

**GHANA INSTITUTE OF JOURNALISM**



**EXPLORING SOCIAL MEDIA AS A TOOL FOR CORPORATE REPUTATION  
MANAGEMENT USING NEWMONT GHANA AS A CASE STUDY**

**BY  
SANDRA AMARTIKAR AMARQUAYE  
MAPR 19007**

**A DISSERTATION TO BE SUBMITTED TO THE SCHOOL OF GRADUATE STUDIES  
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## DECLARATION

I, Sandra Amartikar Amarquaye, author of this dissertation do hereby declare that with the exception of the references which have been duly cited, the work presented in the dissertation **“EXPLORING SOCIAL MEDIA AS A TOOL FOR CORPORATE REPUTATION MANAGEMENT USING NEWMONT GHANA AS A CASE STUDY”** was done entirely by me in the Department of Public Relations, School of Graduate Studies and Research, Ghana Institute of Journalism from August 2019 to October 2020. This work has never been presented either in whole or part for any other degree of this university or elsewhere.

.....  
SANDRA AMARTIKAR AMARQUAYE  
(STUDENT)

This work was submitted for examination with my endorsement as supervisor.

.....  
Dr. Kobby Mensah  
(SUPERVISOR).

## **DEDICATION**

To my husband and Daughter

## **ACKNOWLEDGEMENT**

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## TABLE OF CONTENTS

	Page
DECLARATION .....	i
DEDICATION .....	ii
ACKNOWLEDGEMENT .....	iii
TABLE OF CONTENTS.....	iv
LIST OF TABLES .....	vi
ABSTRACT.....	vii
CHAPTER ONE .....	1
INTRODUCTION .....	1
1.0 Introduction .....	1
1.1 Background to the Study .....	1
1.2 Statement of the Problem .....	4
1.3 Objectives of the Study .....	5
1.4 Research Questions .....	5
1.5 Significance of the study .....	6
1.6 Scope and limitations of the study .....	6
1.7 Definition of Key Terms .....	7
1.8 Organization of study .....	7
CHAPTER TWO .....	8
LITERATURE REVIEW .....	8
2.0 Introduction .....	8
2.1 Theoretical Framework .....	8
2.1.1 Uses and Uses and Gratification Theory .....	8
2.1.2 Media Dependency Theory .....	9
2.2 Concepts and Definitions .....	10
2.2.1 Concept of Communication.....	10
2.2.2 Concept of Social Media .....	13
2.2.3 Concept of Corporate Reputation Management .....	15
2.2.4 Benefits of Corporate Reputation Management .....	18
2.3 Empirical Review .....	19
CHAPTER THREE .....	22

RESEARCH METHODOLOGY AND ORGANIZATIONAL PROFILE .....	22
3.0 Introduction .....	22
3.1 Research Design and Approach .....	22
3.2 Population of the Study .....	23
3.3 Sample Size and Sampling Technique .....	23
3.4 Data Collection Approach .....	24
3.5 Data Analysis .....	25
3.6 Ethical Consideration .....	25
3.7 Organizational Profile .....	26
CHAPTER FOUR.....	27
RESULTS AND DISCUSSIONS.....	27
4.0 Introduction .....	27
4.1 Socio-demographic Characteristics of Respondents.....	27
4.2 Adoption of Social Media .....	28
4.3 Role of Social Media on Corporate Reputation Management .....	30
4.4 Challenges of Using Social Media to Manage Corporate Reputation .....	32
CHAPTER FIVE .....	33
SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS .....	33
5.0 Introduction .....	33
5.1 Summary of Findings .....	33
5.1.1 Socio-demographic Characteristics of Respondents .....	33
5.1.2 Adoption of Social Media.....	34
5.1.3 Role of Social Media on Corporate Reputation Management.....	34
5.1.4 Challenges of Using Social Media to Manage Corporate Reputation.....	34
5.2 Conclusion.....	34
5.3 Recommendations .....	35
REFERENCES .....	36
APPENDIX.....	41

## LIST OF TABLES

	Page
Table 2.1 Types of Formal Communication in Organisations.....	11
Table 2.2 Characteristics of Communication Channel.....	12
Table 3.1 Sample Distribution.....	24
Table 4.1 Socio-demographic characteristics of respondents.....	28
Table 4.2 Level of adoption and use of company’s social media account.....	29
Table 4.3 Confirmatory Factor Analysis .....	30
Table 4.4 Descriptive statistics on the role of social media on corporate reputation management..	31

## **ABSTRACT**

Communication is an essential component to every organization. However, in recent times, communication within organizations have moved from hard interfaces to soft ones. Therefore, this study was primarily focused on exploring the role of social media in corporate reputation management at Newmont Ghana. A cross-sectional study using a descriptive approach is used where a sample size of one hundred and thirty-eight (138) employees of the firm was used for the entire study. With the aim of choosing respondents for the study, a simple random sampling technique was used. Data were collected using a structured questionnaire and quantitatively analyzed using the Statistical Package for Social Sciences (SPSS) version 20 software. It was then identified that the possession of a social media account by the company do not guarantee the frequent use of the account by employees and this trend is likely to be repeated among the public as well. However, the minimal patronage of the social media account have the tendencies of having positive influence on the management of corporate reputation within the company. For instance, the interest of the public in doing business is being heightened, interaction with the public is also enhanced and effective management is possible via the feedbacks obtained from the public on social media handles. Interestingly, these positive roles of social media on the management of the corporate reputation of the firm are likely to be jeopardized due to challenges such as distribution of fake news, possible hacking of the handle and non-interactive nature of the social media handles. Therefore, management of the firm is supposed to put in the necessary measures so as to instill some level of affective commitment among the employees toward the patronage of the social media handles of the company.

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.0 Introduction**

The chapter one will be exploring the general background to the study, the statement of the problem, research objectives, research questions, scope of the study, significance of the study and the organization of the study.

### **1.1 Background to the Study**

Every business venture is in to make profit and therefore every business tries to discover new and improved ways of reaching its customers. The Social Media has become a popular trend today for all spheres of life and especially for businesses. It has provided a platform to establish and multiply relationships and to be visible to other people all over the world. In the view of Kaul & Chaudhri (2018), the social media has closed the gaps between people all over the world. He further notes that the use of the social media has made it easy for celebrities and their fans, government and the populace, political parties and their followers. It is important however that we understand from the specialist perspectives what the social media is all about. Kaplan & Haelein (2010) define social media as a group of internet-based applications that build on ideological and technological foundations of web 2.0 and allow creation and exchange of user generated content. Web 2.0 is also defined by Carlson (2010) as a platform on which social media is based. In my own understanding, the Social Media is an interactive platform providing information and which could also somehow be influenced.

Web 2.0 refers to Internet platforms where users can interactively participate in and user generated content encompasses the possibilities in which people may use social media (Danuta, 2017). Through Social Media, there is a lot of online communication where people and also businesses can generate content and share that content. Pfeiffer & Zinnbauer (2010) mentioned that due to the use of Social Media there has been a change in the way organizations communicate with their employees, customers, stockholders, communities, governments and other stakeholders and therefore Social Media could have an impact on the business processes of organizations. Many business-to-consumer organizations are already actively making use of Social Media in their marketing strategies (Steffes & Burgee, 2009).

Examples of current day Social Media platforms are Facebook, Twitter, Instagram, Snapchat, Skype, Viber, YouTube, Google+, Whatsapp, Blogs, 2go etc. Each of the platforms are unique in their interface and functionality but basically allows for online interaction based on content generated and controlled by users themselves. It has undoubtedly gained wider acceptability and usability and has been debated to be the most efficient, fastest and cheapest means of communication among friends, relatives, business partners and even corporate bodies. An Internet research company, Pew Research Centre, claims that "more than half of internet users (52%) use two or more of the social media sites measured (Facebook, Twitter, Instagram, Pinterest) to communicate with their family or friends".

Social Media is used to inform, educate, entertain, promote, monitor brands, review any form of material (Pfeiffer & Zinnbauer, 2010). Its interactive nature and power to host sound and sight has boosted its attractiveness and has become the most popular converging platform threatening the collapse of traditional media such as television, radio and print. It has closed the gap between

celebrities and their fans, pastors and their congregation, government and the populace, political parties and their followers (Kaul & Chaudhri, 2018) etc. For example, a citizen in the remotest part of Ghana can tweet at or post or even tag the president, asking questions, commending on projects, soliciting for help in solving a community's plight, as long as he/she has a phone and an internet facility. However, these and many more benefits of Social Media has caused its users to be addictive to its ever tempting self. Students in a lecture hall are tempted to like, comment, post, pout and snap, chat, tweet and ping while lectures are ongoing to the extent of disturbing the attentiveness of the serious ones.

Corporate Reputation Management (CRM) is an asset by far for any organisation or business. In the opinion of Schwartz & Gibb (1999), it is the management of an organization's excellence and credibility. Fombrun (1996) aligns his own definition of CRM to excellence and defines the concept to mean a reflection of a company's identity and the efforts on the part of managers to persuade the public of their organization's excellence. Sarstedt (2009) defined CRM as the building and sustenance of an organization's good name, as well as generating positive feedback that will result in attaining the strategic and financial objectives of the organization. Winkleman (1999) says a company's reputation is so key to the success of its business; it goes a long way to determine the purchasing of the company's products and services, to attract investors and to have influence in all circles.

Kaul & Chaudhri (2018) are of the opinion that CRM has influenced the way most organizations approach their strategic management. Sarstedt (2009) explains corporate reputation more clearly by the scenario he created. In his view, corporate reputation can be also be termed as 'corporate

image'. In his view an 'image is reality' because the image we even create of ourselves is dependent on our actions which are deliberate most of the time. Therefore if the image is false but our performance is good, it only means one thing; it is our fault for being bad communicators verbally or nonverbally. In same vein if the image created of us is true of the corporate performance then it means that we have some managers doing business for the organisation and that is also the fault of the people concerned. It can be inferred from this scenario that how the image of an organization is created publicly is strictly up to the organisation. This brings us to the point where we can conclude that social media is a great tool that influences corporate reputation or brand image.

## **1.2 Statement of the Problem**

Corporate reputation management is a major concept which cannot be underestimated in any company across the globe. However, the management of any firm among the public can be managed via various means and this cannot be possible without the adoption of technology and social media. It is so clear that we are living in times when the Social Media is booming. The majority of academic literature discussing Social Media strategy in organizations only researches strategies used by these media but little has been done on what role the Social Media plays on corporate performance especially corporate reputation management (Danuta, 2017). Kaul & Chaudhri (2018) mentioned that many factors affect corporate reputation including; innovative products, organizational experiences, environmental pressures, shareholder value, technology etc. but that the social media affects corporate reputation very much in that a lack of proper management of it can put a company's reputation at great risk (Sarstedt, 2009). Interestingly, within the mining industry, companies are not predominant users of social media since they already

have their various stakeholders already managed within a basket, hence do not need any major social media uproar to gain popularity. Moreover, a careful observation within the Newmont Ghana indicates that the company is not a major consumer of the social media industry which might have some level of dent on the corporate reputation of the company in the sight of the public. In this light, this study will explore the role of Social Media in the Management of a Corporation's Reputation.

### **1.3 Objectives of the Study**

The general objective of the study is to explore the role of social media in corporate reputation management at Newmont Ghana and the specific objectives include;

- i. To evaluate the adoption of social media in Newmont Ghana.
- ii. To assess the role of the social media in corporate reputation management in Newmont Ghana.
- iii. To ascertain the challenges of using social media to manage corporate reputation in Newmont Ghana.

### **1.4 Research Questions**

The research questions that can be deduced from the research objectives above were:

- i. What is the level of adoption of social media in the operations of Newmont Ghana?
- ii. What role does social media play in corporate reputation management in Newmont Ghana?
- iii. What are the challenges of using social media to manage corporate reputation in Newmont Ghana?

### **1.5 Significance of the study**

Social Media has produced many millionaires and continue to feed many homes as it offers many benefits to society. Many business entities including now have Social Media managers and teams who promote and protect their brands online. It has numerous advantages which any business can enjoy but poses enormous problems if not properly managed. The significance of this study is to bring to the fore, the role of Social Media to the management of the reputation of an organization. The findings of this study will go a long way to inform management and the entire staff of Newmont on the negative effects on their company's reputation if social media is not managed properly. Moreover, the study is to educate readers on the benefits of Corporate Reputation Management and the need to pay close attention to it. The role that social media plays in an organization's reputation management will also be highlighted.

### **1.6 Scope and limitations of the study**

The scope of the study is in the office of Newmont Ghana at the Akyem Basin in the Eastern Region of Ghana which has a population of about 210 permanent employees comprising both management and staff. The study is limited only to the Akyem Basin but does not cover other operational sites of the company within different regions in the country. The Akyem Basin was selected since it is the section where most of the activities of the company is operationalized, all the other sites are subsidiaries of the main Akyem Basin site. However it is anticipated that the findings made can cut across what pertains in other operational sites of the organisation and even extend to other completely different organizations. Very little challenges are anticipated in this study as most of the information required are almost known to even the researcher. The whole idea of the study is to reiterate the importance of understanding the critical role of CRM and the need

to manage the social media properly not to attract some negative press thus affect the image of the company.

### **1.7 Definition of Key Terms**

The principal terms used in this thesis are:

1. Corporate Reputation: the collective knowledge of organisation-public relationships, based on consistent organizational behavior (Fombrun & van Riel, 1997; Grunig & Grunig, 2001).
2. Weber (2009) defined social media as the online place where people with a common interest can gather to share thoughts, comments and opinions.
3. Public Relations: the strategic management profession that is responsible for managing organisation-public relationships through communications (Stacks, 2002).

### **1.8 Organization of study**

The study is organized into four chapters. The first chapter concentrates on the introductory aspect of the research work where an introduction to the topic is and background given about the topic chosen. It presents a brief overview of what the topic is about. Chapter two comes in with the literature review of the study. This is where all there is to know about the study is researched into from books and other relevant sources such as the internet, newspapers, journals and other relevant literature whiles Chapter three presents the research method adopted for the study. Chapter four presents the concluding part of the study where recommendations are made based on the findings of the research.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

This chapter entails a review of concepts, theories, and empirical evidences related to the subject matters and themes of this study. The primary focus of this section was to assist readers and researchers to identify the variances, conformities, and connections associated with this current study and past finding. Additionally, this chapter validates the requisite for future studies in this field. This section was addressed under the following sub-headings: theoretical review, conceptual review, and empirical review.

#### **2.1 Theoretical Framework**

In evaluating the influence of social media on the corporate reputation management, the relevant and appropriate theories adopted for this study include uses and gratification theory and media dependency theory.

##### **2.1.1 Uses and Gratification Theory**

Uses and Gratification Theory which was proposed by Katz in 1970 (Servaes, 2008) focuses on the media which is used by individuals for satisfaction and fulfilment of their needs (McQuail, 2005). Bryce Ryan and Neil Gross propounded the diffusion of innovaton theory in 1943. This theory deals with the method of communicating new idea through appropriate channels of social system within a period of time. Moreover, it describes the dynamics that inspire the thoughts and actions of individuals in adopting a new technology or idea (Baran & Davis 2000). Several critics of this theory considers it as a vertical or one-way perspective on communication (Servaes, 2008),

therefore, the development communication theory was instituted. The development communication theory proposes that development is unattainable without communication (Mefalopulos, 2003). Interestingly, this theory is mostly used in the district assemblies since they are usually the initiators and managers of development in the district. Therefore, the theory has been developed in many perspectives with various definitions from different scholars and practitioners but with constant intent.

### **2.1.2 Media Dependency Theory**

Media Dependency Theory which was developed by Ball-Rokeach and DeFluer, focuses on the notion that listeners and viewers usually depend on media information to meet needs and objectives. Therefore, social institutions and media systems mostly interact with audiences to create needs, interests, and motives in the individual. Nevertheless, the extent of reliance is inclined to the quantity and significance of information functions and social stability. The mass dependency theory usually help the communication of values and practices of developed countries to the underdeveloped countries. There is a growing perception that media encourages change. As noted by Mefalopulos (2003), although the dependency theory gained a significant impact in the 1970s, in the 1980s it started to lose relevance gradually in cycle with the failure of the alternative economic models proposed by its proponents. By the late 1970s, it was evident that members of the public were not passive recipients of information, and that media alone could not change people's mindsets and behaviours (FAO *et al.*, 2011). The modernization approach in communication was personified by Daniel Lerner's influential "passing of traditional society" thesis (1958), which suggested that mass media exposure permitted people to develop a nous of

“empathy”; the ability to imagine and accept new ideas beyond one’s local situations and civilizations (Deane, 2004).

## **2.2 Concepts and Definitions**

### **2.2.1 Concept of Communication**

Communication is a multi-culture phenomenon whose existence can be traced to human history. The existence of communication is very fundamental for human survival, development of individuals and the bedrock for civilization. Therefore, there has been several definitions to communication in various situations due to multifarious and complex nature of the term (Dainty *et al.*, 2006). Clavenger (1959) defined communication as “any dynamic information sharing process”. Moreover, Mefalopulos (2008) also posited that communication involves the transmitting of information and messages. Communication cannot happen in a vacuum hence these definitions were not sufficient. Therefore, Owusu (2014) viewed communication as the movement of information within an appropriate system. In support to this definition, O’Reilly & Pondy (1979) posited communication as the means of distributing information between two or more individuals or groups to reach a mutual understanding. Warnock (2007) gave a different view to communication by suggesting it to be the capability to give information and enable one to participate and receive audience in conversation or arguments. Keyton (2011) further opined that communication involves the transmission of information and mutual understanding from one entity to another. Mehra (2009) characterized communications as a continuous and dynamic process with a message, sender, and receiver through a medium in order to foster mutual, transactional and irreversible understanding. Therefore, for the purpose of this study,

communication can be defined as the means of transmitting relevant, timely and appropriate information from an organisation to the public through appropriate channels.

Communication can either be formal or informal, depending on the mode, channel, and individuals involved in the entire process. Informal communication is an unorganized form of communication which is usually considered as part of the residual category in organizational theory. However, it is spontaneous, rich, and interactive in nature. For instance, the conversation between two friends flows without any blockade. In another vein, formal communication involves an orderly manner of communication among two individuals or groups. Formality of a communication depends on the nature of relationship between participants and their social roles, the frequency of communication, the nature of the communication setting channel (Keyton, 2011). With respect to formal communication, Mefalopoulos (2008) categorized communication into four types; these include: corporate, internal, advocacy and development communication as outlined in Table 2.1.

Table 2.1 Types of Formal Communication in Organisations

<b>Type</b>	<b>Purpose/Definition</b>	<b>Main Functions</b>
Corporate Communication	Communicate the mission and activities of the organization, mostly for audiences	Use media outputs and products to promote the mission and values of the institution; inform selected audiences about relevant activities.
Internal communication	Facilitate the flow of information within an institution/ project.	Ensure timely and effective sharing of relevant information within the staff and institution units. It enhances synergies and avoids duplication.
Advocacy communication	Influence change at the public or policy level and promote issues related to development	Raise awareness on hot communication methods and media to influence specific audiences and support the intended change.

Development communication	Support sustainable change in development operations by engaging key stakeholders.	Establish conducive environments for assessing risks and opportunities; disseminate information; induce behavior and social change
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Source: Mefalopulos (2008)

In every communication, two core elements exist, which are: sender and receiver. The sender is usually the coder and sender of the message while the receiver is usually the decoder of the message. Duggal (2011) described communication channel as a medium through which a message is transmitted to its intended audience, including print media or broadcast (electronic) media. Mefalopulos (2008) indicated that for effective design, development planners must have knowledge of the channels available, their potential reach and the intended result of the messages; thus channels must be selected to fit the participants and the communication task. UNICEF (2008) outlined the characteristics of mostly adopted communication channels by organisations or institutions as shown in Table 2.2

Table 2.2 Characteristics of Communication Channel

<b>Channel</b>	<b>Reach</b>	<b>Type of message (simple/complex)</b>	<b>Participatory use</b>
Television	Can reach very large audiences simultaneously if electricity and sets are available and reception is adequate.	Because of its broad scope it is primarily used to provide general information/news/entertainment to nation-wide audiences.	Community based programmes allow people to identify themselves with issues being discussed. Live call-in shows helps participation by cross sector of audiences.
Films	Can reach medium-sized audiences depending on availability of projection facilities and electricity.	Can be used/made for general or specialized audiences. Complex messages and scenarios can be depicted.	Generate discussion following screening which is participatory.

Newspaper	Can reach broad literate audiences rapidly.	Specific technical information and news.	Illiterate folks cannot read and understand content. It involves little interaction between readers and stakeholders
Interpersonal Communication (IPC)	Groups or other individuals.	Good for specific, complex intimate information exchange	Highly participatory if not made top down.
Folk media including Interactive Popular Theatre (IPT)	Small to medium scale reach. With mobile units, the reach can be higher. Good for areas hard-to reach for general media	Simple, easily understood messages with local flavour and with entertainment.	Discussion with audience during or at the end of performance enhances participation.
Social Media	Can reach a large audience by just a click	Purposely for general audience. It can either be formal or informal	Highly participatory and interactive.

Source: UNICEF (2008)

### 2.2.2 Concept of Social Media

The Social Networking and Media Association (2009) summarizes that the “term ‘social media’ relates in general to the effective use of Web 2.0 tools to provide a more collaborative Web. Scott (2009) defines social media as “web-based technologies to transform and broadcast media monologues into social media dialogues. Thus, social media has become the biggest invention in the history of public relations and a significant communication tool with reputation (risk) dynamics (Aula, 2010; Flanagan, 2010; Booth & Matic, 2010). According to Evans (2008), social media encompasses various activities, including video sharing, messaging, blogging, etc. and their viability depends on the exercises and mix of devices the crowd is pulled in to. Considering these two presumptions, Li & Bernoff (2008) gathered the activities encouraged by online networking into five classes. These classifications are important, as they portray why individuals utilize a specific scope of internet based life, and recommend how organizations can use this data for

showcasing and correspondence exercises. Weber (2007) includes that organizations, hence, have indicated customer fragments to target and impact. The five classes of internet based life proposed by Li & Bernoff (2008) are portrayed beneath:

- **Individuals Creating** – individuals make content in type of photographs, recordings, webcasts and messages as a method of self-articulation, to authorize brand connections, and look for feelings of different purchasers (Schau & Gilly, 2003). Blogging is to be sure one of the most well-known online life exercises. As per Forrester's Social Technographics Review of 2007, a free innovation and statistical surveying organization, one out of four Americans understands sites. In Japan even 50% of the online purchasers are dynamic blog perusers. Along these lines, social substance channels are a profitable answer for organizations to follow discussions and detect shoppers' feelings about themselves or their image (Scott, 2009; Li & Bernoff, 2008).
- **Individuals Connecting** – clients joining interpersonal organizations or online networks point at keeping up own profiles, interfacing with others, and cooperating with them. One key movement associated with long range interpersonal communication is the supposed friending, a way to create and keep up associations with companions and colleagues. Besides, individuals join online networks to share data and encounters, and to have a place with a gathering (Weber, 2007). Organizations can join such informal communities so as to watch purchaser discussions, increment their mindfulness, and stimulate customers (Li & Bernoff, 2008).
- **Individuals Collaborating** – joint effort envelops the normal and group commitment of members in wikis or other cooperative destinations. When planning and directing such coordinated effort towards a shared objective, the result can be incredible, driving, for

example, to new item thoughts and even item improvements (for example open-source programming). Starting here of view, such communitarian devices can be extremely worthwhile for organizations pointing, for example, at improving items or deals forms. In any case, organizations regularly have no impact on the substance of such wikis. Observing the substance of wikis and adjusting bogus subtleties is regularly the main move they can make.

- Individuals responding (to one another) – gatherings, appraisals and audits are exceptionally normal online apparatuses for online retailers these days, enabling individuals to associate and respond to one another by taking an interest in conversations and imparting insights and encounters. This gives retailers and organizations the advantage of improving deals also, distinguishing what individuals like and abhorrence in an item in solid terms.
- People organizing content – individuals can compose online substance by labeling. Labeling is an approach to order and arrange, for example, photographs, recordings, digital recordings and even websites, helping other people to locate this substance absent a lot of exertion. Organizations can screen how individuals group them and their items just as transfer and label own substance to help individuals discovering them in web based life.

### **2.2.3 Concept of Corporate Reputation Management**

Corporate reputation is a shared view of an organisation perceived by its stakeholders and it is considered to be an important factor for organisational legitimacy (Patten, 1991; Dowling, 1986). According to Johnson & Zinkhan (1990), corporate reputation is regarded as the impressions of a particular company held by the public. Corporate reputation is important because it demonstrates

how a particular firm compares to its competitors considering the stakeholder impressions of the firm's disposition to behave in a certain manner (Clark & Montgomery, 1998). Corporate reputation can affect the ability to raise prices with consumers and can create mobility barriers within the industry (Peloza, 2006).

Firms can use several strategies to improve their reputation and CSR engagement is one of the major ways to build such image (Galbreath, 2010; Vilanova *et al.*, 2009). The existing literature shows a strong relationship between CSR and corporate reputation (McGuire *et al.*, 1988). If broader stakeholder groups find any irresponsible firm behaviour, it can affect the reputation of that firm which ultimately threatens the firm's existence. Unsurprisingly, firms are increasingly showing their commitment to offer environmentally friendly products and services. Therefore, it is important for a firm and its management to build a strong CI and CSR is a mechanism that helps to establish that image (Arendt & Brettel, 2010). Although corporate image works as a signal by which an organisation selects its strategies to satisfy stakeholder, however, corporate image is valued in its own right, customers' value associations and transactions with high-reputed firms' (Roberts & Dowling, 2002). Good corporate reputation further helps to reduce associated costs as employees prefer to work in a reputable firm at a lower salary (Roberts & Dowling, 2002).

The corporate reputation is associated with the behavior and profile of a company (Olins, 2003). It defines the financial relations of the company, as well as the relations between stakeholders and consumers (Brun, 2002). In this respect, Jones & Sasser (1995) emphasized that consumer behavior correlates with loyalty to the company. Moreover, the image relates to the way stakeholders, not only perceive, but also interpret their experience, beliefs, values, and experiences

of the organization (Wood, 2001). Thus, corporate image plays a prominent role in customer satisfaction and in influencing customer's willingness to lay trust in the company (Andreassen & Lindestad, 1998). One of the major objectives in ensuring corporate image for organizations is the effectiveness of communication. According to Kim & Lee (2010) with the help of the corporate reputation, social responsibility and capability of the company are formed. A set of tools and instruments are used, such as ideas, symbols, and events (Schultz, 2007). Another way to achieve competitiveness is through advertising because it contributes to a better understanding of the corporate image.

A good corporate reputation stimulates purchase by simplifying decision procedures for customers. The common link between image and satisfaction is perceived quality. A good corporate image for high quality means more customers, fewer dissatisfied customers and invariable increases in profits which put the organization on a favourable competitive advantage. According to Anderson & Sullivan (2003) and Weigelt & Camerer (2008) claim that high customer satisfaction develops positive corporate image because it will provide positive word of mouth. Thus, corporate reputation is seen as a microeconomic consequence of satisfaction. According to Gremler & Gwinner (2000), and Berkley & Gupta (2005), good image leads to lower employee turnover. While the role of customer contact employees and their interaction with customers are vital in a service business, and customer-contact employees treat customers in the way they are treated by management, the frontline work force-i.e. those with most customer contact are the most cynical group among employees (Gremler & Gwinner, 2000; Larkin & Larkin, 2006). Thus, working on the corporate reputation may mean changes in the core organizational activities like the work function of the frontline workforce.

## 2.2.4 Benefits of Corporate Reputation Management

Benefits of corporate reputation management are in varied forms which include:

- Increased budgetary execution – Past exploration reasoned that a positive notoriety is an advantage prompting money related advantages, for example, increments in stock esteem. Generally speaking, corporate notoriety can demonstrate the future income of organizations, and, along these lines, fills in as a hazard lessening pointer of the capital market execution of organizations for financial specialists. This implies financial specialists give cash in type of offers all the more energetically to organizations (Sarstedt, 2009; Helm, 2007; Deephouse, 2007; Chun, 2005). Different investigations found that a decent notoriety relates with prevalent by and large return, brings down expense of capital, and upgrades the serious capacity of organizations (Caruana, 1997; Chun, 2005)
- Greater seriousness – Sarstedt (2009), Caruana (1997) and Helm (2007) contend that organizations with an ideal notoriety can without much of a stretch charge more significant expenses. A positive notoriety can build the apparent nature of items, and make purchasers less cost cognizant; henceforth, they are all the more ready to pay premium costs. Moreover, organizations can likewise utilize their notoriety for being a wellspring of uniqueness and separation from their rivals. Exploration has appeared that the vast majority of customers pick the brand with the most positive notoriety when the item or administration offering is comparative in quality, highlights, what's more, value (Greyser, 1999; van Riel & Fountain, 2008).
- Higher fulfillment and dedication among purchasers – Various creators affirm that a decent notoriety expands fulfillment and supports the foundation and maintenance of steadfast associations with customers (Rice, 2010; Chun, 2005). By inspecting the linkages between

fulfillment, notoriety, dedication, and administration proposal, Bontis *et al.* (2007) found that corporate notoriety is upgraded by fulfillment, which, thus, emphatically impacts buyers' dedication and suggestion likeliness (or verbal). Subsequently, the business exhibitions of organizations and their market shares increment (Chun, 2005).

- Attract and hold workers – The human asset the board writing gives proof that a positive corporate notoriety draws in exceptionally gifted occupation candidates and guarantees representative maintenance (Chun, 2005; Helm, 2007, van Riel & Fombrun, 2008). Notoriety can empower a solid hierarchical distinguishing proof, what's more, even increment the between authoritative collaboration, or citizenship conduct, which emphatically impacts both future and current workers (Caruana, 1997).
- Support in emergency – Finally, notoriety is a significant resource in any emergency, and can help organizations to conquer it and forestall high financial misfortunes (Greysler, 1999; Jones, 2000). An examination by Core Brand, an interchanges consultancy, demonstrated that organizations with a decent notoriety experience less market decay contrasted with organizations with a powerless notoriety (van Riel & Fombrun, 2008). A great notoriety can conceivably reinforce the corporate picture and, in this way, impact partners' view of issues organizations are confronting (Jones *et al.*, 2009). In that capacity, corporate notoriety can influence mentalities, which successively impact the practices of partners (van Riel & Fombrun, 2008).

### **2.3 Empirical Review**

A study carried out by Danuta (2017) was to identify the extent and directions of the use of SM in the activities of companies operating on the Polish market in the area of reputation management.

It was then identified in the study that Polish companies recognize the potential of social media and try to apply them in their marketing efforts. Consequently, social media had a significant role in the management of the corporate reputation of the firms under scrutiny. In the approach to the use of social media as a communication channel, the traditional way of thinking dominates, in which they are treated as just another promotional tool used by two departments: marketing and public relations (PR).

In a related study, Jones *et al.* (2009) identified that the power and the effects of social media platforms have created opportunities as well as threats for organizations with respect to CR. Specifically, it has been shown that the emergence of technologies such as, e.g., microblogs can accelerate the process for a company to become tarnished or negatively associated with some issue. On the one hand, this can be attributed to the fact that social media platforms allow individuals to spread negative information freely, unfiltered and at the speed of thought to many people (Dellarocas, 2003). On the other hand, the impact of negative content is further intensified by the so-called “negativity effect”, which states that negative information is generally greater weighted in the formation of evaluations in individuals’ minds than positive information (Baumeister *et al.*, 2001).

A study carried out by revealed that Kaul & Chaudhri (2018) creating and maintaining a robust corporate reputation has always been daunting. More so in the digital age when social media has led to stakeholders being in an ‘always on’ mode. The very characteristics of speed, reach, and visibility that make social media the stuff of dreams for users turn it into a nightmare for organizations that are trying to communicate with stakeholders to enhance their reputation while

still struggling with the unexpected loss of control and exposure of their minutiae in the public domain.

## CHAPTER THREE

### RESEARCH METHODOLOGY AND ORGANIZATIONAL PROFILE

#### 3.0 Introduction

A research involves a scientific and systematic investigation into a particular subject, sources, materials or data in order to establish facts and reach new conclusions. This chapter seeks to address the research method to be adopted for the collection and analysis of data. Therefore, this chapter is divided into the following sections:

#### 3.1 Research Design and Approach

The researcher used a descriptive research methodology, using a case study approach because the research is undertaken in order to describe an area with inadequate knowledge available. According to Neuman (2007), descriptive research enables the researcher to formulate and evaluate precise questions that can be very useful in the analysis of future researches. Moreover, Yin (2003) posited that descriptive studies classically produce comprehensive accounts of happenings and circumstances based on observations. Saunders *et al.* (2003) have noted that the success of a descriptive research depends on a thorough search on related available literature, effective expert communication and focus group interviews. This type of research methodology is flexible, cost effective and provides better conclusion. Moreover, Zikmund (2003) described research design as the outline of methods and procedures used for collecting and analyzing data.

The procedures for collecting and analyzing primary data can either be qualitative or quantitative (Davis, 2000). Qualitative research design is centered on words and observations but not on numbers because its main aim is to identify perceptions in the minds of people (Schmidt &

Hollensen, 2006). However, it involves an unstructured approach but with an in-depth analysis and it is flexible in all aspects of the research process. Conversely, Davis (2000) further revealed that quantitative research design involves numerical and statistical analysis of a structured survey of large samples. Data collected and analyzed from a sample of a population makes it possible for the researcher to make generalizations for the particular population when quantitative approach is adopted (Martins *et al.*, 1996). Since this study focuses on the examining of the role of social media in corporate reputation management at Newmont Ghana, the appropriate approach adopted was a quantitative one.

### **3.2 Population of the Study**

Generally, a population is defined as the number of people, animals or objects living in a particular area. Therefore, the target population for this study was all permanent employees of the Akyem Basin of Newmont Ghana. The researcher chose this target population in order to amicably aid in addressing the objective of this study. The total population of permanent employees within the firm is two hundred and ten (210) (Newmont Ghana, 2020). The inclusion criteria was permanent employees who have worked within the Akyem Basin of the firm for at least a year.

### **3.3 Sample Size and Sampling Technique**

According to Babbie (2008), sampling is the process of selecting a portion from a population to enable one make conclusion about the entire population. The idea of sampling enhances the researcher's ability to gain insights into entire population without necessarily examining the entire population (Turyakira, 2012). Therefore, out of the target population of 210 permanent employees of the Akyem Basin of Newmont Ghana, a sample size of one hundred and thirty-eight (138)

permanent employees of Newmont Ghana was used of the study. The sampling size for this study was determined using the Yamane’s sample size determination for proportions with a 95% confidence interval. For a fair representation of the various departments of the firm within the sample size of the study, the sample was fairly distributed among the departments of the firm as indicated in Table 3.1. For the purpose of a descriptive study design and quantitative approach adopted for this study, a simple random sampling technique was used in selecting the respondents for this study. This sampling technique has the potential of giving every permanent employee of Newmont Ghana the equal chance of being selected unto the study.

Table 3.1 Sample Distribution

<b>Department</b>	<b>Population</b>	<b>Sample</b>
Mining	67	44
Metallurgy (Processing)	46	30
Maintenance (Mechanical)	64	42
Business Support Services/G&A - (HSEC, Security, IT, Finance/Admin, Civil/Property Maintenance Warehousing & Procurement)	33	22
<b>Total</b>	<b>210</b>	<b>138</b>

Survey data, 2020

### **3.4 Data Collection Approach**

Data collection is the process of gathering and measuring information on variables of interest, in an established systematic fashion that enables one to answer stated research questions and evaluate outcomes. There are several ways of collecting data but the researcher would use a structured open and close-ended questionnaire where respondents. Questionnaire was focused on addressing the perspective of the objectives of this study which were measured using a 5-point Likert scale. In view of this, the questionnaire was categorized into four major sections, thus, socio-demographic

characteristics of respondents, adoption of social media, and role of social media on corporate reputation management and challenges of using social media on corporate reputation management. The open-ended questions were to provide respondents with the laxity to freely express themselves on each of the questions without any limitation. The administration of the questionnaire was done manually by the researcher together with two research assistants by handing the questionnaire over to respondents to solicit their views. This data collection method provided the respondents an opportunity for privacy and confidence in addressing their individualistic experiences and perceptions on the role of social media on corporate reputation management within Newmont Ghana.

### **3.5 Data Analysis**

Holsti (2006) described data analysis as the process of analytical and logical evaluation of data obtained from a study in order to draw appropriate conclusions. Data was analyzed based on the responses from the administered questionnaire in order to accomplish the objectives of the study. The analysis of the data was carried out using the Statistical Package for Social Sciences (SPSS) version 20 software. Descriptive statistics such as frequencies, percentages and means were carried out on the various variables of the study. All statistical tests were tested at 95% confidence interval and results were presented using Tables.

### **3.6 Ethical Consideration**

Ethics are the appropriate, acceptable and standardized ways of doing something under given circumstances (Zikmund, 2003). They are very essential in research study. The main aim of ethical consideration in research is to provide a norm or standard of not trampling on the rights, obligations and privacy of an individual or organization involved in the research. This study sought for letter

of approval from the Human Resource Department of Newmont Ghana in order to be given permission to carry out the study within the firm. In the questionnaire, names of respondents were not captured when answering them and the main objective of the study was made known to the respondents before they started answering the questions.

### **3.7 Organizational Profile**

Newmont is the world's leading gold company and a producer of copper, silver, zinc and lead. The Company's world-class portfolio of assets, prospects and talent is anchored in favorable mining jurisdictions in North America, South America, Australia and Africa. Newmont is the only gold producer listed in the S&P 500 Index and is widely recognized for its principled environmental, social and governance practices. The Company is an industry leader in value creation, supported by robust safety standards, superior execution and technical proficiency. Newmont was founded in 1921 and has been publicly traded since 1925. In Ghana, Newmont Corporation is one of the leading mining firms where its operations are mostly situated within the Akyem basin within the Birim North District of the Eastern Region. Newmont is noted to have won several awards where for instance, it became the Top Mining company on Newsweek's inaugural list of America's Most Responsible Companies in December 2019. Therefore, making the firm to have a high reputation in Ghana and several countries across the globe where its operations are evident. The company is noted of highly using social media to communicate to both internal (management and employees) and external stakeholders (customers, suppliers, government etc.).

## **CHAPTER FOUR**

### **RESULTS AND DISCUSSIONS**

#### **4.0 Introduction**

This Chapter is focused on providing the results and interpreting the findings in simple terms so as to aid readers appreciate the realization of the objectives of this current study. Moreover, findings were discussed in tandem with already existing literatures so as to gain a complete understanding of the phenomenon in different jurisdictions and terms.

#### **4.1 Socio-demographic Characteristics of Respondents**

It is evidently clear in Table 4.1 that 78.3% of the respondents were males whereas 21.7% were females.

On the age distribution of respondents, 44.2% were within 20 – 30 years, 37.7% were within 31 – 40 years, 14.5% were within the ages of 51 and 60 years, and 3.6% were between 41 and 50 years.

With respect to the educational qualification of respondents, 47.8% had Bachelors' degree as their highest educational qualification while 37.7% had postgraduate degree and 14.5% had a Higher National Diploma (HND).

In terms of the working experience of the respondents in the company, 34.1% had worked for 1-3 years whereas 23.9% had worked for 10 years and above, 22.5% had worked with the company for 4 – 6 years, and 19.6% had worked for within 7 and 9 years.

For the department distribution of the respondents, 38.4% were with the business support department whereas 23.2% were with the mining department, 21.0% were with the maintenance department and 17.2% were with the metallurgy department of the company.

Table 4.1 Socio-demographic characteristics of respondents

<b>Variable</b>	<b>Category</b>	<b>Frequency</b>	<b>Percentage</b>
Gender	Male	30	21.7
	Female	108	78.3
	<b>Total</b>	<b>138</b>	<b>100</b>
Age (years)	20 – 30	61	44.2
	31 – 40	52	37.7
	41 – 50	5	3.6
	51 – 60	20	14.5
	<b>Total</b>	<b>138</b>	<b>100</b>
Educational Qualification	HND	20	14.5
	Bachelors' Degree	66	47.8
	Post graduate Degree	52	37.7
	<b>Total</b>	<b>138</b>	<b>100</b>
Work Experience (years)	1 – 3 years	47	34.1
	4 – 6 years	31	22.5
	7 – 9 years	27	19.6
	10 years and above	33	23.9
	<b>Total</b>	<b>138</b>	<b>100</b>
Department	Business Support	53	38.4
	Maintenance	29	21.0
	Metallurgy	24	17.4
	Mining	32	23.2
	<b>Total</b>	<b>138</b>	<b>100</b>

Survey data, 2020

## 4.2 Adoption of Social Media

Table 4.2 below clearly shows that in terms of respondents having their personal social media account, 96.4% had a social media account whereas 3.6% do not have any social media account.

With regards to the company having a social media account, 97.8% agree that the company has a social media account whereas 2.2% disagree. In reference to the type of social media handles frequently used by the company, 42.0% agreed to Facebook while 28.3% agreed to Twitter, 25.4% agreed to Instagram and 4.3% agreed to Whatsapp.

For the frequent visit to the various social media handles of the company, 54.3% do not frequently do that whereas 45.7% do that. 41.3% agree that the company updates its social media account on

monthly basis while 31.2% agree that it is done on weekly basis and 27.5% agree that it is done fortnightly

With the posting of annual reports on company's social media handles, 90.6% said it is not done by the company while 9.4% said it is done. With the communication of decisions on social media handles, 89.9% said it is not done and 10.1% said it is done.

Table 4.2 Level of adoption and use of company's social media account

<b>Variable</b>	<b>Category</b>	<b>Frequency</b>	<b>Percentage</b>
Personal Social Media Account	Yes	133	96.4
	No	5	3.6
	<b>Total</b>	<b>138</b>	<b>100</b>
Company Social Media Account	Yes	135	97.8
	No	3	2.2
	<b>Total</b>	<b>138</b>	<b>100</b>
Social Media Handles of Company	Facebook	58	42.0
	Twitter	39	28.3
	Instagram	35	25.4
	Whatsapp	6	4.3
	<b>Total</b>	<b>138</b>	<b>100</b>
Frequent Visit to Company's Social Media Handles	Yes	63	45.7
	No	75	54.3
	<b>Total</b>	<b>138</b>	<b>100</b>
Often Updates on Company's social media account	Weekly	43	31.2
	Fortnightly	38	27.5
	Monthly	57	41.3
	<b>Total</b>	<b>138</b>	<b>100</b>
Post of annual reports on Company's Social Media Handles	Yes	13	9.4
	No	125	90.6
	<b>Total</b>	<b>138</b>	<b>100</b>
Communication of decisions on social media handles	Yes	14	10.1
	No	124	89.9
	<b>Total</b>	<b>138</b>	<b>100</b>

Survey data, 2020

### 4.3 Role of Social Media on Corporate Reputation Management

From Table 4.3, it is clear that the Cronbach Alpha (CA) value for the constructs was 0.864 where this variable can then be regarded as highly reliable since the reliability coefficient is above 0.7 (Kurpius & Stafford, 2006).

Moreover, the composite reliability (CR) value of 0.811 for the construct of role of social media on corporate reputation management indicates that since the value is above 0.6, the scales measuring this construct are valid and reliable. Again, a recording of 0.591 as the Average Variance Expected (AVE) value shows that the construct measured in this study had some level of uniqueness. Conclusively, the items measured under this construct was highly significant at 95% confidence interval. With regards to these findings, the items measured were liable for further analysis.

Table 4.3 Confirmatory Factor Analysis

<b>Variable</b>	<b>Loading</b>	<b>T-value</b>	<b>CA</b>	<b>CR</b>	<b>AVE</b>	<b>p-value</b>
Social media makes it possible for the company to interact with the public	.850	Fixed	0.864	0.811	0.591	.021
Social media makes effective communication with the public possible	.805	11.21				
Social media has made almost everyone to easily know the name of the company	.875	15.92				
Social media has made it easy for the public to know the location of our branches	.873	14.97				
Social media has made it possible for the public to love do business with the company	.815	14.29				
Social media feedbacks from the public enhance the effective management of the company	.885	21.74				

Survey data, 2020

It is evident in Table 4.3 that all the items measured were agreed upon since according to Field (2005), any mean score above 3.0 is regarded as important whenever a five-point Likert scale is used in its measurement. The three highest ranked items were: “Social media has made it possible for the public to love do business with the company ( $3.96 \pm .609$ )”, “Social media makes it possible for the company to interact with the public ( $3.86 \pm .675$ )” and “Social media feedbacks from the public enhance the effective management of the company ( $3.86 \pm .679$ ).

Table 4.4 Descriptive statistics on the role of social media on corporate reputation management

<b>Items</b>	<b>N</b>	<b>Min.</b>	<b>Max.</b>	<b>Mean</b>	<b>S.D</b>
Social media makes it possible for the company to interact with the public	138	1	5	3.86	.675
Social media makes effective communication with the public possible	138	1	5	3.78	.732
Social media has made almost everyone to easily know the name of the company	138	1	5	3.85	.693
Social media has made it easy for the public to know the location of our branches	138	1	5	3.83	.788
Social media has made it possible for the public to love do business with the company	138	1	5	3.96	.609
Social media feedbacks from the public enhance the effective management of the company	138	1	5	3.86	.679

Survey data, 2020

Findings were consistent with the study carried out by Kaul & Chaudhri (2018) where creating and maintaining a robust corporate reputation has always been daunting but most possible devoid of fear via the use of social media. More so in the digital age when social media has led to stakeholders being in an ‘always on’ mode. The very characteristics of speed, reach, and visibility that make social media the stuff of dreams for users turn it into a nightmare for organizations that are trying to communicate with stakeholders to enhance their reputation while still struggling with

the unexpected loss of control and exposure of their minutiae in the public domain. A good corporate reputation stimulates purchase by simplifying decision procedures for customers. The common link between image and satisfaction is perceived quality. A good corporate image for high quality means more customers, fewer dissatisfied customers and invariable increases in profits which put the organization on a favourable competitive advantage.

#### **4.4 Challenges of Using Social Media to Manage Corporate Reputation**

It was identified that the respondents had some level of challenges associated with the use of social media in managing corporate reputation. It is very easy to totally ruin the reputation of the company via social media as well by doing some kind of stuff that doesn't really suit the company's image. The predominant challenges identified in the study were the intrusion of fake news, possible hacking of the handle and non-interactive nature of the social media handles.

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS**

#### **5.0 Introduction**

This Chapter provides a summary of the findings realized out of the study objectives and a conclusion being arrived based on the findings. Additionally, recommendations are carved out of the findings realized so as to enhance a complete and successful addressing of those issues identified in the study.

#### **5.1 Summary of Findings**

The main aim of this study was to explore the role of social media in corporate reputation management at Newmont Ghana. A case study approach was adopted where quantitative research method was used to obtain data through the use of questionnaire. Data collection was done in fulfillment of the specific objectives of the study which were: to evaluate the adoption of social media in Newmont Ghana, assess the role of the social media in corporate reputation management in Newmont Ghana and ascertain the challenges of using social media to manage corporate reputation in Newmont Ghana. Findings from these objectives are summarized below.

##### **5.1.1 Socio-demographic Characteristics of Respondents**

It is identified in this study that the male respondents outnumbered the female respondents where majority of them are within the young adulthood stage and with some level of formal education. Moreover, the respondents had quiet an appreciable working experience with the company so as to authenticate the sharing of their individualistic experience with regards to social media and corporate reputation management.

### **5.1.2 Adoption of Social Media**

Although the company had social media accounts such as Facebook, Twitter and Instagram; employees were not frequently visiting such platforms or making. This can be attributed to the fact that no major communication or annual reports are posted on these social media handles and also the updates on the social media handles are carried out mostly on fortnight and monthly basis.

### **5.1.3 Role of Social Media on Corporate Reputation Management**

It was identified that social media has enormous role to play in the management of corporate reputation of the firm. Such major roles of social media on corporate reputation management include: social media has made it possible for the public to love do business with the company, social media makes it possible for the company to interact with the public, and social media feedbacks from the public enhance the effective management of the company.

### **5.1.4 Challenges of Using Social Media to Manage Corporate Reputation**

The predominant challenges identified in the study were the intrusion of fake news, possible hacking of the handle and non-interactive nature of the social media handles.

## **5.2 Conclusion**

This study was primarily focused on exploring the role of social media in corporate reputation management at Newmont Ghana. It is clear that the possession of a social media account by the company do not guarantee the frequent use of the account by employees and this trend is likely to be repeated among the public as well. However, the minimal patronage of the social media account have the tendencies of having positive influence on the management of corporate reputation within

the company. For instance, the interest of the public in doing business is being heightened, interaction with the public is also enhanced and effective management is possible via the feedbacks obtained from the public on social media handles. Interestingly, these positive roles of social media on the management of the corporate reputation of the firm are likely to be jeopardized due to challenges such as distribution of fake news, possible hacking of the handle and non-interactive nature of the social media handles.

### **5.3 Recommendations**

Based on the finding that employees do not frequently use the social media handles on the company, it is recommended that the management of the firm is supposed to put in the necessary measures so as to instill some level of affective commitment among the employees toward the patronage of the social media handles of the company. This would then aid in enhancing the use of the social media handles by the public as well. With recourse to the fact that the use of social media handles are likely to pose several challenges such as distribution of fake news and possibility of hacking toward the reputation of the company, it is recommended that the government and its associated regulators such as the Ministry of Communication, National Communications Authority and National Media Commission to come together to establish better possible means of creating a strong and robust security within the national communication infrastructure. This can be done by creating security schemes and systems to protect the possible intrusion of fake news and hacking as well. Finally, it is recommended that further studies should be carried out in the remaining sites of Newmont, Ghana so as to have a holistic view of the role of social media on the management of corporate reputation across the entire company.

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**APPENDIX**

**QUESTIONNAIRE**

**GHANA INSTITUTE OF JOURNALISM**

**QUESTIONNAIRE ON “EXPLORING SOCIAL MEDIA AS A TOOL FOR CORPORATE REPUTATION MANAGEMENT: THE CASE OF NEWMONT GHANA”**

*This questionnaire has been developed to explore the role of social media in corporate reputation management at Newmont Ghana. Please be informed that this study is purely academic and that all information obtained shall be kept with utmost confidentiality. The outcome of this research may be used for academic and general purposes such as research reports, conference papers or books. Please tick/state where appropriate.*

*Thank you for your acceptance*

**Section A: Socio-demographic Characteristics**

1. Gender:      a. Male [    ]              b. Female [    ]
2. Age: a. 20 – 30 years [    ] b. 31 – 40 years [    ] c. 41 – 50 [    ] d. 51-60 years [    ]
3. What is your highest level of education? Please select the most appropriate.  
a. Senior High [    ]    b. HND [    ]    c. Bachelor’s Degree [    ]    d. Post Graduate Degree [    ]  
e. Other (Please Specify) .....
4. How long have you been working with the company?  
a. 1-3years [    ]      b. 4-6years [    ]      c. 7-9years [    ]      d. Above 9 years [    ]

5. Which department are you?

- a. Mining [ ] b. Metallurgy [ ] c. Maintenance [ ] d. Business Support [ ]

**Section B. Adoption of Social Media**

6. Do you personally have a social media account? A. Yes [ ] b. No [ ]

7. Do the company has a social media account? A. Yes [ ] b. No [ ]

8. What are the social media handles used by the company? A. Facebook [ ] b. Twitter [ ] c. Instagram [ ] d. Whatsapp [ ] e. LinkedIn [ ] f. Others(specify).....

9. Do you frequently visit the company’s social media handle? A. Yes [ ] b. No [ ]

10. How often does the company updates its news items on the social media handles?

- a. Weekly [ ] b. Fortnightly [ ] c. Monthly [ ] d. Yearly [ ]

11. Do the company post it annual reports on any social media handle? a. Yes [ ] b. No [ ]

12. Any major decision within the company is communicated to the public on social media? a. Yes [ ] b. No [ ]

**Section C. Role of Social Media on Corporate Reputation Management**

Based on your personal experiences with your company, please indicate to what extent you agree or disagree with each statement below. Using the Likert Scale where Scale where Strongly Disagree – 1, Disagree – 2, Neutral – 3, Agree – 4, Strongly Agree – 5.					
	1	2	3	4	5
13. Social media makes it possible for the company to interact with the public					
14. Social media makes effective communication with the public possible					
15. Social media has made almost everyone to easily know the name of the company					
16. Social media has made it easy for the public to know the location of our branches					

17. Social media has made it possible for the public to love do business with the company					
18. Social media feedbacks from the public enhance the effective management of the company					

**Section D. Challenges of Using Social Media to Manage Corporate Reputation**

19. In your own view, what are some of the challenges that confronts the use of social media in managing corporate reputation within your firm?

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*Thank you for your cooperation*