that customers will demonstrate high commitment to organizations when they are given the opportunity to interact with staff or social media managers who are prompt on answering their questions and being present to their needs. This approach helps in gaining the right followership should the organization introduce a new product, look for feedback on costs, try out innovative solutions and seek customer satisfaction.

The provision of information on the social media platforms gives customers the sense of involvement in the decision making of the organization and thus stay loyal, boosting organizational performance in the long run (Papageorgiou, 2015).

Figure 2.1 Conceptual framework



Source: Adapted from Parveen et al, (2016))

2.8 Conclusion

The contribution to the literature on social media usage as a communication tool is of much importance as has been discussed in the reviews above. The use of social media in AirtelTigo, Ghana is projected along the findings of Parveen et al (2016) as the researcher seeks to investigate the options the organization has in terms of marketing, customer relations and information accessibility. In the discussion of the literature above, key relationships are reported for these social media usage aspects and how they affect the organizational performance in studies by Durga, (2015), Ferrer et.al, (2013) and Kimani, (2015) among others. The conceptual framework presented also maps out the relationship between the variables of social media usage and that of organizational performance.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter presented the methodology of the research. It looked at the research approach, the study design, the population and sample of the study, the data collection techniques, the variables of the study, data analysis techniques and the validity tests to be used. The data structuring is described based on techniques used in order to achieve relevant information that answers the research questions.

3.1 Research Approach

Naoum (1998) defines the research approach as the enquiry of research objectives. Accordingly, Baiden (2006) asserted that, the three main types of research strategies are quantitative, qualitative, and triangulation. However, the choice to adapt any particular strategy depends on the purpose of the study, the type, as well as availability of information for the research (Naoum, 1998, cited from Baiden, 2006). Hence, this research adapted a quantitative research approach to ascertain the impacts of social media as a communication tool on the organizational performance of AirtelTigo, Ghana.

3.2 Research Design

A descriptive research design was adopted for this study. This specified research design helps provide answers to the questions of what leads to what and how some events do happen and relate. The question of why cannot be answered conclusively with this approach. In this research design, the primary respondents of the study are contacted to provide key information relevant to the research questions.

3.3 Population

The study population were staff of AirtelTigo, Ghana who have a total staff strength of 546 scattered across to monitor and attend to its 400 plus retail outlets across the country. This study considered the Accra office and sought to assess responses from key management staff, as well as general and administrative staff.

3.4 Sample and Sampling Procedure

The respondent group who are staff were selected using a non-probability sampling scheme referred to as purposive sampling. This is a non-probability measure where the probability of any member being selected for a sample is unknown and cannot be defined. In this study, even though some weakness of the non-probability sampling technique was that it could lead to the likelihood of selecting specific classes of samples which are sometimes redundant and monotonous in nature, it was sufficient as it did save time and helped reach the target population

as expected. A total of 122 staff were purposively selected from the AirtelTigo Head office, Accra.

3.5 Sample Size Determination

The sample size for the study was justified using the Slovin's formula where

$$n = \frac{N}{1+N\varepsilon^2} \dots\dots\dots (1)$$

Given that n is the sample size, N is the population of staff at the AirtelTigo, Ghana.

and $\varepsilon=0.08$ given by the annual rate of turnover for the organization, which is an average of 8 out of 100 staff exiting or joining the organization per year.

$$\text{Therefore, } n = \frac{N}{1+N\varepsilon^2} = \frac{546}{1+546(0.08)^2} = 121.48 \approx 122 \text{ staff.}$$

122 staff were therefore selected for the study.

3.6 Data Collection Instruments

In this research, a questionnaire consisting of a set of scale questions was used as the main data collection tool for the study. The questionnaire was grouped into 3 sections. The first part included the demographical questions determining the staff's gender, age, academic qualification, department and years of experience. In the second and third sections, a set of 15 and 25 statements respectively from the Ashton and Klavans, (1997) and Boxal, (2003) scale of social media usage and organizational performance is used. A Likert scale of five levels,

namely strongly disagree, disagree, neutral, agree and strongly agree are used in these two sections. The questionnaire form is attached as appendix A.

3.7 Data Collection process

In the collection of the data from the key informants being the staff of AirtelTigo, Ghana, some considerations were made. Respondents were allowed enough time to fill in the questionnaire by presenting them with the instrument to read through for a couple of minutes before starting. Questions and areas where they lacked understanding were explained to them so as not to deviate from the expected results and hence achieve suitability of responses. To avoid delays in the data collection stage, the researchers waited and collected the questionnaires immediately the subjects had finished filling in the allotted spaces.

3.8 Reliability and Validity of the Research Instrument

To ensure the suitability of the data, a bit of data cleaning was done for parts of the questionnaire where errors or oversight of responses had been done. The data cleaning involved crosschecking against wrongful calculations and missing values before running the analysis. This was done to ensure data reliability and consistency of responses. The scales used were tested for internal consistency using the Cronbach's Alpha test of scale validity.

Given the set of scales chosen per variable, a coefficient of at least 0.60 is required to indicate an acceptable degree of reliability as proposed by Sekaran (2004).

Table 3.1 Expected scores for reliability test

Variable	Number of items	Expected Cronbach's Alpha
Social Media Usage	15	≥ 0.60
Social media for marketing	5	≥ 0.60
Social media for customer relations and services	5	≥ 0.60
Social media for information accessibility	5	≥ 0.60
Organizational performance	25	≥ 0.60
Rapid adaptation	5	≥ 0.60
Time to market	4	≥ 0.60
Cost reduction	5	≥ 0.60
Satisfaction	6	≥ 0.60
Innovation	5	≥ 0.60

The various scales were also measured at some defined levels of importance according to the following intervals as indicated below in Table 3.2. These scores are obtained using the means of responses obtained for each statement.

Table 3.2 Importance rating for scales

Less than 2.33	Low
2.33 to 3.66	Medium
More than 3.66	High

3.9 Data Analysis

The collected data was analyzed using the Statistical Package for the Social Sciences (SPSS) version 23 and Microsoft Excel. These statistical software packages helped to generate charts, graphs and summaries that described the proportions of responses observed for the staff. To understand the extent of social media use and its impact on organizational performance, some correlational tests were done. The study then used exploratory data analysis tools like frequencies and figures for the necessary graphical illustrations. Descriptive statistics such as mean and standard deviation were also used for summarizing the data. An OLS regression analysis was also used.

3.10 Ethical Consideration

A consent process had to be followed for this study. The informed consent process thus involved an invitation with a consent form to the management of AirtelTigo, Ghana stating the intent of their involvement in this research. There were initial contacts with the staff which helped to build warm, trustworthy relationships with the participating staff. To satisfy the requirement of protection of human subjects, Childs, McLeod, Lomas, and Cook (2014) advised quantitative researchers to seek the individuals' consent. The staff therefore had to confirm participation in the study and were free to withdraw from the study if they felt intimidated by the questions being asked.

3.11 Conclusion

This chapter presented the methods considered for the study. The chosen research approach, the quantitative approach is used in a descriptive study design to address the research questions on how social media usage as a communication tool in AirtelTigo, Ghana can affect its organizational performance. A research questionnaire was chosen for the data collection from the sampled 122 staff of the company and analyzed in line with the research questions after having satisfied the ethical considerations in a study as this. The sampling process followed a purposive sampling technique.

CHAPTER FOUR

ANALYSIS AND PRESENTATION OF RESULTS

4.1 Overview

This part of the research presents the findings of the research and highlights the key responses that address the research questions. Three sections are captured in the analysis and details the demographics of the respondents who are staff of AirtelTigo, Ghana, their social media usage dynamics in terms of for marketing, for customer relations and services and for information accessibility and subsequently the organization's measure of performance signaled by the measures of rapid adaptation, time to market, cost reduction, satisfaction and innovation. A total of 122 respondents were sampled.

4.2 Demographics of the Respondents

This section of the findings gives a background of the staff sampled at AirtelTigo, Ghana. From the findings summarized in Table 4.1 below, a total of 56 males as against 66 females were sampled. The males accounted for 45.9% of the whole whilst the females were 54.1%. With regards to the ages of these staff, 28.7% of the lot being 35 persons were aged below 25 years, 32 (26.2%) of them were aged 25 – 35 years, another 30 accounting for 24.6% were aged 36 – 45 years and the remainder of 25 were aged more than 45 years. The distribution of ages signals a youthful working force at AirtelTigo, Ghana. Academic qualifications were the next considerations. From the findings, 33 respondents had other qualifications not listed as the next highest was covered by master's degree holders ($n = 29$, $\% = 23.8\%$). 25 of the same

respondents had diplomas. Only 16 had bachelor’s degree and 19 had doctorate degrees. The departments were proportionately distributed with 34 respondents (27.9%) being in the sales and marketing department, 40 respondents (32.8%) were in the finance and accounting departments and 48 respondents (39.3%) were in the planning, research and development departments. Given their various departments, a follow-up was made on their years of experience in service. The majority (n = 45, % = 36.9) had worked for 4 – 6 years in their current roles. 40 others accounting for 32.8% had also worked for more than 6 years whilst the remaining 37 staff (30.3%) had worked for lower than 4 years, specifically 1 – 3 years.

Table 4.1 Demographic characteristics of sampled AirtelTigo staff

Variable		Frequency	Percentage N %
Gender	Male	56	45.9%
	Female	66	54.1%
Age group	Less than 25 years	35	28.7%
	25 – 35 years	32	26.2%
	36 – 45 years	30	24.6%
	More than 45 years	25	20.5%
Academic qualification	Diploma	25	20.5%
	Bachelor’s degree	16	13.1%
	Master’s degree	29	23.8%
	Doctorate	19	15.6%
	Other	33	27.0%
Department	Sales and marketing	34	27.9%
	Finance and accounting	40	32.8%
	Planning, research and development	48	39.3%
Years of experience	1 – 3 years	37	30.3%
	4 – 6 years	45	36.9%
	More than 6 years	40	32.8%
Totals:		122	100.0%

Source: Field Data (2021)

4.3 Reliability test results for the chosen scales in the study

This sections provides the outcomes of the reliability test on the chosen scales of measuring social media usage and organizational performance at AirtelTigo, Ghana. The main conditioning was to attain a Cronbach's alpha value of greater than 60% to ascertain an acceptable level of internal consistency in the scale measurements. In all the two regards as indicated for social media usage and the organizational performance, the respective scale measurements employed have passed the 0.60 threshold. Hence, there is an acceptable level of internal consistency for the scales and these can rightly measure the said parameters; social media usage and organizational performance. Table 4.2 below shows these summaries.

Table 4.2 Scale Reliability test results

Variable	Number of items	Cronbach's Alpha
Social media usage	15	0.732
Social media for marketing	5	0.786
Social media for customer relations and services	5	0.779
Social media for information accessibility	5	0.746
Organizational Performance	25	0.744
Rapid adaptation	5	0.789
Time to market	4	0.721
Cost reduction	5	0.731
Satisfaction	6	0.753
Innovation	5	0.748

Source: Field Data (2021)

4.4 Social Media Usage at AirtelTigo, Ghana

This section covers the social media usage dynamics of the staff of AirtelTigo, Ghana. The frequencies were shown for the various responses according to the Likert scale used where SD = Strongly disagree, D = disagree, N = neutral, A = Agree and SA = strongly agree. Significant mentions are made on the use of social media for marketing, the use of social media for customer relations and services as well as the use of social media for information accessibility. With regards to the responses on the use of the three, the use of social media for customer relations and services was the predominantly used aspect in AirtelTigo, followed by the use of social media for marketing and then the use of social media for information accessibility. The standard deviations were also minimal indicating the variances are low and that there is some closeness between each response. Table 4.3 below shows these.

Table 4.3 Social Media Usage

	Mean	Standard Deviation	Importance	Rating
Social Media for Marketing	3.69	0.63	2	High
Social media for Customer relations and services	3.94	0.60	1	High
Social media for Information accessibility	3.67	0.63	3	High
Overall mean and standard deviation	3.77	0.62	-	High

Source: Field Data (2021)

The use of social media in marketing is then assessed in the organization. Among the five statements used in the measurement, majority of the respondents agreed to AirtelTigo using the social media to promote its brand. This was followed by AirtelTigo keeping pace with trends

and new social media sites to gain a competitive advantage on the market. For the third, AirtelTigo was using its social media for marketing perspective to serve different clientele from diverse cultures and languages. Although important, staff rated as fourth important on how AirtelTigo uses social media to advertise their products. The fifth rating was for how AirtelTigo used social media to evaluate its marketing performance through the feedback from clients. From the standard deviations, the variances were low for the set of statements and there was a good level of closeness between responses.

Table 4.4 Social Media for marketing

Social Media for marketing		N (%)	Mean	Standard deviation	Importance	Rating
AirtelTigo uses social media to advertise its products	SD	15 (12.3%)	3.75	0.76	4	High
	D	13 (10.7%)				
	N	22 (18.0%)				
	A	41 (33.6%)				
	SA	31 (25.4%)				
AirtelTigo uses the means of social media to promote its brand.	SD	11 (9.0%)	3.86	0.88	1	High
	D	9 (7.4%)				
	N	32 (26.2%)				
	A	48 (39.3%)				
	SA	22 (18.0%)				
AirtelTigo uses social media to evaluate its marketing performance by getting feedback from likes, shares and follow-ups from Instagram, Facebook, and Twitter.etc.	SD	8 (6.6%)	3.42	0.82	5	Medium
	D	14 (11.5%)				
	N	21 (17.2%)				
	A	36 (29.5%)				
	SA	43 (35.2%)				
AirtelTigo serves different clientele from diverse cultures and languages through social media.	SD	28 (23.0)	3.77	0.73	3	High
	D	14 (11.5%)				
	N	35 (28.7%)				
	A	14 (11.5%)				
	SA	31 (25.4%)				
AirtelTigo keeps pace with trends and new social media sites to gain a competitive advantage on the market.	SD	14 (11.5%)	3.82	0.74	2	High
	D	19 (15.6%)				
	N	37 (30.3%)				
	A	28 (23.0%)				
	SA	24 (19.7%)				
Overall mean and standard deviation		N=122	3.67	0.63	-	High

Source: Field Data (2021)

Still on the social media use in AirtelTigo, customer relations and services was also assessed.

From the ratings in terms of the agreement to the statements, staff highly agreed to the statement

that AirtelTigo systematically collects customer feedback on their various social media platforms. This was followed by AirtelTigo's use of social media to develop relationships with customers through the constant communications they have on a day to day basis. The third statement of high agreement was on how the quality of products and service offerings at AirtelTigo had been improved given that there was customer feedback from the social media use. The remaining statements on how AirtelTigo uses social media was captured in how they use social media in customer service activities and also in exploring new ways to reach out to existing and new customers. The findings are conclusive and per the ratings of the standard deviation, there is a low variation in the responses as they are closely related.

Table 4.5 Social Media for customer relations and services

Social Media for customer relations and services		N (%)	Mean	Standard deviation	Importance	Rating
AirtelTigo systematically collects customer feedback on their various social media platforms.	SD	12 (9.8%)	3.84	0.76	1	High
	D	11 (9.0%)				
	N	25 (20.5%)				
	A	38 (31.1%)				
	SA	36 (29.5%)				
AirtelTigo keenly develops its relationship with customers through constant communication with them on social media.	SD	11 (9.0%)	3.78	0.88	2	High
	D	8 (6.6%)				
	N	33 (27.0%)				
	A	44 (36.1%)				
	SA	26 (21.3%)				
AirtelTigo uses social media in doing customer service activities.	SD	8 (6.6%)	3.70	0.82	4	High
	D	14 (11.5%)				
	N	21 (17.2%)				
	A	36 (29.5%)				
	SA	43 (35.2%)				
The Quality of most products and service offerings of AirtelTigo have been improved through customer feedback gotten through social media.	SD	22 (18.0%)	3.74	0.73	3	High
	D	15 (12.3%)				
	N	30 (24.6%)				
	A	35 (28.7%)				
	SA	20 (16.4%)				
AirtelTigo is exploring new ways to reach out to existing and new customers through its social media use.	SD	16 (13.1%)	3.69	0.74	5	High
	D	19 (13.9%)				
	N	37 (28.7%)				
	A	28 (24.6%)				
	SA	24 (19.7%)				
Overall mean and standard deviation		N=122	3.94	0.60	-	High

Source: Field Data (2021)

Social media usage in terms of information accessibility was also considered. AirtelTigo according to the staff was using social media to obtain general information about its target

market. This was the highest rated for the staff. This was followed by the use of social media to search for competitors' information, and then using same to provide full details of the products and services they render to the public. The use of social media by AirtelTigo to access costs as well as expected delivery dates of products and services was also the fourth ranked with the fifth being how the organization uses social media in creating databases of customers for proper decisions. The variations between the responses again were minimal as signaled by the standard deviations reported from the findings.

Table 4.6 Social Media for Information accessibility

Social Media for information accessibility		N (%)	Mean	Standard deviation	Importance	Rating
General information about the target market is gotten through social media in AirtelTigo.	SD	19 (15.6%)	3.84	0.76	1	High
	D	11 (9.0%)				
	N	25 (20.5%)				
	A	38 (31.1%)				
	SA	36 (29.5%)				
AirtelTigo uses social media to search for competitors' information.	SD	16 (13.1%)	3.92	0.88	2	High
	D	11 (9.0%)				
	N	36 (29.5%)				
	A	35 (28.7%)				
	SA	24 (19.7%)				
AirtelTigo is well informed about the costs and expected date of delivery of products and services because of the social media use.	SD	14 (11.5%)	3.74	0.82	4	High
	D	15 (12.3%)				
	N	34 (27.9%)				
	A	34 (27.9%)				
	SA	25 (20.5%)				
Social media is used by AirtelTigo to provide the full details of their products and services.	SD	15 (12.3%)	3.82	0.73	3	High
	D	16 (13.1%)				
	N	32 (26.2%)				
	A	34 (27.9%)				
	SA	25 (20.5%)				
AirtelTigo uses social media in creating databases of its customers for proper decisions.	SD	10 (8.2%)	3.80	0.74	5	High
	D	11 (9.0%)				
	N	38 (31.1%)				
	A	40 (32.8%)				
	SA	23 (18.9%)				
Overall mean and standard deviation		N=122	3.67	0.63	-	High

Source: Field Data (2021)

4.5 Organizational Performance at AirtelTigo, Ghana

AirtelTigo, as a dynamic organization has several aspects of performance and per this study, five key measures have been listed as relevant for the purpose herewith. These five, namely; rapid adaptation, time to market, cost reduction, satisfaction and innovation as summarized in Table 4.7 below differed according to the level of agreement staff attributed to them where SD = Strongly disagree, D = disagree, N = neutral, A = Agree and SA = strongly agree. From the first to the fifth, satisfaction was the highest ranked measure of organizational performance followed by the time to market and to innovation. The last two, rapid adaptation and cost reduction was not signaled as dominant performance measures as has been shown below. All in all, minimum variance is reported for the standard deviations and this indicates a closeness of the respondents considered.

Table 4.7 Organizational Performance measures at AirtelTigo

	Mean	Standard Deviation	Importance	Rating
Rapid Adaptation	3.76	.63	4	High
Time to Market	3.85	.71	2	High
Cost reduction	3.68	.65	5	High
Satisfaction	3.99	.56	1	High
Innovation	3.83	.61	3	High
Overall mean and standard deviation	3.82	0.63	-	High

Source: Field Data (2021)

In assessing the specific measures above, the rapid adaptation measure had five statements to discuss. In the reports by the staff as summarized in Table 4.8 below, the ability of AirtelTigo to respond rapidly to changes in the work environment through the leverage of social media was the topmost statement of rapid adaptation. The next highest was in how AirtelTigo was

able to develop existing products within a short period of time mostly within six months. The first two statements spoke on adaptation and how well the organization was performing with regards to rapid adaptation to service changes among others. Again, respondents rated of much importance the expertise and capabilities of the company in keeping up with the rapid changes in the work environment. The 4th rating was in the statement referring to AirtelTigo's choice of suppliers which is characterized by flexibility in responding to requests as and when they come. The last statement also highlighted the need for AirtelTigo as an organization to change its products and services periodically. The standard deviation is also minimal and indicates low variability of responses. There is thus enough closeness in the responses across board.

Table 4.8 The Rapid Adaptation measure of organizational performance

Rapid Adaptation		N (%)	Mean	Standard deviation	Importance	Rating
AirtelTigo possesses the ability to respond rapidly to changes in the work environment (internal or external variables)	SD	17 (13.9%)	3.89	0.76	1	High
	D	11 (9.0%)				
	N	32 (26.2%)				
	A	39 (32.0%)				
	SA	23 (18.9%)				
AirtelTigo's choice of suppliers are characterized by flexibility in responding to requests.	SD	8 (6.6%)	3.83	0.88	4	High
	D	11 (9.0%)				
	N	32 (26.2%)				
	A	43 (35.2%)				
	SA	28 (23.0%)				
AirtelTigo's expertise and capabilities in the Research and Development makes the company keep pace with the rapid changes in the work environment.	SD	11 (9.0%)	3.84	0.82	3	High
	D	8 (6.6%)				
	N	35 (28.7%)				
	A	40 (32.8%)				
	SA	28 (23.0%)				
AirtelTigo urgently needs change in the products and services it offers.	SD	11 (9.0%)	3.82	0.73	5	High
	D	10 (8.2%)				
	N	33 (27.0%)				
	A	37 (30.3%)				
	SA	31 (25.4%)				
AirtelTigo has the ability to develop existing products within a short period of time (less than six months).	SD	9 (7.4%)	3.87	0.74	2	High
	D	14 (11.5%)				
	N	31 (25.4%)				
	A	38 (31.1%)				
	SA	30 (24.6%)				
Overall mean and standard deviation		N=122	3.76	0.63	-	High

Source: Field Data (2021)

The next performance indicated was on the time to market of products and services in the organization. In here, four statements were considered. Relying on feedback from clients to

determine the launching time of products was the first on the list and followed through in that order. Sampled staff thus agreed the company was using a variety of marketing strategies to increase awareness and knowledge on products, that the company was still engaged in investing in advanced technologies to improve upon their products as well entering new markets.

Table 4.9 The Time to market measure of organizational performance

Time to market		N (%)	Mean	Standard deviation	Importance	Rating
The company continues to invest in advanced technology to improve their products and services.	SD	9 (7.4%)	3.84	0.76	3	High
	D	14 (11.5%)				
	N	31 (25.4%)				
	A	38 (31.1%)				
	SA	30 (24.6%)				
AirtelTigo relies on feedback from customers to help determine the most appropriate time to launch new products on the market.	SD	10 (8.2%)	3.93	0.84	1	High
	D	12 (9.8%)				
	N	34 (27.9%)				
	A	37 (30.3%)				
	SA	29 (23.8%)				
The company works to enter into new markets and regions to help spread globally.	SD	10 (8.2%)	3.82	0.80	4	High
	D	11 (9.0%)				
	N	25 (20.5%)				
	A	40 (32.8%)				
	SA	36 (29.5%)				
The company used a variety of marketing techniques to help increase the awareness and knowledge of customers for new products on the market.	SD	14 (11.5%)	3.87	0.71	2	High
	D	9 (7.4%)				
	N	28 (23.0%)				
	A	34 (27.9%)				
	SA	37 (30.3%)				
Overall mean and standard deviation		N=122	3.85	0.71	-	High

Source: Field Data (2021)

Cost reduction was also considered for the organizational performance measure at AirtelTigo. Per the ratings, sampled staff did agree to the statements which among other things spoke of how the company did seek to reduce wasteful use of resources, pursue a policy of reducing product costs and maintaining quality and possibly working to achieve economies of scale.

Table 4.10 The Cost reduction measure of organizational performance

Cost Reduction		N (%)	Mean	Standard deviation	Importance	Rating
AirtelTigo pursues a policy of reducing costs whilst maintaining product quality.	SD	14 (11.5%)	3.91	0.81	2	High
	D	9 (7.4%)				
	N	28 (23.0%)				
	A	34 (27.9%)				
	SA	37 (30.3%)				
The company plans to reduce the maintenance costs of machinery and equipment.	SD	6 (4.9%)	3.88	0.84	3	High
	D	9 (7.4%)				
	N	31 (25.4%)				
	A	34 (27.9%)				
	SA	42 (34.4%)				
The company plans to reduce transportation costs.	SD	8 (6.6%)	3.82	0.72	4	High
	D	11 (9.0%)				
	N	28 (23.0%)				
	A	34 (27.9%)				
	SA	41 (33.6%)				
The company is seeking to reduce the wasteful use of resources (electricity, water, raw materials).	SD	14 (11.5%)	3.94	0.66	1	High
	D	9 (7.4%)				
	N	28 (23.0%)				
	A	34 (27.9%)				
	SA	37 (30.3%)				
The company is working on economies of scale (production in large quantities to reduce the cost per piece).	SD	12 (9.8%)	3.79	0.68	5	High
	D	13 (10.7%)				
	N	26 (21.3%)				
	A	33 (27.0%)				
	SA	38 (31.1%)				
Overall mean and standard deviation		N=122	3.85	0.71	-	High

Source: Field Data (2021)

Satisfaction was also engaged in the measure of organizational performance. In here, staff had a set of six statements and respond in terms of their agreement to the same. From the first of topmost importance to the least, sampled staff were reported to have agreed that staff incentives are awarded for outstanding performance regardless of the functional level, that managers seek for solutions in conflict situations, makes responsibilities clear to all employee so job satisfaction is achieved and then to instances of allowing employees to express their views and problems if any. The summaries as shown in Table 4.11 have low variation and the staff responses are close given the standard deviation values reported.

Table 4.11 The Satisfaction measure of organizational performance

Satisfaction		N (%)	Mean	Standard deviation	Importance	Rating
The importance of any task, no matter how small, is appreciated by higher management.	SD	12 (9.8%)	3.78	0.79	4	High
	D	13 (10.7%)				
	N	26 (21.3%)				
	A	33 (27.0%)				
	SA	38 (31.1%)				
Management empowers its employees to get better results.	SD	12 (9.8%)	3.70	0.83	6	High
	D	15 (12.3%)				
	N	27 (22.1%)				
	A	33 (27.0%)				
	SA	35 (28.7%)				
Employees are allowed to express their views and problems.	SD	8 (6.6%)	3.76	0.75	5	High
	D	11 (9.0%)				
	N	28 (23.0%)				
	A	34 (27.9%)				
	SA	41 (33.6%)				
Staff incentives are awarded for outstanding performance regardless of the functional level.	SD	14 (11.5%)	3.94	0.68	1	High
	D	9 (7.4%)				
	N	28 (23.0%)				
	A	34 (27.9%)				
	SA	37 (30.3%)				
Managers seek solutions that satisfy conflict parties.	SD	11 (9.0%)	3.82	0.78	2	High
	D	14 (11.5%)				
	N	26 (21.3%)				
	A	33 (27.0%)				
	SA	38 (31.1%)				
Management makes sure that responsibilities are clear to all employees.	SD	7 (5.7%)	3.81	0.74	3	High
	D	15 (12.3%)				
	N	29 (23.8%)				
	A	36 (29.5%)				
	SA	35 (28.7%)				
Overall mean and standard deviation		N=122	3.99	0.56	-	High

Source: Field Data (2021)

Innovation, the last measure of organizational performance also had a set of five statements given out to respondents. Per the reports summarized in Table 4.12 below, the company was keen on changing product features to suit the needs of clients, that innovation was seen in the organization's production methods, that new innovative methods were being used in advertisement of the organization's products and services all the way to the encouragement of new innovative ideas towards providing outstanding solutions to its large clientele. These statements as rated have low variation as the standard deviations hints of closeness of the responses from the 122 staff.

Table 4.12 The Innovation measure of organizational performance

Innovation		N (%)	Mean	Standard deviation	Importance	Rating
AirtelTigo is characterized by innovation in its production methods.	SD	11 (9.0%)	3.78	0.79	4	High
	D	14 (11.5%)				
	N	26 (21.3%)				
	A	33 (27.0%)				
	SA	38 (31.1%)				
The company applied new innovative methods in advertising their products and services.	SD	8 (6.6%)	3.88	0.84	3	High
	D	14 (11.5%)				
	N	28 (23.0%)				
	A	30 (24.6%)				
	SA	42 (34.4%)				
The company is always looking for new innovative ways to deliver their products and services.	SD	8 (6.6%)	3.82	0.72	4	High
	D	11 (9.0%)				
	N	28 (23.0%)				
	A	34 (27.9%)				
	SA	41 (33.6%)				
The company decides to change the properties of the shape of the product and its quality on the basis of a new innovative idea.	SD	10 (8.2%)	3.94	0.66	1	High
	D	12 (9.8%)				
	N	28 (23.0%)				
	A	32 (26.2%)				
	SA	40 (32.8%)				
The company encourages new innovative ideas.	SD	13 (10.7%)	3.79	0.68	5	High
	D	12 (9.8%)				
	N	25 (20.5%)				
	A	33 (27.0%)				
	SA	39 (32.0%)				
Overall mean and standard deviation		N=122	3.83	0.61	-	High

Source: Field Data (2021)

4.6 The Impact of social media usage on organizational performance at AirtelTigo, Ghana

This section of the findings considers the impacts of social media usage on organizational performance as reported by the 122 respondents of AirtelTigo, Ghana. In the first table, the correlation matrix using the sub-variables, it is reported that there exists a strong positive relationship ($p = 0.630$) between social media for marketing in the organization and time to market. This implies that the use of social media for marketing of products and services inevitably has a direct relationship to the time to market of new product offerings and entrants to the market. Moreover, a moderate positive relationship ($p = 0.408$) is reported for Social media for customer relations and services as against satisfaction as a measure of performance. This also states that the use of social media in AirtelTigo towards customer relations and services directly relates to satisfaction to the organization's products and services. Lastly, there was a strong positive relationship reported for Social media for Information accessibility and innovation within the organization. Staff by this meant anytime the organization used social media to lead information channels and communicate to clients and customers, innovation also increases due to the feedback and inputs that come from doing such with social media. The other relationships were however not significant and are reported accordingly in Table 4.13.

Table 4.13 Correlations using sub-variables

		I1	I2	I3	D1	D2	D3	D4	D5
I1	Pearson Correlation	1	-.033	-.218*	-.003	.630*	.100	-.082	.002
	Sig. (2-tailed)		.718	.016	.971	.002	.273	.367	.982
	N	122	122	122	122	122	122	122	122
I2	Pearson Correlation	-.033	1	-.025	.015	-.114	.032	.408*	.047
	Sig. (2-tailed)	.718		.788	.874	.210	.725	.033	.609
	N	122	122	122	122	122	122	122	122
I3	Pearson Correlation	-.218*	-.025	1	-.152	.040	.044	.045	.719*
	Sig. (2-tailed)	.016	.788		.096	.664	.633	.623	.013
	N	122	122	122	122	122	122	122	122
D1	Pearson Correlation	-.003	.015	-.152	1	.169	.066	-.029	.030
	Sig. (2-tailed)	.971	.874	.096		.063	.470	.748	.743
	N	122	122	122	122	122	122	122	122
D2	Pearson Correlation	.630*	-.114	.040	.169	1	-.005	-.041	.010
	Sig. (2-tailed)	.002	.210	.664	.063		.958	.658	.915
	N	122	122	122	122	122	122	122	122
D3	Pearson Correlation	.100	.032	.044	.066	-.005	1	-.059	.013
	Sig. (2-tailed)	.273	.725	.633	.470	.958		.516	.891
	N	122	122	122	122	122	122	122	122
D4	Pearson Correlation	-.082	.408*	.045	-.029	-.041	-.059	1	-.018
	Sig. (2-tailed)	.367	.033	.623	.748	.658	.516		.845
	N	122	122	122	122	122	122	122	122
D5	Pearson Correlation	.002	.047	.719*	.030	.010	.013	-.018	1
	Sig. (2-tailed)	.982	.609	.013	.743	.915	.891	.845	
	N	122	122	122	122	122	122	122	122

*. Correlation is significant at the 0.05 level (2-tailed).

Where I1 = Social media for marketing, I2 = Social media for customer relations and services, I3 = Social media for Information accessibility, D1 = Rapid adaptation, D2 = Time to market, D3 = Cost reduction, D4 = Satisfaction, D5 = Innovation.

The main variables were then also assessed with the correlation test. For the two variables, the social media usage and the organizational performance, a strong positive relationship is

reported. This is significant at the 5% level of significance and implies that where the social media usage increases in AirtelTigo, their organizational performance as measured in this study also increases. The result is summarized in Table 4.14.

Table 4.14 Correlations for main variables

		Social Media Usage	Organizational Performance
Social Media Usage	Pearson Correlation	1	.635*
	Sig. (2-tailed)		.003
	N	122	122
Organizational Performance	Pearson Correlation	.635*	1
	Sig. (2-tailed)	.003	
	N	122	122

*. Correlation is significant at the 0.05 level (2-tailed).

Source: Field Data (2021)

An OLS Model Estimation is added to assess the model fit for the organization as to how social media usage does impact on organizational performance in AirtelTigo. From the results as presented in the model summary, the overall model fit has a model strength of 54.3% (Adjusted R square). This indicates that 54.3% of the variations in the model for organizational performance in AirtelTigo can be explained by social media use in the organization. The ANOVA results considers the variations between and within the variables considered; social media usage and organizational performance. From the findings, the variation is significant at the 5% significance level (sig. = 0.013 < 0.05). The model is thus suitable for prediction. The

coefficient estimates are also significant as social media usage is used to predict organizational performance in AirtelTigo.

Table 4.15 OLS Regression Estimate

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.535 ^a	.551	.543	.29488

a. Predictors: (Constant), Social Media Usage

ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.013	1	.013	.146	.013 ^b
	Residual	10.435	120	.087		
	Total	10.447	121			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Social Media Usage

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.903	.249		11.640	.000
	Social Media Usage	.032	.083	.035	.382	.027

a. Dependent Variable: Organizational Performance

Source: Field Data (2021)

4.7 Conclusion

The use of social media in AirtelTigo significantly impacts on its organizational performance. As reported in the findings, AirtelTigo uses social media in all three aspects, namely for marketing, for customer relations and services and then for information accessibility. All three were used in several aspects and impacted on the performance of the organization which was measured by rapid adaptation, the time to market, the cost reduction, the satisfaction and then innovation in the organization's processes and activities.

CHAPTER FIVE

SUMMARY OF KEY FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter is the concluding chapter and presents the summaries of findings as per the study conducted at AirtelTigo, Ghana. The conclusions are then presented to answer the research questions followed by recommendations for study and practice and also situate the work in the context of its contribution towards future studies.

5.2 Summary of Key Findings

Out of the total 112 respondents sampled, responses on social media usage in AirtelTigo, Ghana has been explored in relation to organizational performance. Given a background of sampled staff who were 54.1% females and 45.9% males, the ages were reported with about a third being aged in the respective categories: less than 25 years, 25 – 35 years, 36 – 45 years and more than 45 years. The academic qualifications were well cut out with staff having masters' degrees, doctorate degrees, bachelor's degree and diploma among others. Three main departments were represented, and these were the sales and marketing, the finance and accounting, and the planning, research and development departments. Close proportions were again reported for the years of experience with staff having worked for 1 – 3 years, 4 – 6 years and the remaining proportion having working for more than 6 years.

The social media usage was seen in all three levels, namely the use of social media for marketing, the use of social media for customer relations and services and the use of social

media for information accessibility. In the specifics, the sampled staff of AirtelTigo reports that AirtelTigo uses social media to advertise their products, promote their brand, evaluate its marketing performance, serve different clientele and keep up to speed with trends and social media engagements when they use social media for marketing. With customer relations and services, sampled staff reports that AirtelTigo as an organization systematically collects customer feedback on their various platforms, develops a relationship with customers through constant communication on social media, that the company uses social media in customer service activities, that the quality of most products and services are constantly improved using customer feedback and that the organization explores for new ways to reach clients. Information accessibility also was reported with indications from staff on how the organization was using social media to gather information, then to how the organization uses the same platforms to search for competitors' information, as well as using same for the costs and expected date of products and service deliveries and getting a database of clients.

The measure of organization performance was on five levels: rapid adaptation, time to market, cost reduction, satisfaction and then innovation. For all five measures, sampled staff agreed to the performance as measured by same and this was well identified in the study. With rapid adaptation, AirtelTigo was employing strategies towards responding rapidly to changes in their internal and external work environment, being flexible with work changes and client requests as well as being prompt in developing existing products within a short space of time. The time to market measure also had the company investing in advanced technology to improve their products and services, to the company relying on feedback from customers to help determine the most appropriate launching time as well as in the use of a variety of marketing techniques to help increase the awareness and knowledge of customers for new products on the market.

The cost reduction measure of organizational performance also had the organization pursuing a policy of reducing costs whilst maintaining product quality, the same towards reducing maintenance costs of machinery and equipment, reducing transportation costs, reducing wasteful use of resources and working towards economies of scale. Satisfaction as a measure was also being engaged in the organization as appreciation of staff efforts was been done and solutions sought for in addressing conflict situations. Innovation was also being engaged in the organization as was reported in the production methods of AirtelTigo, as well as with the company looking for new innovative ways to deliver their products and services.

On the impact of the social media usage on the organizational performance of AirtelTigo, a significant result was realized. The various social media usage options at AirtelTigo was significantly impacting on its performance as an organization.

5.3 Conclusions

Based on the research findings, the conclusions drawn from the study are as follows:

AirtelTigo, Ghana uses social media as a communication tool in terms of marketing, customer relations and services and information and then information accessibility. These three levels are involved in their various activities on social media and relates to the organization's processes.

The impact of social media usage in AirtelTigo is relayed to the performance measures in the organization, specifically, the rapid adaptation, the time to market, the cost reduction, satisfaction and innovation.

Social media usage is reported to have a positive effect on the organizational performance of AirtelTigo, Ghana. These effects are seen as social media for marketing relates positively to the time to market of the products of AirtelTigo. Again, social media for customer relations and services also relates to satisfaction of clients to the company's products and services. Social media for information accessibility was also significantly related to innovation in the organization's performance.

Significantly, organizational performance of AirtelTigo, Ghana depends heavily on social media usage specified as the social media for marketing, social media for customer relations and services and social media for information accessibility.

5.4 Recommendations of the Study

In view of the above findings, the following recommendations are proposed:

5.4.1 Recommendations for practice and industry

- It is recommended that the usage of social media be improved at AirtelTigo, Ghana as the current trends demand especially in today's digital world and with the many digital solutions out there. This is to also help the organization stand the competition in the industry.
- The telecommunication industry must empower its social media usage given its importance in increasing an organization's performance.
- The skillset of social media managers and staff with social media insights who can better lead systems and generate new leads for the industry must be looked at within

AirtelTigo and beyond to other organizations. This will help take full advantage of the opportunities social media presents.

5.4.2 Recommendations for future research

- It is recommended that social media usage be considered for other thriving sectors in Ghana's economy. This will further expose lapses in the use of social media in other sectors and also the opportunities that exist therein.
- A more qualitative study is also recommended for a more in-depth study that captures key views of social media managers of organizations and how they see the industry in Ghana.
- A comparative study can also be taken on to compare the social media usage in AirtelTigo, Ghana and the other competitors in the industry and further build on to a national overview of what is being done with social media in Ghana.
- Lastly, a customer viewpoint study will be appreciated as it fills in the gaps of how customers of these telecommunication companies are using social media. This study can be in the form of interviews or focus group discussions for a better understanding of the study phenomenon.

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APPENDIX

Research Questionnaire

I am Elizabeth Agonou, a master's student of the Ghana Institute of Journalism. As part of my requirements towards the award of degree in MA. Public Relations, I am conducting a study into the impact of social media on organizational performance using AirtelTigo, Ghana as my case study. The aim of my study will be to ascertain the uses of social media at AirtelTigo and find out how the organization uses social media as a communication tool to impact on its organizational performance. As a staff of AirtelTigo, Ghana, your responses are thus required to fulfill my data search towards my thesis submission. This study is thus purely academic and responses are in no way going to be used for any other purpose. Kindly assist in giving suitable and right responses. Anonymity of responses are assured. Thank you for your time.

Section A: Demographics

This section bases on the some personal information of who you are. Kindly tick where indicated and state if applicable.

1. Gender: Male [] Female []

2. Age group:

Less than 25 years [] 25 – 35 years [] 36 – 45 years [] More than 45 years []

3. Academic Qualification:

Diploma [] Bachelor's Degree [] Master's Degree [] Doctorate [] Other []

4. Department:

Sales and Marketing [] Finance and accounting [] Planning, Research and Development [

] Other, please specify:

5. Years of experience:

1 – 3 years [] 4 – 6 years [] More than 6 years []

Section B: Social Media Usage

This section assesses the social media usage in AirtelTigo at three levels as a communication tool or strategy. These are the use of social media for marketing, the use of social media for customer relations and services and the use of social media for information accessibility. The assessment of statements relating to these three measures are done using a Likert scale where 1 = Strongly disagree, 2 = disagree, 3 = neutral, 4 = agree and 5 = strongly agree. Kindly tick one response for each statement.

Statements	1	2	3	4	5
Social media for marketing					
1. AirtelTigo uses social media to advertise its products					
2. AirtelTigo uses the means of social media to promote its brand.					
3. AirtelTigo uses social media to evaluate its marketing performance by getting feedback from likes, shares and follow-ups from Instagram, Facebook, Twitter.etc.					
4. AirtelTigo serves different clientele from diverse cultures and languages through social media.					
5. AirtelTigo keeps pace with trends and new social media sites to gain a competitive advantage on the market.					
Social media for customer relations and services					

6. AirtelTigo systematically collects customer feedback on their various social media platforms.					
7. AirtelTigo keenly develops its relationship with customers through constant communication with them on social media.					
8. AirtelTigo uses social media in doing customer service activities					
9. The Quality of most products and service offerings of AirtelTigo have been improved through customer feedback gotten through social media.					
10. AirtelTigo is exploring new ways to reach out to existing and new customers through its social media use.					
Social Media for Information accessibility					
11. General information about the target market is gotten through social media in AirtelTigo.					
12. AirtelTigo uses social media to search for competitors' information.					
13. AirtelTigo is well informed about the costs and expected date of delivery of products and services because of the social media use.					
14. Social media is used by AirtelTigo to provide the full details of their products and services.					
15. AirtelTigo uses social media in creating databases of its customers for proper decisions.					

Section C: Organizational Performance

This section also assesses the measures of organizational performance in AirtelTigo using the five measures; namely, rapid adaptation, time to market, cost reduction, satisfaction and innovation. The assessment of statements relating to these five measures is done using a Likert scale where 1 = Strongly disagree, 2 = disagree, 3 = neutral, 4 = agree and 5 = strongly agree.

Kindly tick one response for each statement.

Statements	1	2	3	4	5
Rapid Adaptation					
1. AirtelTigo possesses the ability to respond rapidly to changes in the work environment (internal or external variables)					
2. AirtelTigo's choice of suppliers are characterized by flexibility in responding to requests.					
3. AirtelTigo's expertise and capabilities in the Research and Development makes the company keep pace with the rapid changes in the work environment.					
4. AirtelTigo urgently needs change in the products and services it offers.					
5. AirtelTigo has the ability to develop existing products within a short period of time (less than six months).					
Time to Market					
6. The company continues to invest in advanced technology to improve their products and services.					
7. AirtelTigo relies on feedback from customers to help determine the most appropriate time to launch new products on the market.					
8. The company works to enter into new markets and regions to help spread globally.					
9. The company used a variety of marketing techniques to help increase the awareness and knowledge of customers for new products on the market.					
Cost Reduction					
10. AirtelTigo pursues a policy of reducing costs whilst maintaining product quality.					
11. The company plans to reduce the maintenance costs of machinery and equipment.					
12. The company plans to reduce transportation costs.					
13. The company is seeking to reduce the wasteful use of resources (electricity, water, raw materials).					
14. The company is working on economies of scale (production in large quantities to reduce the cost per piece).					
Satisfaction					
15. The importance of any task, no matter how small, is appreciated by higher management.					
16. Management empowers its employees to get better results.					
17. Employees are allowed to express their views and problems.					

18. Staff incentives are awarded for outstanding performance regardless of the functional level.					
19. Managers seek solutions that satisfy conflict parties.					
20. Management makes sure that responsibilities are clear to all employees.					
Innovation					
21. AirtelTigo is characterized by innovation in its production methods.					
22. The company applied new innovative methods in advertising their products and services.					
23. The company is always looking for new innovative ways to deliver their products and services.					
24. The company decides to change the properties of the shape of the product and its quality on the basis of a new innovative idea.					
25. The company encourages new innovative ideas.					

Thank you for your time.