UNIVERSITY OF GHANA

THE INFLUENCE OF FACEBOOK USAGE ON SALES PERFORMANCE: THE MEDIATING ROLE OF EMPLOYEES' SERVICE BEHAVIOURS

BY

JOHN PAUL BASEWE KOSIBA

(10506751)

THIS THESIS IS SUBMITTED TO THE UNIVERSITY OF GHANA, LEGON IN PARTIAL FULFILMENT OF THE REQUIREMENT FOR THE AWARD OF MPHIL MARKETING DEGREE

JUNE 2016

DECLARATION

I do hereby declare that this long essay is the result of my own research and has not been presented by anyone for any academic award in this or any other university. All references used in the work have been fully acknowledged.

I bear sole responsibility for any shortcomings.

…………………………..   ……………………..

JOHN PAUL BASEWE KOSIBA   DATE

(10506751)

CERTIFICATION

I hereby certify that this thesis was supervised in accordance with procedures laid down by University of Ghana, Legon.

....
   DR. KOBBY MENSAH   DATE
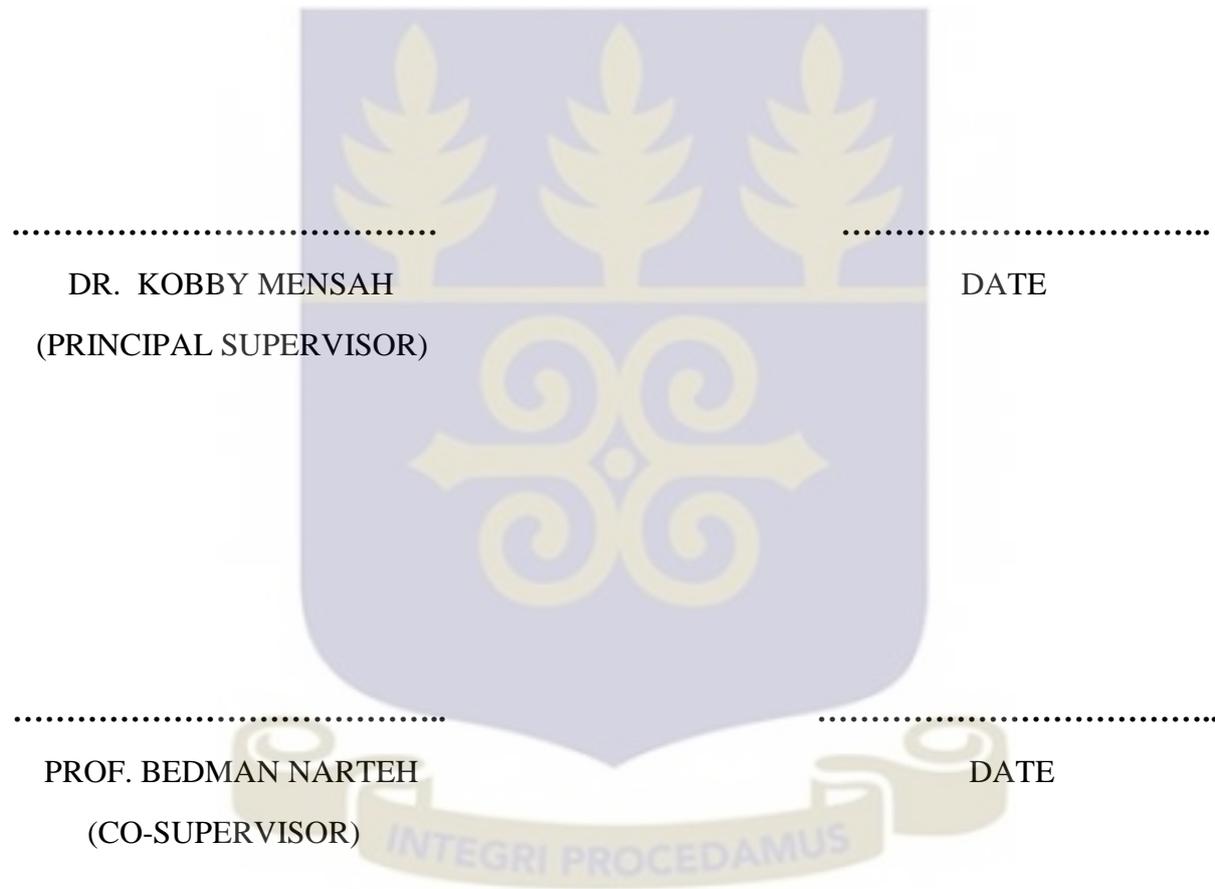
  (PRINCIPAL SUPERVISOR)

....
  PROF. BEDMAN NARTEH   DATE

   (CO-SUPERVISOR)

ii

DEDICATION

I dedicate this project work to the Almighty God and my beloved family who made a great

investment in my life, by contributing to my education.

ACKNOWLEDGEMENT

TABLE OF CONTENT

Contents

LIST OF TABLES

LIST OF FIGURES

ABBREVIATIONS

AVE   Average Variance Extracted

B2B   Business-to-Business

B2C   Consumer-to-business

BBS   Bulletin Board System

BSN   Brand's social network website

CB-SEM   Covariance based structural equation modeling

CEB   Community Engagement Behaviors

CIC   Community Information Centers

CTRs   Click-through-rates

E-commerce   Electronic commerce

ESB   Employees' Service Behaviours

GDP   Gross Domestic Product

HOE   Hierarchy of effects

ICT   Information and Communication Technology

ICT4AD   Information and Communication Technology for Accelerated Development

IRCs   Internet Relay Chats

IS   Information Systems

ISPs   Internet service providers

ITU   International Telecommunication Union

IVS	Independent Variables
IWS	Internet World Stats
MAU	Monthly Active User
NCA	National Communications Authority
ns	Not significant
PhD	Doctor of Philosophy
PLS	Partial least Squares
SEM	Structural Equation Modelling
SME	Small and Medium-sized Enterprises
SNS	Social Network Site
SPSS	Statistical Package for Social Sciences
SSA	Sub-Saharan Africa
TEB	Transactional Engagement Behaviors
URL	Uniform resource locator
WWW	World Wide Web

ABSTRACT

The purpose of this study is to examine the influence of Facebook usage on sales performance and explore whether an employee's service behaviour has a mediating effect on the relationship between Facebook usage and sales performance. This study employed an explanatory research design to explain the cause-and-effective relationship among Facebook usage, an employee's service behaviour and sales performance. Self-administered questionnaires and the use of a uniform resource locator (URL) through google forms comprising three sections was employed in collecting data. The target population for this study was businesses that were performing well on Facebook during the sample time frame. After a three month period of data collection, one hundred and one (101) questionnaires were valid for statistical analyses. The Partial Least Square (PLS) method was used to test the hypothesis. The study revealed that Facebook usage has a significant influence on customer-base relationship performance and financial performance. Businesses predominantly use Facebook to increase their brand visibility and to develop customer relationships. However, using Facebook for visibility has no significant influence on its relationship with customer-base relationship performance and financial performance. An employee's service behaviour was found to have a partial mediating effect on the relationship between Facebook usage and sales performance. This study contributes with new knowledge regarding the potential and limitations of the use of Facebook in marketing and sales. Substantial usage of Facebook seems to be primarily directed towards visibility and relationship development. Use of Facebook for information search is limited but significant in improving sales performance. The study provides evidence of how an employees' extra role services behaviour helps explain sales performance.

CHAPTER ONE

INTRODUCTION

1.1   Background of the Study

Social media is slowly being adopted as an internet marketing tool within business circles (Michaelidou, Siamagka, & Christodoulides, 2011). Multiple studies have shown that it is a useful marketing tool (e.g., Sin, Nor, & Al-Agaga, 2012; Naylor, Lamberton, & West, 2012; Patino, Pitta, & Quinones, 2012). It is believed to be one of the fastest ways of growing a business entity (Edosomwan, Prakasan, Kouame, Watson, & Seymour, 2011) as well as promoting products and services (Patino et al., 2012; Smithee, 2011), considering the speed at which it is being adopted by consumers and businesses alike (Baird & Parasnis, 2011).

Social media creates a chance for buyers to assess products, make referrals to contacts, family or companions and connects current buys to future buys through status updates and twitter feeds (Forbes & Vespoli, 2013). By sharing individual encounters and sentiments about products and services, online clients have a tendency to acknowledge and utilize online data in their decision-making processes (Teng, Khong, Goh, & Chong, 2014). This makes social media a valuable marketing tool, which allows satisfied customers to make recommendations to potential customers (Boateng, 2014; Forbes & Vespoli, 2013).

Social media obviously offers huge benefits for salespeople to collaborate with shoppers in ways that were impractical some decades ago (Keller, 2013). This is possible since "social media is a two-way street and by joining and participating in social networking sites, salespeople can access and view others information as easily as a prospect can view theirs" (Andzulis et al., 2012, p. 311). Therefore, with careful examination and monitoring, it is assumed that social media can create an opportunity for marketing and salespeople to identify

1

leads based on their likes, suggestions, question and comments. Social media helps in the achievement of the necessary part of the sales process, which includes becoming acquainted with prospects and setting up connections rapidly and effortlessly (Smith, 2014).

Social media does not only produce new leads, but it also permits the working of more profound associations with existing customers that drive them to buy over and over (Smith, 2014). Social media at its core creates an opportunity for listening (a forum for customers to be heard), which is a primary component in building trust thereby making the concept of transactional marketing obsolete leading to relationship building (Andzulis et al., 2012). Social media enables marketing and salespeople to build networks with potential customers before making a follow-up call rather than the traditional way of making "cold calls" to leads they do not know nor have any relationship with (Rodriguez, Peterson, & Krishnan, 2012).

According to Chester, Montgomery, and Dorfman (2010), amongst the social media platforms, Facebook in particular, has transformed the media landscape. Facebook, the most widely used social network world wide, had 1.65 billion monthly active users as of the first quarter of 2016 (The Statistics Portal, 2016). Facebook has certain features that categorise them as online communities, but also features that set them apart from traditional online communities (Pöyry, Parvinen, & Malmivaara, 2013). According to Gaber and Wright (2014), Facebook can take two forms; the first form is paid campaign where the promoter place promotions that appears on the sides of the profile page of Facebook users or on their home Facebook page. In that paid form of campaign, the promoter can customise his ad to appear only to his target market on their Facebook page. Facebook permits marketers to make their promotions targeted by gender, location, age and even interests; this feature in Facebook campaign makes the promotion efforts more targeted to the prospective customers. The second form of campaign on Facebook is the

free form where the companies create a fan page. The clients can then like the page of their favourite brands and in like manner get to be fans of these brands.

Coltman (2007) argued that technology processes should be integrated with sales processes and human capability in order to realise a direct increase in sales performance. Previous studies on technology identified service behaviours as a critical factor for successful use of performance (Ahearne, Jones, Rapp, & Mathieu, 2008; Millman & Hartwick, 1987; Sulek & Marucheck, 1992). Studies have shown that employees service behaviours (ESB) can affect customer satisfaction, customer loyalty and competitive advantage, which affect performance (Brown, McHardy, McNabb, & Taylor, 2011; Kim, Tavitiyaman, & Kim, 2009). Though current studies (such as Rodriguez et al., 2012; Rodriguez, Peterson, & Ajjan, 2014) provide an initial argument of the impact of social media phenomenon, little research to date has explored the influence of social media on performance with regards to the role of ESB. ESB in this context refers to the way in which employees respond to circumstances or situations on Facebook. Thus, having employees engaging in service behaviours of using their Facebook profile to provide information, customer service, listen, engage, monitor and create conversations with customers, prospects, and anyone else who comes into contact with the organisation to really extend the organisations' word of mouth through the employees' sphere of influence on Facebook (see in Merrill, 2009; Chaffey & Smith, 2012).

Chaffey and Smith (2012) suggest that, social media facilitates the idea that 'people do business with people' not companies, hence, IBM coined the expression 'Social Business', which incorporates all employees taking part in conversations, solving problems, giving service and making sales courtesy of social media platforms, such as Facebook. However, there is still the need to empirically examine the role of ESB on Facebook influence on sales performance.

3

Therefore, combining the literature and practitioner applications of Facebook usage, this study examines the influence of Facebook usage on sale performance and the role of ESB.

1.2   Problem Statement

Despite the efforts made by businesses to market their products and services on social media, the outcomes of these efforts have not adequately explored (Hoffman & Fodor, 2010). Most businesses use click-through-rates (CTRs) for assessing social media execution (Cespedes, 2015). Nonetheless, businesses cannot rely on this social media analytics alone to gain insight about their customers and the effect on their sales performance. Not everyone on a social media page of a company may be a customer. There is the possibility that some people, after becoming fans, may never visit the platform again. Click-through-rates are not directly linked to sales performance (Cespedes, 2015). There is, therefore, the need for research to provide evidence on the potential effect of social media on a business's sales performance since social media analytics can be misleading.

Previous study has contributed substantially to the knowledge about social media usage. For example, a number of scholars have made investigation into subjects such as social media usage as an advertising, social media influence on buying behaviours and purchase intention (Chi, 2011; Chikandiwa, Contogiannis, & Jembere, 2013; Kim, Gupta, & Koh, 2011; Naylor et al., 2012; Park, Rodgers, & Stemmle, 2011). Recent literature even adds more insights on the subject. For example, authors such as Schultz et al. (2012), indicate that salespeople who use social media have discovered that social media usage has an impact on overall sales performance, however, the authors' state that there are opportunities that exist to extend examinations to encourage a more extensive point of view of the marketing utilisation of social media. While most recent studies have empirically tested the influence of social media usage

4

on sales performance in the business-to-business (B2B) context (Rodriguez et al., 2012; Schultz et al., 2012; Groza, Perterson, Sullivan, & Krishnan, 2012), when it comes to social media, its different or unique functionalities may influence the performance process in differing manners within different context. Therefore, Andzulis et al. (2012) are of the view that future research needs to focus on the consumer-to-business (B2C) environment.

Existing literature (Ahearne, Jones, Rapp, & Mathieu, 2008; Millman & Hartwick, 1987; Sulek & Marucheck, 1992) postulate that technological implementation has a positive effect on performance through a sequential process involving service behaviours. Brashear, Bellenger, Barksdale, and Ingram (1997) and Churchill, Ford, Hartley, and Walker (1985) argued that the non-consideration of behavioural dimensions as possible predictors of performance outcomes may logically result in a small amount of explained variance. In addition, scholars have stated that an employee's behaviour can affect customer satisfaction, customer loyalty and competitive advantage, which affect performance (Brown, McHardy, McNabb, & Taylor, 2011; Kim, Tavitiyaman, & Kim, 2009).

In response, scholars have mostly focused on the role of prescribed behaviours (Agnihotri et al., 2012); and it seems these studies have not moved from the very high-level conceptualisation model, to a lower process-oriented perspective that supports empirical testing. In addition, it appears social media studies have lacked the examination of non-prescribed behaviours' influence on performance.

Research on social media in Sub-Saharan Africa (SSA) has covered awareness and use of social media in advertising (Boateng & Okoe, 2015; Nyekwere, Kur, & Nyekwere, 2013), social media browsing behaviours among selected youths (Ramnarain & Govender, 2013a, 2013b), social media marketing adoption by South African banks (Chikandiwa et al., 2013) and managing customer knowledge on social media platforms (Boateng, 2014). These various

5

studies indicate the lack of research in relation to social media and performance in the SSA context. Hence, the need for further studies to investigate the issue of social media and performance in the SSA context because, as suggested by Li, Li, and Zhao (2009), "the internet is a global medium, but its content is local to each country" (p. 126). Accordingly, this study with multi-item dimensional constructs will seek to make a contribution to literature by examining the influence of salespersons' social media usage in enhancing customer relationship, and ultimately boost sales performance.

1.3   Research Purpose

The study seeks to examine the influence of Facebook usage on the customer-base relationship performance, non-financial and financial performance of businesses in Ghana. It also aims at identifying whether the salesperson's social media behaviour influences the relationship between Facebook usage and business performance.

1.4   Research Objectives

i.   To examine the influence of Facebook usage on sale performance.

ii.   To examine the role of ESB on the relationship between Facebook usage and sales performance.

1.5   Research Question

i.   Does the use of Facebook influence business sales performance?

6

ii.   Do ESB influence the relationship between Facebook usage and sales performance?

1.6   Significance of the Study

The findings of the study will contribute greatly to research and practice. Literature on social media and business performance in Ghana is arguably scarce. This research goes beyond the current research works on social media in the Ghana by examining its relation to the critical area of sales performance. Furthermore, the research will contribute to the existing conceptual and empirical literature on social media and serve as a basis for further research. This study will also be beneficial to instructors when lecturing on how the adoption of information technology drives sales performance. Concerning the implications of the study to practice, this study will provide an understanding of the contribution of social media to an organisational bottom line. This study will also shed more light on the contribution of an employees' social media behaviour to the business's performance. In other words, businesses can utilise the findings of the study as guidelines for their social media policy and an ESB direction.

1.7   Chapter Outline

The thesis will be divided into six chapters: the introduction of the study; literature review; methodology for the study; the context of the study; data analysis and discussions; and finally, summary, conclusions and recommendations. These chapters are briefly explained below.

Chapter One, which is the introductory chapter of this thesis, covers the background of the study, problem statement research gaps, research objectives, research questions, and justification for the study.

Chapter Two is the literature review. The chapter presents a review on extensive related literature on the subject matter under these three main sections - theoretical, empirical and conceptual. Topics covered include the evolution of social media, social capital theory, and businesses technology adoption.

Chapter Three, which has the research context, is dedicated to giving an overview of the internet in Ghana. Specifically, the chapter provides an overview of the social media adoption within the Ghanaian context. The chapter also gives an overview of internet and communication technology in Ghana, internet penetration in Ghana and social media usage in Ghana.

Chapter Four, which focuses on the methodology, considers the research design, research population, sampling technique and sample size in this chapter. Additionally, sources of data, data collection instrument(s), and methods of data collection as issues on research ethical considerations are addressed. Thereafter, the data analysis tools and technique used for the study are discussed. The chapter concludes by presenting the method for testing the validity and reliability of the research instrument.

Chapter Five, discusses data analysis and presents an analysis of the data collected. The descriptive and inferential analyses of the data are presented. Using structural equation modelling (SEM), the relationships between the latent constructs are established at this stage. In addition, a discussion of the findings in relation to literature reviewed is presented, together with a discussion of the findings in relation to literature reviewed.

Chapter Six, the last chapter, is dedicated to the presentation of the summary of the study and conclusions based on the findings. Thereafter, implications of the study and limitations and recommendations for future studies are addressed.

CHAPTER TWO

LITERATURE REVIEW

2.1   Evolution of Social Media

Today, social media seems to have become a popular term as more and more people around the world are using either one or more of these social media platforms. This was not always the case, as literature demonstrates that social media has developed over time from the primitive days to the medieval era and currently what is known as the golden era. The roots of social media stretch far deeper than what might be imagined (Hendricks, 2013).

The earliest form of social media started in 1979, from the primitive days of UseNet developed by Tom Truscott and Jim Ellis from Duke University to allow the posts of news to newsgroups on the internet (Hendricks, 2013; Kaplan & Haenlein, 2010). The primitive days saw the introduction of the first site with login options for interaction known as Bulletin Board System (BBS); the first chat site CompuServe introduced in the early 1980s (Morrison, 2015); and the Prodigy Communications Corporations that offered clients access to a wide scope of network services, including online news, shopping, notice sheets, games, stocks, travel, and a variety of other feature was introduced in 1984 (Hendricks, 2013; Morrison, 2015).

Internet relay chats (IRCs) were initially introduced in 1988 and it sustained its popularity well into the 1990s (Hendricks, 2013). The late 1980s to 1990s is therefore considered the medieval era of social media with the introduction of ICQ in November 1996; SixDegrees, the first identifiable social media site in 1997; and 1999 LiveJournal, the first blogging site (Boyd & Ellison, 2007; Morrison, 2015). SixDegrees.com is considered the first social media site since it permitted clients to make their own profiles, list associations with others and surf their rundowns (Boyd & Ellison, 2007). Appealing to the masses was at the very heart of the site, as

9

it was built on the notion that every person in the world is connected to another person through six or fewer relationships, because it is a small world (McIntyre, 2014). However, according to Boyd and Ellison (2007), some features of sixdegrees.com like profiles already existed on most significant dating sites and numerous community sites:

> AIM and ICQ buddy lists supported lists of Friends, although those Friends were not visible to others. Classmates.com allowed people to affiliate with their high school or college and surf the network for others who were also affiliated, but users could not create profiles or list Friends until years later. SixDegrees was the first to combine these features (p. 214).

Seen as one of the first and one of the oldest blog communities on the internet, LiveJournal was launched as a way of connecting friends and keeping them updated on what was going on (Alvarez, 2015). It even began to function as a global social network site (SNS) in the first half of the 2000s (Roesen & Zvereva, 2014). Although LiveJournal is still in existence it has been eclipsed by new social media heavyweights such as Facebook and Twitter (Alvarez, 2015).

The "Golden Era" of social media began in 2001 with the introduction of Wikipedia, Friendster, Hi5, Facebook, Flick, Orkut, YouTube, Reddit Twitter, Tumblr, WhatsApp, Snapchat, Tinder, Vine and Pheed (see figure Table 2.1). Although the roots of social media can be found in Friendster and Myspace, it is reasonable to suggest that social media did not really start until the launch of Facebook in 2004 (Bennett, 2014). This new transformation of social media is the result of web 2.0, as applications such as personal web pages, Encyclopaedia and the idea of content publishing belonging to the era of Web 1.0, have been swapped with blogs, wikis, and collaborative projects in Web 2.0 (Kaplan & Haenlein, 2010).

Table 2. 1 Evolution of Social Media

Era	Year	Social Media Platform and Description
The Primitive Era of Social Media	1979	UseNet, Posts news to newsgroups
	1979	Bulletin Board System (BBS) - Late 70s, first site with Login option for interaction
	1980	CompuServe first chat introduced
	1984	Prodigy Communications Corporations - pioneered online portals and online news
The Medieval Era of Social Media	1988	Internet Relay Chat - File sharing, link sharing and keeping in touch
	1996	ICQ - Multi user messaging, Multiplayer games, made emotions and abbreviations such as "LOL" and "BRB" became famous
	1997	Six Degrees - Glimpses of first social media resembling that of today's like create profile and add friends
	1999	Live Journal – First to introduce dynamic content on the blogs and forum, create groups and interact
The Golden Era of Social Media	2001	Wikipedia - An online free encyclopedia
	2002	Friendster - Operated by allowing people to meet new people and increase their network
	2003	Hi5 - Included photo sharing, user groups, social gaming and status update
	2003	MySpace - Private messaging, public comments posted to an user's profile, bulletins sent to friends
	2004	The Facebook- Opened only for the Harvard University students
	2004	Orkut - Owned by Google, meet old and new friends, rate friends, change themes, etc.
	2004	Flickr - Photo sharing platform
	2005	YouTube - First organised video streaming and video sharing platform
	2005	Reddit - Entertainment and social networking platform
	2005	Facebook - Best performing social media platform till date with 1.44 billion active users
	2006	Twitter - A microblogging platform with a question and answer format
	2007	Tumblr - Live streaming and microblogging platform
	2009	WhatsApp - iOS, Android and Windows based application for personal and group chats
	2012	Snapchat - New platform for chatting by posting pictures
	2012	Tinder - A social discovery application for iOS and Android devices
	2013	Vine - A multiple platform video sharing social application
	2014	Pheed - A social media platform with live broadcast option

Source: (Morrison, 2015)

Web 1.0 is seen as the earliest incarnation of the World Wide Web (www), which was utilized primarily as a storehouse of online data and instrument that could be accessed to achieve an end (West & Turner, 2009). In the beginning, the Web was based on "read only", performing basic function such as finding a website, and a navigating page between them using hyperlinks, sending emails to friends and other multimedia (see in West & Turner, 2009; Kidd & Chen, 2009). In its current age, the Web goes beyond these basic functionalities to incorporate content creation and sharing, creating online communities, sharing files and blogging. This latest incarnation of the www known as Web 2.0 is progressively utilized as a method for interactivity and individual expression (West & Turner, 2009). Therefore, the major contrast between Web 2.0 and Web 1.0 is that content creating is fewer in Web 1.0 with the vast majority of clients just acting as consumers of content (Cormode & Krishnamurthy, 2008).

2.1.1 Definition and nature of social media

Social media is different for different individuals and organisations (Andzulis et al., 2012). Despite the popularity of social media, it appears not easily defined, as there is disarray among managers and academic researchers alike as to what precisely ought to be incorporated under this term (Kaplan & Haenlein, 2010). According to Schultz et al. (2012), social media is any tool or service that uses the web to aid conversations. This definition of social media is not limited to any Web ear and this seems very reasonable as social media can be traced as far back as 1979. Turban, King, Lang, and Lai (2009) share similar views as they refer to social media as an online platform and tool that people use to share opinions and experiences including photos, videos, music, insights and perceptions, with each other.

On the other hand, some authors (Kaplan & Haenlein, 2010; Lewis, 2009; Lombardi, 2012) have argue that social media must be defined considering Web 2.0 and user-generated content concepts as these are words frequently mentioned in conjunction with social media. This is because, as stated earlier, Web 2.0 has transformed the Web and Web 1.0 application, resulting in the popularity of such social media as it allowed more content creation such as sharing of photos, videos and music.

Kaplan and Haenlein (2010) therefore studied social media as the incarnation of the Web 2.0 revolution of the WWW to represent ideological and technological foundation with user-generated content seen as the number of ways in which people make use of social media. Based on this assumption, social media can be defined as "a group of Internet-based applications that build on the ideological and technological foundations of Web 2.0, and allows the creation and exchange of user generated content" (Kaplan & Haenlein, 2010, p. 69). Consequently, it is seen as a new media that is devoted to social interactions, including, however not constrained to, weblogs, microblogging, Facebook, Twitter, wikis, podcasts, et cetera (Shen & Bissell, 2013).

Kaplan and Haenlein (2010) have provided a systematic classification scheme for the various types of social media platforms based on theories in social presence, media richness, self-presentation, and self-disclosure, thus, collaborative projects (e.g., Wikipedia); blogs and microblogs (e.g., Twitter); content communities (e.g., YouTube); social networking sites (e.g., Facebook); virtual game worlds (e.g., World of Warcraft); and virtual social worlds (e.g., Second Life). However, as technology continues to advance, new social media platforms will keep coming up, therefore, it seems that these categorisation are not carved in stone.

All these definitions underlines the fact that "social media is any tool or service that uses the internet to facilitate conversations" (Schultz et al., 2012, p. 77); and highlight the fact that there are several forms of social media platforms (Kaplan & Haenlein, 2010; Mangold & Faulds,

2009). In effect, this study views social media as the use of mobile and web-based innovations to make very interactive platforms via which individuals, groups and organisations share, co-create, discuss, and modify user-generated content (Kietzmann, Hermkens, McCarthy, & Silvestre, 2011). Nonetheless, regardless of the definition or the standard use in classifying the platform, each form of social media is equipped with certain strengths and functions (Shen & Bissell, 2013).

Table 2. 2 Examples of Social Media

- Social networking sites (MySpace, Facebook, Faceparty)
- Creativity works sharing sites:
  - Video sharing sites (YouTube)
  - Photo sharing sites (Flickr)
  - Music sharing sites (Jamendo.com)
  - Content sharing combined with assistance (Piczo.com)
  - General intellectual property sharing sites (Creative Commons)
- User-sponsored blogs (The Unofficial AppleWeblog, Cnet.com)
- Company-sponsored websites/blogs (Apple.com, P&G's Vocalpoint)
- Company-sponsored cause/help sites (Dove's Campaign for Real Beauty, click2quit.com)
- Invitation-only social networks (ASmallWorld.net)
- Business networking sites (LinkedIn)
- Collaborative websites (Wikipedia)
- Virtual worlds (Second Life)
- Commerce communities (eBay, Amazon.com, Craig's List, iStockphoto, Threadless.com)
- Podcasts (''For Immediate Release: The Hobson and Holtz Report'')
- News delivery sites (Current TV)
- Educational materials sharing (MIT OpenCourseWare, MERLOT)
- Open Source Software communities (Mozilla's spreadfirefox.com, Linux.org)
- Social bookmarking sites allowing users to recommend online news stories, music, videos,

etc. (Digg, del.icio.us, Newsvine, Mixx it, Reddit)

Source: Mangold and Faulds (2009)

2.2   Theoretical Background

2.2.1   Social capital theory

The concept of social capital first appeared in Hannifin's article, "the rural school community centres" (see in Hanifan, 1916). Hanifan (1916) describes social capital as the "tangible substances (that) count for most in the daily lives of people" (p. 130). Social capital theory, a term originally seen as a sociological concept, has now transcended its roots and expanded into multiple fields (Adler & Kwon, 2002). Social capital may be defined as "the sum of the resources, actual or virtual, that accrue to an individual or a group by virtue of possessing a durable network of more or less institutionalised relationships of mutual acquaintance and recognition" (Bourdieu & Wacquant, 1992, p. 14). These resources may vary depending on the type of social relations.

According to Garson (2006), the resources include trust, norms, and networks of affiliation representing any group, which gathers consistently for a common purpose. The core concept of social capital, however, is straightforward: it involves the resources available to people through connection within and between social networks (Lin, 2001; Lin, Cook, & Burt, 2001). Social capital has high correlation level with factors such as better public health, lower crime rates, more efficient financial markets (Adler & Kwon, 2002); confidence in political institutions (Brehm & Rahn, 1997), and satisfaction with governments and political engagements (Putnam, 1993).

Literature relating to social capital has also traced the performance of people and co-operatives to networks of social interaction (Bourdieu, 1986; Lin, 2001). However one part of the literature emphasises how people use the resources accessible in their network of personal contacts to achieve individual objectives (e.g. Erickson, 1996), while the other emphasises the

utilisation of networks for collective actions that include participation in civic and political groups (e.g. Gil de Zúñiga, Jung & Valenzuela, 2012). A central component of social capital is networking (Ferrer, González-Rivera, Maldonado-Pérez, Martínez-Maurosa, & Soto-Montes, 2013). As a result, some studies have been conducted to characterise social capital in terms of social networks theory (Ferrer et al., 2013).

For individuals, social capital allows a person to draw on resources from other members of the networks to which they are part (Ellison, Steinfield, & Lampe, 2007). According to Paxton (1999) these resources can take the form of useful information, personal relationships, or the capacity to organize groups. Access to individuals outside one's close circle provides access to non-redundant information, resulting in benefits such as employment connections (Granovetter, 1973). These are benefits that can be obtained from using social media. This is because, social media profiles permit clients to learn detailed information about other contacts, including personal backgrounds, interests, music tastes, and whereabouts (Gil de Zúñiga et al., 2012).

2.2.1.1 Social Capital and Social Media

Social media has been linked both to increases and decreases in social capital. For example, some scholars (such as Nie, 2001) argued that social media usage diminishes from face-to-face interaction with others, which might reduce an individual's social capital. However, this perspective has received strong criticism (Bargh & McKenna, 2004). Recently, researchers have however, emphasised the importance of social media for the formation of weak ties, which serve as the foundation of bridging social capital (Ellison et al., 2007). Social media seems to be especially advantageous in long distance relationship and keeps individuals in constant

16

communication with minimum cost. This is because online relationships may be supported by technologies like distribution lists, photo directories, and search capabilities, it is therefore possible that new forms of social capital and relationship building will occur in social media (Resnick, 2001),

Donath and Boyd (2004) have also suggested that social media could significantly expand the feeble tie one could form and maintain on the grounds that the technology is well-suited to maintain such ties inexpensively and effortlessly. Social media also allows users to communicate with each other through diverse means within the platform, including chatting, sending private messages, leaving public comments on users' profiles, linking to outside content and sharing photos and videos (Gil de Zúñiga et al., 2012). Communication on social media is strengthened through individual-level ties and group-level identification within peer groups (Wang, Yu, & Wei, 2012). Moreover, social capital researchers have found that there are various forms of social capital, including ties with friends and neighbors, are related to indices of psychological well-being, such as self-esteem and satisfaction with life (Bargh & McKenna, 2004; Helliwell & Putnam, 2004).

Therefore, bridging social capital might be augmented by such sites, which support loose social ties, allowing users to create and maintain larger, diffuse networks of relationships from which they could potentially draw resources (Donath & boyd, 2004; Resnick, 2001; Wellman et al., 2001). Social media platforms might help the formation of an online networking community of individuals who present themselves to rekindle old relationships and establish new relationships. Social sites can be oriented towards work-related contexts (e.g., LinkedIn.com), sharing of intimate memories (e.g., Instagram), and keeping others informed such as music, politics or products (e.g., MySpace.com, Twitter, Facebook.com) (Ellison et al., 2007). Individuals joining or creating networks enjoy higher rates of return since they are informed

17

about, and perhaps help, create opportunities (Burr, 1992). According to Wilcox and Stephen's (2013) study, using social network enriches self-esteem in individuals who are focused on close friends (i.e., strong ties) while browsing their social network. This brief increase in self-esteem decreases self-control, leading those focused on strong ties to show less self-control after surfing a social network (Wilcox & Stephen, 2013).

Williams and Durrance (2008) seem to suggest that social capital has been on the ascent in the previous decade in the form of social networks in social media. The authors also indicates that those not online are at an ever-more noteworthy drawback, cut off from this explosion in social networks and social capital. Social capital serves as a facilitator by which individuals create and control information flowing in a network (Burr, 1992). Moreover, the spread of social media technology creates networking opportunities, which supports the development of social capital (Calabrese & Borchert, 1996). Donath and Boyd (2004) hypothesize that social media could greatly increase the weak ties one could form and maintain, because the technology is well-suited to maintaining such ties cheaply and easily. Therefore, social media affects business performance through social capital (Paniagua & Sapena, 2014). The social capital channel represents the extent to which social media affects firms' relationships with society (Paniagua & Sapena, 2014).

Perhaps, the personal disclosure and interactive tools on social media enables salespersons to more easily acquire new leads and develop relationships with prospective customers as compared to prospective efforts on customers they have no information on. The information provided on social media platforms may offer a clue on how to engage customers, thus it could be based on a harmless conversation on their profile interest. Customer engagement is accepted to be specifically and unquestionably identified with various relationship results, for example, fulfilment, trust, fulfilling duty, and loyalty (Brodie, Ilic, Juric, & Hollebeek, 2013), and these

18

are the benefits of social capital. This study is therefore based on the premise that sales and marketing personnel can increase their social capital by leveraging on social media considering the fact that customer engagement is an important benefit arising from activities on social media (Ainin, Parveen, Moghavvemi, Jaafar, & Shuib, 2015).

2.2.2 Adoption of technology in selling

Over the years, there have been a number of articles examining the various aspects and applications of technology in businesses. Topics relating to technology and business have included technology adoption (e.g., Khan, Dominic, & Khan, 2010); business process re-engineering (e.g., Attaran, 2003; 2004); strategic orientations (e.g., Zhou, Yim, & Tse, 2005); market orientation; creativity and new product performance (e.g., Im, & Workman Jr, 2004); customer relationship management (CRM) and relationship selling (e.g., Ahearne et al., 2008); performance of the customer service process (e.g., Ray, Muhanna, & Barney, 2005); and firm performance (e.g., Bharadwaj, 2000; Melville, Kraemer, & Gurbaxani, 2004). The studies have all exposed the immense role technology has to play in any modern workplace and the huge contribution it makes to business operations and in determining how well employees can carry out their tasks (Queensland Government, 2015).

Nowadays, an online presence is expected by clients and this, therefore, is a vital component for businesses (Queensland Government, 2015). As a result, social media has gradually been adopted and acknowledged as a feature of the sales and marketing strategy and culture of operations within a variety of companies (Schultz et al., 2012). Businesses are currently shifting toward user-driven technologies such as social blogs, micro-blogging, social network sites, wikis, and video-sharing platforms (Smith, 2009).

Collectively, these social networking technologies have enabled a revolution in user-generated content, which enhances customer engagement and relationship building, a global community and the publishing of consumer opinion that is now proliferating into the sales domain (Andzulis et al., 2012). Social media tools can be used as a marketing tool by businesses of various sizes (Birkner, 2011), therefore it cannot be monopolised by large business organisations (Kaplan & Haenlein, 2010). According to Andzulis et al. (2012), no matter how a business views the sales process or sales funnel, social media has the potential to dramatically affect every step in the process.

The utilization of social media networking empowers businesses to interface with clients at the correct time, specifically with lower cost and at a higher efficiency than other traditional communication tools given that a great amount of social interaction occurs on these websites (Hassan, Nadzim, & Shiratuddin, 2015; Hutter, Hautz, Dennhardt, & Füller, 2013). In addition, given the popularity of social media and its accompanying user-generated content, online WOM such as micro-blogs and review ratings can be a prominent source of new information for investors regarding a firm's future performance prospects (Chen & Xie, 2008; Gu, Park, & Konana, 2011).

Consequently, social media is expected to predict the performance and equity value of businesses (Luo, Zhang, & Duan, 2013; Trainor, Rapp, Beitelspacher, & Schillewaert, 2011). However, for any form of technology to improve performance, employees must accept and employ the technology within their job function (Rodriguez & Honeycutt, 2011; Venkatesh, Morris, Davis, & Davis, 2003; Walczuch, Lemmink, & Streukens, 2007). Therefore, briefly outlined below are employees' social media service behaviour that employees could adopt and incorporate in their job functions (see also Table 2.3).

Table 2. 3 Potential Role of Social Media in the Sales Process

Step in the Sales Process/Behaviors	Role of Social Media	Social Media Categories*
Understanding the Customer		1/2/4
Knowledge gathering	Creating/joining/participating in field-specific LinkedIn groups.	
Prospecting	Monitoring comments to understand how message is perceived, or what other information is wanted (Johnson & Johnson).	
Lead generation	Company product blogs with active comment monitoring and question feedback. Allowing open membership to generate future client list	
Determining communication styles	Establishing a Twitter presence.	
Identifying risks/buying situation	Monitoring comments to understand attitudes toward purchasing and buying preferences.	
Approaching the Customer	Posting news stories on Facebook.	4
Establishing credibility	Facebook promotions inviting participation in new product testing (Chick-fil-A), or sharing stories about community involvement and fun activities that build brand.	
Gaining attention	LinkedIn surveys and polls to generate industry discussion about relevant topics.	
Rapport building	Tweeting about conferences/results/innovation.	
Needs Discovery	Tweeting to solicit customer/competitor feedback.	1/2/4
Questioning	Creating an app to solicit customer product and service ideas (My Starbucks Idea).	
Listening	Generating blog posts designed specifically to ignite conversation or debate.	
Understanding motives	Asking Facebook fans to vote in polls or comment on proposed changes to products, services, or logos.	
Presentation	Chatter to collaborate with customers on proposals and campaigns.	1/2/3/4
Demonstrating value propositions	Sharing success stories via Facebook.	

Prescribing a solution	YouTube channel to provide information to customers.	
Using visual aids/demonstrations	Tweeting about price specials, coupons, loyalty rewards, or contests.	
Close	Facebook or Twitter to drive clients to sales channels. Chatter to work one-on-one to resolve deal inhibitors. Blogs or LinkedIn to address issues raised by competitors or unhappy clients.	4
Asking for the sale	Tweets to VIP clientele to sell special concert or sports event seating.	
Overcoming objections	Sharing success stories via LinkedIn or Facebook posts.	
Negotiation	Blogs to address issues raised about products or services. Facebook posts to ask for donations.	
Service and Follow-Up	Following customers on Twitter. Mining their fans and followers for prospects.	1/2/3/4
Communication	Tweets to announce sales goals, product success, new products. Facebook promotions and rewards for referring friends or asking them to like/follow your posts.	
Gaining referrals	LinkedIn and Facebook to ask for referrals.	
Determining future sales opportunities	Tweeting to communicate success stories.	

* Categories stem from the typology developed by Kaplan and Haenlein (2010): 1 = Collaborative projects: Collaborative projects enable the joint and simultaneous creation of content by many end users. 2 = Blogs: Blogs are special types of Web sites that usually display date-stamped entries in reverse chronological order. 3 = Content communities: The main objective of content communities is the sharing of media content between users. 4 = Social networking sites: Social networking sites are applications that enable users to connect by creating personal information profiles, inviting friends and colleagues to have access to those profiles, and sending e-mails and instant messages between each other. 5 = Virtual game worlds: Virtual worlds are platforms that replicate a three-dimensional environment in which users can appear in the form of personalized avatars and interact with each other as they would in real life. 6 = Virtual social worlds: The second group of virtual worlds, often referred to as virtual social worlds, allows inhabitants to choose their behavior more freely and essentially live a virtual life similar to their real life.

Source: Andzulis et al. (2012)

2.2.3   Social media usage

According to Ainin et al. (2015), business's social media usage can be categorised as building customer relationship, information search and visibility.

- **Building and managing customer relationship**

The advancement of technology permits businesses to better oversee client data in a powerful way, which helps in the identification and understanding of specific needs and the procurement of an answer that addresses those issues (Rodriguez et al., 2014). Reflecting the central focus of CRM thus, "to leverage customer data creatively, effectively and efficiently to design and implement customer-focused strategies" (Hansotia, 2002). Traditionally, the definition of CRM technology from previous literature tends to focus on the systems that offer support for sales (e.g., sales force automation); marketing (e.g., planning and budgeting, and campaign and promotions management); analysis (e.g., calculating customer retention rates, customer lifetime value); and data integration (Jayachandran, Sharma, Kaufman, & Raman, 2005; Rapp, Trainor, & Agnihotri, 2010). In spite of the fact that this definition still remains for the most part legitimate (Kaplan & Haenlein, 2010), the widespread adoption of social media applications (such as LinkedIn, Facebook, and Twitter) used to speak with clients has brought about the expression "social CRM". This has recently been introduced into the marketing parlance to represent a broad set of tools and activities enabled by social media (Greenberg, 2010a; Rodriguez et al., 2012; Trainor, 2012).

An examination of past studies on CRM shows that, perhaps up until now, efforts to really engage and interact with customers have been below expectation, but the adoption of social media by customers and businesses now makes this interaction possible (Kaplan & Haenlein,

23

2010). "Social customer relationship management (Social CRM) is a philosophy and a business strategy, supported by a technology platform, business rules, workflow, processes and social characteristics, designed to engage the customer in a collaborative conversation in order to provide mutually beneficial value in a trusted and transparent business environment" (Myron, 2010, p. 28). Social CRM can convey knowledge, which will drive genuine client centric innovation (Nadeem, 2012); and a study by Barry, Markey, Almquist, and Brahm (2011) shows that customers who engage with companies over social media are more loyal. According to Nadeem (2012), the application of new technology and social platforms will proliferate and empower significantly more prominent personalization and real-time, location-based engagement (Nadeem, 2012).

- **Visibility**

The amount of effort individuals must expend to find information is tired with visibility (Treem & Leonardi, 2012). According to Bhasin (2014), visibility may be the single most powerful way to make products or services enter the subconscious mind of consumers. However, research demonstrated that, if individuals see that information is hard to get to, or they do not know what information exists for them to get to, they will probably search for it (Brown & Duguid, 2001). Therefore, the provision of easily accessible information by businesses about products, services and offerings is undoubtedly important in achieving brand visibility. Social media offers clients the capacity to make their behaviour, knowledge, preference, and correspondence network connections that were once undetectable (or if nothing else difficult to see) visible to others (Treem & Leonardi, 2012). Page views on social media platforms are a function of a series of other factors as well, especially other promotional activities that give more noteworthy visibility to a business (Kim & Ko, 2012).

24

Using social media creates an opportunity for a brand to have a public voice and presence on the Web, thereby complementing and reinforcing other communication activities designed to make a brand visible (Keller, 2013). Researchers (Boyd & Ellison, 2007; Grudin, 2006) have noticed that social media has the capacity to give expanded visibility for both behaviour and information which isolates them from other technologies. Whether through posts, remarks, announcements, votes, friending, modifications, or pictures, commitments to social media are unmistakable to all who have access to the platform.

- **Information search**

Information search is aimed at "evaluating markets; accessing information about competitors and searching for partners and customers" (Moen, Koed Madsen, & Aspelund, 2008, p. 490). Social media in itself allows for differed utilization practices, which can generally be sorted as information search, exploratory browsing, entertainment and shopping (Cotte, Chowdhury, Ratneshwar, & Ricci, 2006). With buyers' presently slowly maintaining a strategic distance from surveys, numerous promoting analysts are excited about the potential of social networks to yield market insights (Keller, 2013). Therefore, carefully tracking and testing with social media users who state that they "like" or "follow" the brand, allows the brand to fine-tune its marketing messages (Fowler, 2011).

2.3   Empirical Literature Review

In every academic or research study, empirical literature review plays a very vital role (Boateng, Hinson, Heeks, & Molla, 2008). Literature review highlights the difference between what is known and what needs to be known, thereby enabling the detection of critical

25

knowledge gaps, thus alerting other researchers to opportunities to make key contributions (Melville et al., 2004; Webster & Watson, 2002). According to Boateng et al. (2008) undertaking an empirical review entails the gathering, assimilation, and examination of extant literature from differing sources that are predominately academically oriented ones. However, the study was limited to peer-reviewed academic journals, as journals are more often than not used by academics and practitioners alike to acquire and disseminate information (Nord & Nord, 1995). Conference proceedings, thesis, dissertations, book chapters, unpublished working papers and commentaries, and reviews of books were excluded in the search of journal databases to collect data.

To ensure a reference to social media in relation to sales performance, selected articles were required to contain the term 'performance', or 'performance outcomes' such as 'buying behaviour', 'purchase intention', 'referral intention', 'customer relationship base performance' or/and 'customer engagement' and 'firm value' since they can affect sales performance. In addition, articles were required to contain one of the following terms: 'social media', 'social network sites', 'social web', 'eWOM', 'Web 2.0', 'user-generated content' or 'Facebook', 'Twitter' or any other forms of social media platforms: a criterion that ensured that the selected articles relate to the topic. The databases used were Google Scholar, Science Direct, Emerald Insight, EBSCO host Business Source Premier, Taylor & Francis and ResearchGate. The database search revealed fifty (50) articles, which were further limited to those articles that reported empirical findings. A lot of the articles found were articles moulded to develop theories, case studies or short articles to give strategies and non-empirical introductions and these were not included in the review (see Appendix A). After applying these criteria, the final data set was reduced to twenty-six (26) articles that were considered in this review (see table 2.4).

Table 2. 4 Summary of reviewed articles

Study	Topic	Theoretical framework	Social Media	Methodological Approaches	Sample	Analysis	Major results
Ahuja and Medury (2010)	Blogs as e-CRM tools for building consumer engagement	Engagement theory	Blogs	Quantitative	100 blog posts across 10 Fortune 500 corporate blogs	Principal components analysis with Varimax rotation	The findings shows that the relational content hosted by an organization is able to induce greater volumes of consumer engagement
Kim and Ko (2010)	Luxury fashion brand's social media marketing	No explicit theoretical framework, but testable hypotheses	Social media in general	Quantitative	133 respondents	Factor loadings, Cronbach, multiple regression analysis with SPSS 17.0	The findings indicates that social media marketing influences both customer relationships and purchase intention.
Sachs, Eckel, and Langan (2011)	Facebook effectiveness in an Academic Library	No explicit theoretical framework, but testable hypotheses	Facebook	Quantitative	136 users at Western Michigan University (WMU)	Descriptive analyses ANOVA, and chi-square tests	Facebook is a useful engaging medium to learn about library resources and services.
Kim et al. (2011)	Intention to purchase digital items in social networking communities	Customer value theory	Social networking communities (SNC) in general	Quantitative	225 Cyworld members were selected randomly	LISREL software	The effects of value on member purchase intentions were significant in terms of the emotional and social dimensions. However, it was not significantly in terms of purchase intention.
Wang et al. (2012)	Peer communication and purchase intention	Socialisation theory	Social media in general	Quantitative	292 online Chinese consumers who are frequent users of social media websites	Confirmatory factor analysis with LISREL 8.80 software	Peep grouping has a positive influences on peer communication outcome. Also, online peer communication affects purchasing decisions.

Schultz et al. (2012)	Social media and Business-to-business selling performance	No explicit theoretical framework, but testable hypotheses	Social media in general	Quantitative	273 business-to-business sales professionals (electronic mail survey)	Confirmatory factor analysis using AMOS 16. T-tests and Chi-square analyses.	There is a difference between salespeople who use social media and those who do not. Those who do have discovered social media impacts overall sales performance.
Marshall, Moncrief, Rudd, and Lee (2012)	The impact on social media sales revolution	No explicit theoretical framework, no testable hypotheses	Social media in general	Qualitative	11 sales people from United States and 24 salespeople from United Kingdom	approach (four focus groups)	The results provide evidence to suggest that social media can enhance the effectiveness and efficiency of salespeople. However, the impact cited by some sellers as positive is not echoed by all participants.
Rodriguez et al. (2012)	Social media influence on B2B sales performance	Social capital theory	Social media in general	Quantitative	1,699 respondents from 40 different countries	SEM a confirmatory factor analysis (CFA) was specified in Amos 17.0 with the six construct	Social media technology influences the early stages of the sales process and, most importantly, relationship sales performance. However, social media did not increase outcome-based sales performance.
Kim and Ko (2012)	Social media marketing activities enhance customer equity	No explicit theoretical framework, but testable hypotheses	Social media in general	Quantitative	362 consumers obtain from convenience samples	test hypotheses, the SPSS 17.0 and AMOS 18 statistics for structural equation modeling	The study found that social media marketing positively impacts purchase intention, value equity, and brand equity. However it was difficulty to in locate the effects of social media marketing activities on a brand's customer equity.

28

Groza, Perterson, Sullivan & Krishnan (2012)	Intra-organizational cooperation on social media usage and training on performance	Knowledge-based theory	Social media in general	Quantitative	1,699 respondents for several factors	Hierarchical regression analysis was used to analyze the survey	There is a relationship between intra-organizational cooperation and social media usage, as well as a positive relationship between social media usage and sales performance and training on affects this relationship.
Gummerus, Liljander, Weman, and Pihlström (2012)	Facebook brand community engagement	No explicit theoretical framework, but testable hypotheses	Facebook	Quantitative	Facebook brand community of an online gaming provider and 277 valid responses	Factor analysis with SPSS 19, Cronbach's a reliability	Customer engagement behaviour has a positive effect on relationship benefits. However, community engagement behaviours on satisfaction through social benefits has a negative effect.
Minton, Lee, Orth, Kim, and Kahle (2012)	Sustainable marketing	Kelman's (1958) functional motives	Facebook and Twitter	Quantitative	1,018 respondent from one advanced country in the Northern Hemisphere's	Exploratory factor analysis (EFA) and confirmatory factor analysis (CFA).	The findings shows the involvement motives lead to recycling behaviours and green transportation use.
Kamal, Chu, and Pedram (2013)	Impact on purchase intention of luxury fashions	Social comparison theory	Social media in general	Quantitative / aforementioned hypotheses	306 university student samples from the United States and United Arab Emirates	structural equation model	Social media usage positively predicts materialism and users' attitudes. Also, relationships between materialism and purchase intention toward luxury fashion goods.
Hutter et al. (2013)	Impact of Facebook user interactions on brand awareness and purchase intention	Hierarchy of effects (HOE) model	Facebook	Quantitative / Hypothesis testing	311 Germany speaking respondents from MINI Facebook brand page	Structural equation modeling with AMOS 18	Engaging customers on Facebook fanpage has a positive effects on consumers' brand

29
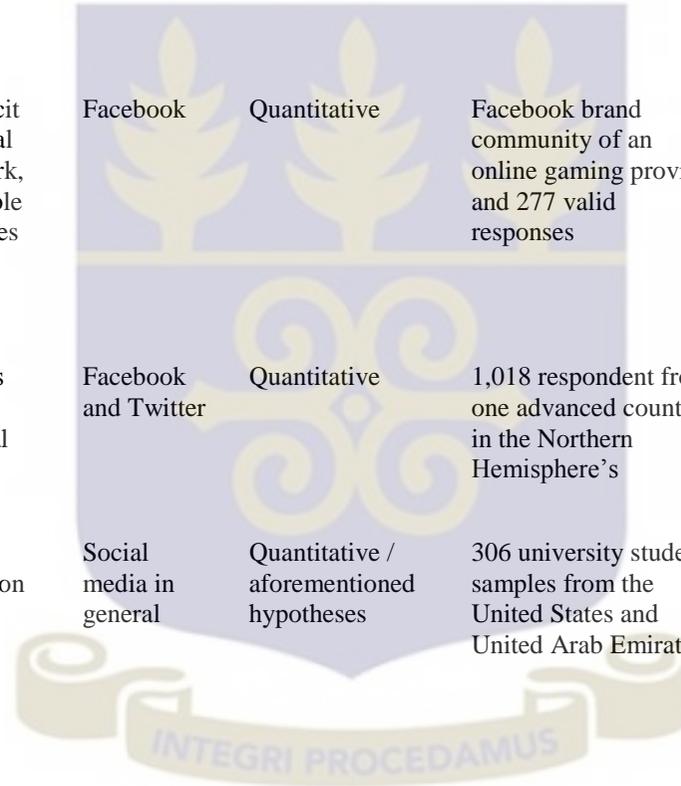
							awareness, WOM activities and purchase intention.
Forbes and Vespoli (2013)	Influence of Social Media on Consumer Buying Behavior	No explicit theoretical framework, no testable hypotheses	Twitter; Facebook	Qualitative	249 consumers who made a purchase based on a social media recommendation		Only a few consumer purchases by click through, most would read the recommendation, again an interest in buying the item, but then purchase the item on a more familiar website.
Pöyry et al. (2013)	Liking to buying	Edonic and utilitarian motivations	Facebook	Quantitative	1162 individual responses from Facebook page	structural equation model (SEM), one-way ANOVA,	The finding shows a non-significant relationship between participation and purchase and referral intentions.
Goodrich and de Mooij (2013)	The social in social media	No explicit theoretical framework, no testable hypotheses	Social media in general	Quantitative	55 countries, 500 respondents per country	Stepwise regression	Social media data and trust in online forums were significant and positive with the extent to which less powerful members of a society accept and expect unequal power distribution.
Rapp, Beitelspacher, Grewal, and Hughes (2013)	Social media effects across seller, retailer, and consumer interactions	Contagion theory, institution theory, social response theory, relationship marketing theory and testable hypotheses	Social media in general	Mix method (Qualitative and Quantitative)	Qualitative 10 retail store managers and 10 B2B salespeople, Quantitative - of 106 B2B salespeople, 107 retailer store managers and 97 consumers	Principal components analysis, confirmatory factor analyses, ANOVA, structural equation modeling	The results indicate that consumers rely on social media applications to keep connected, these applications emerge increasingly as important forms of interactivity for B2B firms as well. The study indicates that social media use positively contributes to brand performance, retailer

30

							performance, and consumer–retailer loyalty.
Rishika, Kumar, Janakiraman, and Bezawada (2013)	Customers' social media participation effect on customer visit frequency and profitability	No explicit theoretical framework, but testable hypotheses	Facebook	Quantitative	845 customers who actively participate in the firm's social media site	propensity score analysis using a logistic model, logit regression model	Customer participation in a firm's social media efforts leads to an increase in the frequency of customer visits. However, participation effect is greater when there are high levels of activity in the social media site.
Luo et al. (2013)	Firm equity value effect of social media	No explicit theoretical framework, but testable hypotheses	Social media in general	Quantitative	4,518 observations, representing the nine firms over 505 trading days and consumer rating data.	Idiosyncratic risk, stochastic volatility via the auto-regressive conditional heteroskedasticity in mean mode, vector autoregressive models.	The findings indicate that conventional online metrics such as google and web traffic have a significant yet substantially weaker predictive relationship with firm equity value than social media metrics.
Hajli (2014)	Social media on consumers	technology acceptance model	Facebook, Twitter and LinkedIn	Quantitative / Hypothesis testing	237 respondents from UK and London	Validated by SEM-PLS	Social media enables social interaction between consumers, leading to increased trust and intention to buy.
Jin and Phua (2014)	Celebrities' Tweets about brands	Social capital theory, Social identity theory	Twitter	Quantitative / Hypothesis testing	160 undergraduates participated	Three-way ANOVAs, Cronbach	Celebrities' Tweets has an effect on source credibility and interaction effect.
Anderson, Knight, Pookulangara, and Josiam (2014)	Influence of hedonic and utilitarian motivations on Facebook	utilitarian model & hedonic model	Facebook	Quantitative	250 using a national online consumer panel	SEM, chi-square test,	Experiential shopping influences loyalty, but not purchase intention, that bargain perception influences neither purchase intention nor loyalty, that

31

							information access influences time savings and loyalty, and that loyalty impacts purchase intention.
Rodriguez et al. (2014)	Social CRM impact on customer orientation process and sales performance	No explicit theoretical framework, but testable hypotheses	Social media in general	Quantitative	1,699 respondents made up of business executives in revenue-generating roles across job functions; notably, different levels in sales and executives from the C-suite.	structural analysis using partial least squares (PLS)	Customer technology, such as CRM and social media, positively impacts customer-orientated processes. Also, customer orientation has a positively associated with sales performance.
Park and Kim (2014)	Social network role in consume-brand relationship	Social response theory, social penetration theory, theory of reciprocal action	Facebook	Mix method (Qualitative and Quantitative)	Qualitative data was collected from observations, Quantitative data was obtained from 389.	Confirmatory factor analysis, SEM using AMOS 20.0	The results shows the brand social network quality does exist and this positively influences the brand relationship quality and word -of-mouth intention.
Ainin et al. (2015)	Factors influencing the use of social media by SMEs and its performance outcomes	Diffusion of innovation (DOI) theory	Facebook	Quantitative	259 responses were received from SME in Malaysia	Structural equation modeling analyses - SmartPLS 2.0	Facebook usage has a strong positive impact on financial performance of SMEs; similarly it was also found that Facebook usage positively impacts the nonfinancial performance of SMEs in terms of cost reduction on marketing and customer service, improved customer relations and improved information accessibility.

2.3.1   Research topics and major results

The major themes identified in the selected articles are social media influence on purchase decision, buying behaviour and attitudes; social media effects on consumer engagements and relationship formation; and social media influence on sales performance and organisational performance outcomes. Some of the major findings from the themes are summarised at the end of each section.

- **Social influence on purchase decision, buying behaviour and attitudes**

Most studies on social media's influence on attitudes, purchase decision and buying behaviour are from the customers' perspective. One example of a study focusing on this topic is Kim et al.'s (2011) examination of the intention to purchase digital items in social networking communities. The sample was five hundred randomly selected Cyworld members. However, the final sample that took part in the study was two hundred and twenty-five. Kim et al. (2011, p. 232) inferred that consumers' emotional and social values significantly influence the intention to purchase digital items. Similarly, Forbes and Vespoli (2013) assessed if social media does influence consumers' buying behaviour using customer responses. In total, 249 consumers with experience of purchasing based on consumers' recommendations took part in the study. Forbes and Vespoli (2013) drew the same conclusion that social media usage does influence consumers' buying behaviour. However, they stated that this influence is based on recommendations from individuals who consumers might not even consider as "opinion influencers or leaders".

Studies such as Pöyry et al. (2013), "can we get from liking to buying?" and Anderson et al.'s (2014) "Facebook perspective influence of hedonic and utilitarian motivations", both use consumer responses. Pöyry et al. (2013) used a thousand, one hundred and sixty-two (1162)

33

individual responses from members of a Facebook community travel agency for analysis. Anderson et al. (2014), however, employed a smaller sample – a two hundred and fifty (250) national online consumer panel - for analysis. In contrast to the other findings from the earlier examined studies, Pöyry et al. (2013) shows that members of Facebook participation affects neither purchase intention nor loyalty. Anderson et al. (2014) also indicates that there is a non-significant relationship between participation and purchase and referral intentions. However, experiential shopping influences loyalty, information access influences time savings, and loyalty impacts purchase intention (Pöyry et al., 2013).

Different studies produce different results in relation to the effect that social media has on purchase decisions or buying behaviour. It seems that the different underlining theoretical procedures the authors use for their studies affects the outcomes of the studies. In addition, there is no validated scale in existence for measuring consumer behaviour in the concept of company-hosted social media platforms (Pöyry et al., 2013, p. 233). This makes it challenging to study real purchases and referrals as members may react by taking into account their beliefs, not the reality, which produces bias in responses, as "a human being has only limited abilities to identify and report his or her 'true' motivations and values as they might be reflected only in their actions – not explicitly beforehand or afterwards" (Pöyry et al., 2013, p. 233).

- **Social media effects on consumer engagements and relationship formation**

As stated earlier, the introduction of technology in the sales process has helped in building and maintaining relationships and studies have examined its possibility with social media. Ahuja and Medury (2010) examine the ability of organisations to use their corporate blogs as a tool for managing customer relationships electronically. With an exploratory study based on 100 blog posts across 10 Fortune 500 corporate blogs the researchers were able to derive the

significance of content typologies in building an association with the client. From the study, three sorts of substance typologies were distinguished to be specific - organisational, promotional and relational. The relational content facilitated by an organisation can actuate more prominent volumes of purchaser engagement in contrast to the other content typology. The analysis of reliance of purchaser engagement on the volume of content posted by the organisation indicates a positive correlation between number of posts and volume of comments.

Focusing on the two hundred and seventy-seven (277) customer respondents of an online brand community game club, Gummerus et al. (2012) discovered that customer engagement on a social network site resulted in "Community Engagement Behaviors" (CEB) and "Transactional Engagement Behaviors" (TEB). This led to three relationship benefits, namely: social benefits; entertainment benefits; and economic benefits. In addition, Park and Kim (2014) reported that the results of their study shows general support for the effect of a brand's social network website (BSN) on outcome variables. Specifically, social network quality does exist and this positively influences the brand relationship quality and word-of-mouth intention.

- **Social media influence on sales and organisational performance outcomes**

Schultz et al. (2012) states that their study was the first exploratory study to compare B2B salespersons' views of use and significance in the sales arena. Concentrating on sales professionals, they gathered data via the Web. Participants who use social media ordinarily differ from salespeople who do not utilize this tool. The authors suggested that usage of social media would be limited to certain younger employees and that users are clearly aware of the impact of social media on their sales performance. Findings from other studies (Hunter & Perreault Jr., 2006; Senecal, Pullins, & Buehrer, 2007) on sales technology have demonstrated that the younger generation of salespersons usually use technology more than older

35

salespeople: a situation indicating that the younger generation are more comfortable with technology than Boomers (Lancaster & Stillman, 2003), as they tend to have shorter learning curves (DelVecchio, 2009). This corresponds to a qualitative approach based on focus groups to discover the extent of current usage of social media technology by sales managers and salespeople, Marshall et al. (2012) found that the perception among participants was that "younger people are more likely to use, and feel more comfortable using, social media" (p. 356). In addition, the participants stated that social media could enhance the effectiveness and efficiency of salespersons, however, the effect referred to by a few vendors as positive was not resounded by all participants.

Following a study by Rodriguez et al. (2012), social media influence on sales performance can be assigned to opportunity creation, understanding customers, relationship management and relationship sales performance. Although their analysis displayed a significantly poorer relationship between social media and outcome-based sales performance, it demonstrated a full mediation of the effect of social media on outcome-based sales performance through the indirect influence on relationship sales performance. Rodriguez et al. (2014), using participants that include business executives in revenue-generating roles across job functions, found that the integration of CRM and social media is more effective in capturing conversations and provides a 360-degree view of the clients. They therefore stated that CRM and social media usage affects the organisation's customer orientation process, which in turn positively impacts sales performance. Seeking to identify the elements influencing the utilization of social media by SMEs and its performance outcomes, Ainin et al. (2015) administered questionnaires to two hundred and fifty-nine (259) SMEs in Malaysia. Their results revealed that factors such as compatibility, cost effectiveness and interactivity are identified as factors that influence Facebook usage among SMEs; and the authors' findings indicate that Facebook usage positively impacts the financial and non-financial performance of SMEs.

In sum, social media's influence on sales performance or performance was assessed from the origination perspective. Although, the findings show that the use of social media helps facilitate a two-way communication process between the organisation and it customers, which helps in building deeper relationships, not everyone within the organisation is comfortable using social media. The younger generation are far more conformable with the application of social media technology in their selling process.

2.3.2   Theoretical framework

In reviewing the theoretical foundations of the 26 considered articles, about forty-four percent (44%) had no explicit stated theoretical backing; thus, these studies did not make reference to any definite theory. The findings of the study are consistent with that of Knoll (2015), who indicated that forty five percent (45%) of the articles reviewed had no specific theory. According to Knoll (2015), the presence of theory in social media studies seems to have increased overtime, as he stated that Chong and Xie (2011) whose review on Web 2.0 was done five years ago, had three quarter of the one hundred and forty one (141) articles investigated therein mentioning no specific theory.

Like Knoll's (2015) review, most of the studies incorporating a theoretical framework largely referred to socialisation theory, social comparison theory and social identity theory. The use of these theories (socialisation theory, social comparison theory and social identity theory) seems reasonable given the fact that social media is associated with the creation and exchange of content by common users who may influence each other through existing relationships (Kaplan & Haenlein, 2010). Some studies also applied theories in relation to communication and information technology such as the technology acceptance model (Davis, 1989; Davis, Bagozzi, & Warshaw, 1989); contagion theory; social penetration theory (Altman & Taylor,

1973); and diffusion of innovation theory (Rogers, 1995; Rogers & Shoemaker, 1983). Other studies were able to incorporate theories rooted within the marketing discipline, thus engagement theory (Kearsley & Shneiderman, 1998); customer value theory (Slater, 1997); hierarchy of effects (HOE) model (Lavidge & Steiner, 1961, 2000); and relationship marketing theory (Berry, 1983). Some studies (Jin & Phua, 2014; Rodriguez et al., 2012) adopted the social capital theory, a theory from sociology, which focused on the social networks theory. There were other theories such as institution theory; social response theory; edonic, hedonic and utilitarian motivations; and theory of reciprocal action.

The evolving nature of social media and the different types means it cannot fully be explained by one theory. Thus, some studies (Jin & Phua, 2014; Rapp et al., 2010) applied more than one theory in their study.

2.3.3 Methodological and analytical gaps in previous studies

On the subject of research method, the majority of the studies employed a survey approach (about 75%) whereby most of them were conducted via the use of the internet (web survey, online survey, Facebook brand community and firm's social media site). According to Knoll (2015), the latter seems logical considering the fact that the phenomenon being investigated is online in nature. Some studies even derived their data from content analysis by examining content typologies blog post (see in Ahuja & Medury, 2010) and observation of data from multiple sources such as Alexa, CNET, Lexis/Nexus, Google search, CRSP, COMPUSTAT, and Yahoo Finance (see in Luo et al., 2013).

Few studies (Forbes & Vespoli, 2013; Marshall et al., 2012) were qualitative studies. These qualitative studies use semi-structured and structured interview procedures in obtaining data

from respondents. Interestingly, all the qualitative studies indicated the need for additional surveys to support the findings and the use of a large sample size to allow for generalisation. A single study (Park & Kim, 2014) applied both qualitative and quantitative techniques. More than half of the studies were interested in revealing the complex relationships that result in social media usage or social media marketing outcomes. Due to the complex nature of the relationships between variables, in terms of analysis, the majority of articles applied advance methods of data analysis such as path analysis or structural equation modelling (SEM) (using LISREL, Amos or PLS).

2.3.4   General conclusion and research agenda

The goal of this section was to review all academic and empirical research dealing with social media and its performance outcomes, however, limited by the English language in the search. The focus was on the major topical themes of the studies based on their objectives, the theatrically underpinnings, the methodology and reporting of the major findings. Although the review showed that much had been done in relation to social media and performance, the review also revealed that some areas have been neglected and this presents an opportunity for further research in this regard.

2.3.5   Neglected areas for further research

In analysing the 25 articles, some gaps for future research were identified. In spite of the increased usage of social media applications to engage consumers, attention has mainly been directed towards the strategic, academic and practical usage of social media, however knowledge about how sales representatives use online networking stays exceptionally

39

restricted, and generally observational (Schultz et al., 2012). Therefore, this provides an avenue for future research. As Rodriguez et al. (2012) and Rodriguez et al. (2014) have suggested the use of buyers and marketing professionals as respondents provides additional validity when examining social media and performance. Andzulis et al. (2012) are of the view that future research needs to focus on the consumer-to-business (B2C) environment, since most studies relating to social media and business or organisational performance such as Agnihotri et al. (2012), Rodriguez et al. (2012), Andzulis et al. (2012) and Schultz et al. (2012) focused on social media issues in the B2B environment.

Pöyry et al. (2013), in a recent review of social media and buying on Facebook using a large European travel agency, indicated that there were limitations with the research method as well as the context. The authors stated that this was due to the fact that there was no validated scale in existence for measuring consumer behaviour in the concept of company-hosted Facebook pages and it seems this same limitation applies to some of the studies reviewed (see in Sachs, Eckel, Langan, 2011; Gummerus et al., 2012; Hutter et al., 2013). There is, therefore, the need for more studies to explore the various scales for measuring consumer behaviour in the concept of a company-hosted social media page in a more valid way. Pöyry et al. (2013) argue that it is challenging to study real purchases and referrals as partakers might respond based on their ideals, not the truth, which generates a response bias. "A human being has only limited abilities to identify and report his or her 'true' motivations and values as they might be reflected only in their actions – not explicitly beforehand or afterwards" (Pöyry et al., 2013, p. 233). These limitations are worrying as previous studies (Kamal et al., 2013; Kim & Ko, 2010, 2012) might have faced similar limitation, therefore, there is a need for future studies to rely less on consumers' responses or finding a way to valid such responses.

In a study on the influence of the impact of social media technology on customer orientation and process and organizational sales performance, Rodriguez et al. (2014) have stressed the need to look at other moderating effects, such as sales personnel's capability in future studies when examining the effect of social media on performance. Ainin et al. (2015) investigates the components impacting the utilization of social media by SMEs and performance outcomes using an integrated model, however, the study was limited to one community of SME employees in Malaysia. It was therefore suggested that future research should include respondents from more than one community and diverse organisational sizes to enhance the findings of the study and to improve the possibility of generalization. Pöyry et al. (2013) are of the view that the use of the single Facebook community page limits generalisability. Lastly, future studies must go beyond current studies that measure behavioural intentions (see in Kim et al., 2011; Naylor et al., 2012; Wang et al., 2012; Hutter et al., 2013) to measure actual behaviour instead.

2.4   Conceptual Background and Development of Hypotheses

The conceptual background of this study focuses on the relationship between social media usage and customer-based relationship performance; social media usage and financial performance and the role of an ESB.

2.4.1   Social media and customer-base relationship performance

Relationship marketing is believed to be taking marketing back to its roots (Grönroos, 1996) and the latest relational concept to receive top billing is the application of technology in relationship marketing with customers which has increased organisational performance

41

(Hunter & Perreault Jr., 2006; Jelinek, Ahearne, Mathieu, & Schillewaert, 2006). According to Ryals and Knox (2001), the management of lifetime relationships with the customer, usually through the use of information technology, is defined as customer relationship management. Studies examining customer relationship management suggest that it is a key marketing process that results in non-financial benefits such as customer retention, customer acquisition, customer satisfaction and customer loyalty (Gustafsson, Johnson, & Roos, 2005; Oly Ndubisi, 2007; Rese, 2003). Day (1994) suggests that information exchanged between buyers and sellers is a key perspective in relationship building.

Social media is seen as the new technology for ongoing development of relationships with customers, understanding customers' needs and reaching new customers through information sharing (Rodriguez et al., 2014). Social media application helps engage customers in collaborative conversations, increases interaction, communication and feedback, which enhances customer relationships (Chikandiwa et al., 2013; Greenberg, 2010a; Trainor, 2012). Social media relationships represent the degree to which clients can be related to other clients (Kietzmann et al., 2011). This relation refers to two or more clients having some type of affiliation that leads them to speak, offer objects of sociality or get together (Kietzmann et al., 2011). Salespersons are starting to utilize social media as a tool to create and keep up strong associations with clients, for Word-of-Mouth (WOM) promoting in this manner a purposeful impact on client-to-client interchanges (Kietzmann et al., 2011); for community-based customer support (Greenberg, 2010b); and for innovation co-creation (Sawhney, Verona, & Prandelli, 2005).

Trainor (2012) indicates that there is a conceptual link between social media technology and customer-based profit performance and customer-based relational performance on theoretical and empirical literature. Technology can help organisations attract new customers, and keep

42

profitable customers, thereby increasing customer-based profit performance (Trainor et al., 2011). Woodcock, Green, and Starkey (2011) provide evidence that shows that, in using social media to manage customer relationships, a business creates a greater feeling of a one on one relation between the customer and the business or the brand. This is therefore considered a plus to use social media in customer relationship management as it can create a feeling of trust between the marketer and the consumer and can likewise prompt better client administration (Woodcock et al., 2011). Therefore, a salesperson can increase their customer-base relationship performance with the use of social media such as Facebook to strengthen their social capital and build deeper strategic relationships through web based interactions (Ellonen, Tarkiainen, & Kuivalainen, 2010; Trainor, 2012). Based on this understanding, it can therefore be hypothesised that:

Hypothesis 1a-c: Facebook usage for building customer relationships (a), or visibility (b), or information search (c) has a positive relationship on customer-based relationship performance.

2.4.2   Social media and financial performance

In most of the literature, it is argued that the technology improves outcome-based sales performance (e.g. Stoddard, Clopton, & Avila, 2006; Hunter & Perreault Jr, 2007; Rodriguez & Honeycutt, 2011). Sales technology enables salespeople to improve their performance, such as smart selling behaviour and meet performance targets (Hunter & Perreault Jr., 2007; Rapp, Agnihotri, & Forbes, 2008; Trainor, 2012). Businesses have, in this manner, reacted to these innovative impacts by moving publicising dollars far from conventional outlets (such as, TV, radio, and print) to promoting systems that reach online users (Trainor, 2012). This helps to enrich a company's social capital and improves performance through social networking

43

(Ferrer, Bousoño, et al., 2013). Performance through social media is based on the theoretical foundation that the structure of social interactions upgrades or compels access to esteemed assets (Brass, 1984; Ibarra & Andrews, 1993). In order to examine the usage of social media among businesses, the Information Systems (IS) success model, which is an important indicator of technology success, was considered (Delone & McLean, 2003). Outcome-based sales performance is defined based on the IS success model, as the actual benefits the sales people received from using social media (Delone & McLean, 2003). Rodriguez et al. (2014) provide evidence that demonstrates that social media positively impacts on organisational outcome-based sales performance. Perhaps, using social media may help create an opportunity for businesses to engage in customer-based networking with clients, which leads to valued resources such as customer insight, customer understanding and trust building that results in an increase in purchases. Ainin et al. (2015) found that Facebook usage significantly influences financial performance of small and medium-sized enterprises (SME).

Financial benefits applies across the customer's lifespan, thus from acquisition, retention, value development and customer centric innovation (Woodcock et al., 2011). Social media such as Facebook should therefore affect outcome-based sales performance. This can be empirically tested by setting the following hypotheses:

Hypothesis 2a-c: Facebook usage for building customer relationships (a), or visibility (b), or information search (c) has a positive relationship on financial performance.

2.4.3 Influence of an ESB on social media and performance

It has been recognised that an ESB can affect performance (Kim et al., 2009). Existing streams of literature in marketing, management, and organisational behaviour has emphasised the

critical role of a customer's contact with employees, as the ESB has a major influence on a customer's perception of organisational performance (Chebat & Kollias, 2000; Dabholkar & Abston, 2008; Zerbe, Dobni, & Harel, 1998). According to Malhotra and Mukherjee (2004), the service behaviour of contact employees during interactions with customers have either a positive or negative impact on a customer's perception. Tsaur and Lin (2004) stated that an ESB is "role-prescribed" and/or those that are "extra-role". Role-prescribed service behaviour refers to employees' expected behaviour that may be derived from implicit norms in the working environment or from explicit obligations as determined in organisational documents such as job descriptions (Brief & Motowidlo, 1986; Puffer, 1987). Extra-role customer service behaviour refer to desirable behaviour performed by contact representatives to serve clients that are in addition to their official role requirements (Brief & Motowidlo, 1986).

According to Tsau and Lin (2004) and Kim et al. (2009), recent marketing literature has emphasised the importance of contact employees "delighting" the customer by providing "little extras", and "extra attention" during customer interactions. Service behaviour that goes beyond customer expectation provides a competitive advantage for the organisation (Kim et al., 2009) and the highly competitive nature of the market means that it is important to bring every employee on board as every employee contributes to the market share (Mayer & Greenberg, 2006; Williams & Scott, 2013). Although it might not be the responsibility of every employee to bring in customers, employees must recognise that their social relationship with customers better improves the number of customers a business acquires and retains (Merrill, 2009). In some situations, when a key employee leaves a company, customers follow (Bendapudi & Leone, 2001). Perhaps, it is important to have most employees within a business engage in some form of extra role service behaviour to increase the number of prospective customers the business can reach. Increased access to network actors is the desired relationship benefit, which, like market referrals and client suggestions that helps build new relationships and

45

recognise new clients, is an outcome of service behaviour facilitated by social media usage (Agnihotri et al., 2012) since in the perspective of social media, every employee is a salesperson (Merrill, 2009).

Having employee adopt an extra behaviour of using their social media profile to listen, engage, monitor and create conversations with customers, prospects, and anyone else who comes into contact with the brand could really extend the business's word of mouth through the employees' sphere of influence on social networks (Merrill, 2009). Sulek and Marucheck (1992) argue that the implementation of information systems has a positive influence on individual performance through a sequential process involving behaviours. According to Ahearne et al. (2008), study technology use relates positively with performance and the behaviour plays an important role. Therefore, perhaps the employees' social media service behaviour might also be able to enhance a business's social capital by using their social ties to promote the business through stronger customer relationships which might lead to business performance. As everyone in sales can attest to the fact that the value of their social network enhances their ability to leverage the different configurations of personal and work-related networks (Üstüner & Godes, 2006). Based on these assumptions, the following were hypothesised;

Hypothesis 3a: The greater the fit between an employees' extra role service behaviour performance and Facebook usage, the greater the customer-base relationship performance.

Hypothesis 3b: The greater the fit between an employees' extra role service behaviour performance and Facebook usage, the greater the financial performance.

Figure 2. 1 Hypothesised Framework
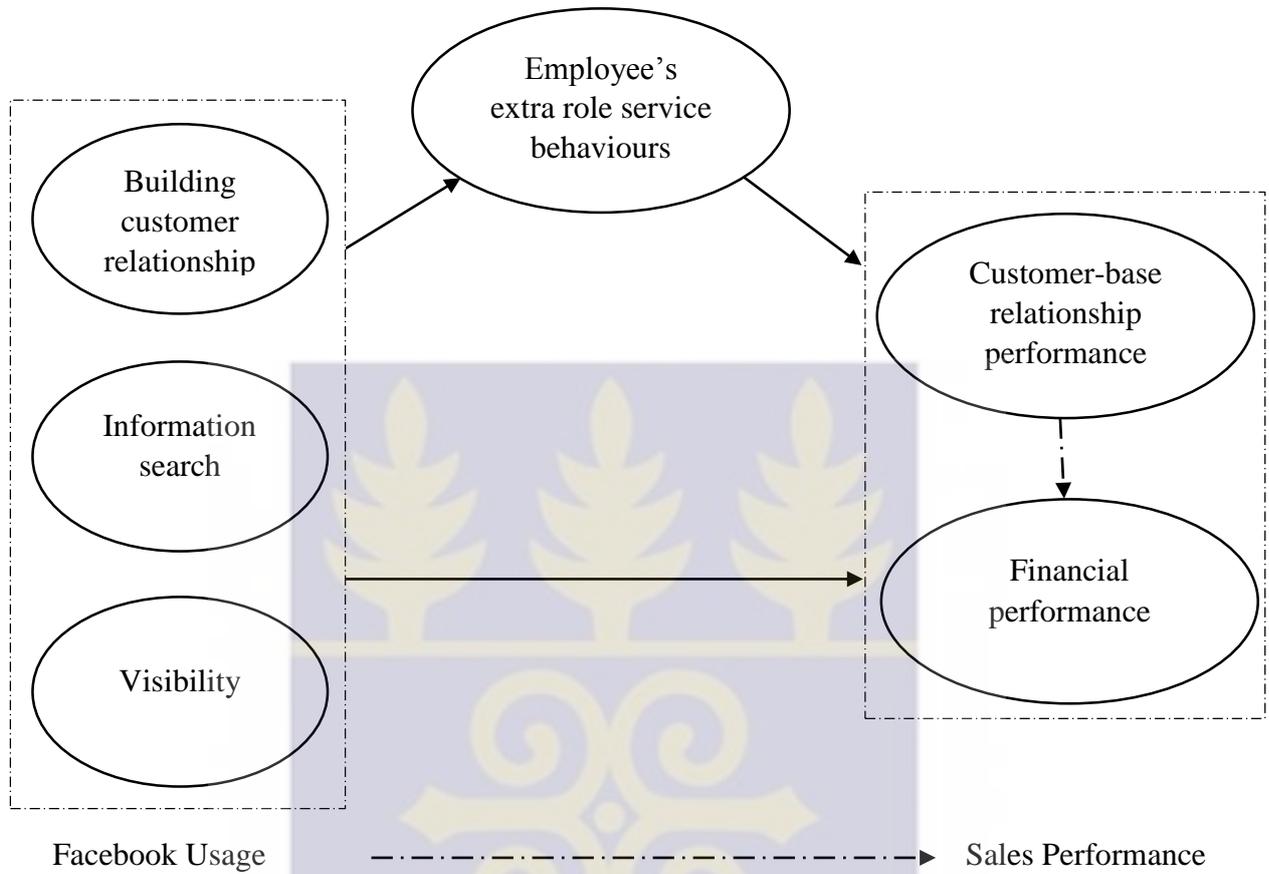
Source: Adapted from Ainin et al. (2015)

CHAPTER THREE

CONTEXT OF THE STUDY

3.1   Internet and Communication Technology in Ghana

The general availability of the internet has given people the chance to utilize online networking, such as LinkedIn, YouTube, Twitter and Facebook to interact without the requirement for physical meetings (Gruzd, Wellman, & Takhteyev, 2011). Therefore, the rise of social media has been enhanced by the increasing availability and the recent advances in internet technologies (Web 2.0). The internet is growing faster than all other communication technologies that have preceded it (Molosi, 2001). Via the use of the internet, millions of people all over the world get to communicate and share information. Boateng et al. (2008) states that the internet and allied technologies which basically make up the electronic commerce (e-commerce) that is used to conduct business transactions is an important development that has been widely acknowledged as a revolution for the conduct of business globally. The global diffusion of the internet and allied technologies have increased the knowledge dispersal through improving communication efficiency (e.g. Cowan & Jonard, 2004); improve political engagement (Norris, 2001); and allow developing countries to 'leapfrog' traditional methods of increasing productivity (Boateng et al., 2008; Steinmueller, 2001).

Ghana, a nation that lies on the shore of West Africa with a populace of around 25.9million as at 2013, a gross domestic product (GDP) of 48.14 billion USD as at 2013, an inflation rate of 18.7% as at April 2013 and a GDP per capita of 1,858.24 USD as at 2013 (World Bank, 2013), has seen significant increases in internet accessibility since the liberalization of the telecommunications industry in the 1990s (Hinson & Boateng, 2007; Woldie, Hinson, Iddrisu, & Boateng, 2008). The liberalization of the market ushered in a new economic system where

companies compete for the attention of customers (Narteh, Odoom, Braimah, & Buame, 2012). Ghana was one of the first countries in SSA to gain internet services (Foster, Goodman, Osiakwan, & Bernstein, 2004). The internet came into the commercial domain only in the early 1990s, yet its direction of dissemination has tackled a practically unsurprising example (Oyelaran-Oyeyinka & Lal, 2005) and by 1996, Ghana had three internet service providers (ISPs) competing with each other (Foster et al., 2004). During the flourishing years of the internet 1998-2000, the ISP and internet café industries in Ghana grew rapidly (Foster et al., 2004).

The government of Ghana has been serious in efforts to pursue a 'knowledge-based economy' agenda to make the country an attractive information and communication technology (ICT) destination (Woldie et al., 2008), because much of the rhetoric has been that internet enabled technology has enabled progress (Hinson & Amidu, 2006). Several authors (Hinson, 2005; Hinson & Abor, 2005) have claimed that ICT progress will result in information literacy and that ICT advancement has been at the heart of economic health and social improvement. However, internet access and other infrastructure needs for technological advancements are not readily available in Ghana. Web access rates in many African nations is beneath 5%. This is because, in many rural areas, electricity is not accessible or if accessible it is for a couple of hours a day (Jensen, 2003). Therefore, to reduce these accessibility issues, the government of Ghana has created, with the help of the Indian government, an idea for alleged Community Information Centers (CIC) (Ministry of Communication Ghana, 2004). The CICs are furnished with PCs associated with the web, printers, fax machines, scanners, telephones, TVs and radios. The CICs also serve the Ghana's libraries and give other data, for example, data about the costs of horticultural items for agriculturists; microloans for potential business people; and data about grants for understudies (see in Schuppan, 2009).

3.2 Internet Penetration in Ghana

The internet world statistics (2015) indicated that internet usage statistics for the world is estimated at 3,035,749,340 with a penetration rate of 42.3% as at June, 2014. Likewise, the assessed populace of Africa in 2014 was 1,125,721,038 of which 297,885,898 were internet users (Internet world stats, 2015). By 1996, Ghana had three competing ISPs users. Although Ghana was the first SSA to have access to the internet, internet penetration did not progress rapidly until 2005 (Quarshie & Ami-Narh, 2012). This could possibly be attributed to the Government's ratification and adoption of Information and Communication Technology for Accelerated Development (ICT4AD) in the year 2004 (Quarshie & Ami-Narh, 2012). The international telecommunication union (ITU) statistics and internet world stats (IWS) shows that Ghana has seen a steady rise in the internet penetration rate. Table 3.1 also reveals that there seems to be a correlation between population growth and internet usage.

Table 3. 1 Population Growth and Internet Usage in Ghana

YEAR	Users	Population	% Pen.	Usage Source
2000	30,000	18,881,600	0.20%	ITU
2005	368,000	21,029,850	1.60%	ITU
2006	401,300	21,801,662	1.80%	ITU
2007	609 800	21,801,662	2.80%	ITU
2008	880,000	23,382,848	3.80%	ITU
2009	997,000	23,887,812	4.20%	ITU
2010	1,297,000	24,339,838	5.30%	ITU
2011	2,085,501	24,791,073	8.40%	ITU
2015	5,171,993	26,327,649	19.60%	IWS

Source: (Internet World Stats, 2015; Quarshie & Ami-Narh, 2012)

The increase in internet penetration could also be attributed to the rise of mobile-broadband subscriptions. According to the latest report released by Ghana's telecommunications regulator the National Communications Authority (NCA), mobile data subscribers in the country has expanded exponentially with a penetration rate of 59.78%. Mobile internet subscribers increased to 16,106,218 nationwide, as at the end of March (National Communication Authority, 2015). The statistics show that, as more individuals subscribe to the internet and cell phone, the more the expansion in data subscriptions (Mingle & Adams, 2015). Data subscription is utilised to get to the internet which in effect is utilised more to take part on social media (Mingle & Adams, 2015).

3.3   Social Media Usage in Ghana

The social media revolution has been going solid for a long time now and Ghana has been no special case. The blast in social media on the African scene could be ascribed to the mobile phone blast. In the third quarter of 2012, the 54 nations and 1.08 billion individuals have accumulated 821 million subscriptions, up 16.9% year-on-year, bringing about a phone subscription penetration of 76.4% (Gallen, 2012). "While Western Europe languishes with barely positive overall growth quarter-on-quarter, Africa managed to generate 4.2% growth in the same period" according to Marina Lu, research associate, ABI Research. Table 3.1 shows social media usage for mobile internet subscribers with the most utilised platform in Ghana being Facebook with the use of around 94.89%. Twitter positions second with 3.97%, Pinterest positions third with 0.62%, Google+ positions fourth with 0.18% and the staying informal organizations hold 0.34% utilizing the mobile web.

Table 3. 2 Mobile Facebook, Twitter, Social Media Usage Statistics in Ghana

Rank Ghana		Social Media Usage	% of Social Media Usage
1	Facebook	94.89	94.89
2	Twitter	3.97	3.97
3	Pinterest	0.62	0.62
4	Google+	0.18	0.18
5	Tumblr	0.16	0.16
6	YouTube	0.08	0.08
7	StumbleUpon	0.07	0.07
8	Reddit	0.02	0.02
9	Other	0.01	0.01
Total Social Media Usage		**100**	

Source: Stats Monkey (2015a)

Table 3.2 shows social media usage for desktop, with the most utilised social network platform in Ghana being Facebook with the utilization of around 90.99%, Twitter positions second with 4.39%, Pinterest positions third with 1.46%, Tumblr positions fourth with 1.11% and the staying informal organizations hold 2.05% utilizing desktop.

Table 3. 3 Social Network Usage Statistics Using Desktop in Ghana

Rank Ghana		Social Network Usage	% of Social Network Usage
1	Facebook	90.99	90.99
2	Twitter	4.39	4.39
3	Pinterest	1.46	1.46
4	Tumblr	1.11	1.11
5	Google+	0.58	0.58
6	Reddit	0.55	0.55
7	StumbleUpon	0.43	0.43
8	LinkedIn	0.3	0.3
9	YouTube	0.08	0.08
10	Y Combinator	0.04	0.04
11	Digg	0.03	0.03
12	VKontakte	0.03	0.03
13	Other	0.01	0.01
Total Social Network Usage		**100**	

Source: Stats Monkey (2015b)

From Table 3.1 and 3.2 the most utilised social network platform in Ghana is Facebook. According to statistics from Alexa.com, Facebook.com is the third most visited site in Ghana, the first and second being Google.com.gh and Google.com respectively.
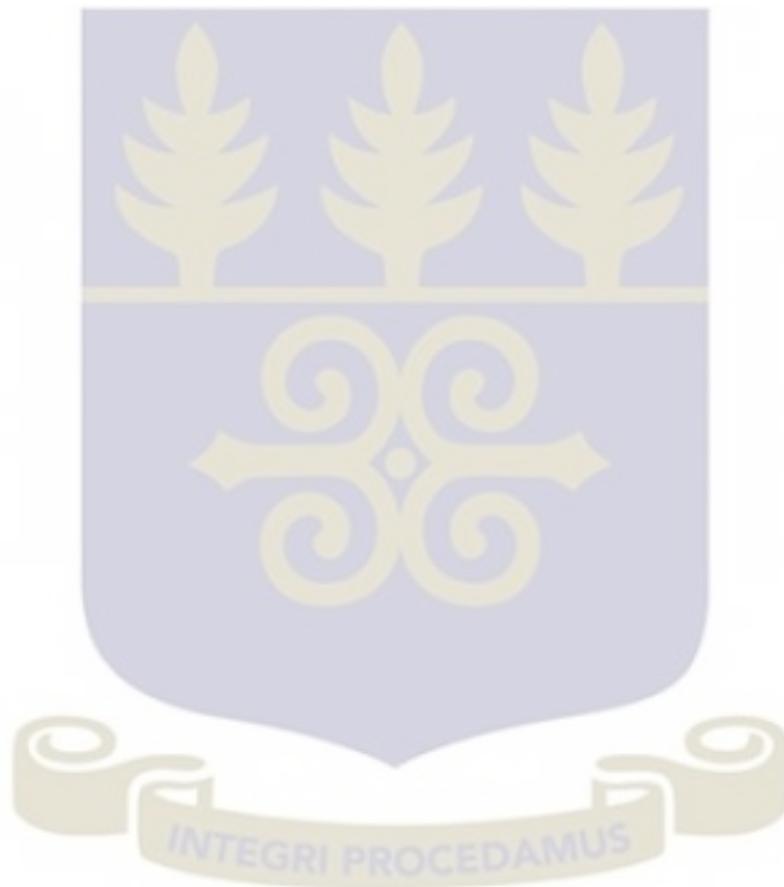
CHAPTER FOUR

RESEARCH METHODOLOGY

4.1   Research Paradigm

A paradigm is "a set of beliefs, values and techniques which is shared by members of a scientific community, and which acts as a guide or map, dictating the kinds of problems scientists should address and the types of explanations that are acceptable to them" (Kuhn, 2012). These beliefs, values and techniques can be displayed on a continuum with objectivism toward one side and subjectivism at the other (Johnson & Duberley, 2000); and as a result there exists various classifications to distinguish paradigms (Myers & Avison, 2002).

The most frequently alluded to paradigms that mirror the major hypothetical philosophical feeling in social science research are positivism, interpretivist, realism, relativism and critical realism (Chan, 2015; Kim, 2003; Orlikowski & Baroudi, 1991). These research paradigms provide the opinion whereupon the researcher constructs the methodology that is utilized in the study (Creswell, 2014). According to Creswell (2014), each of the paradigms has its own arrangement of epistemological, ontological and methodological suppositions that serve as a structure to clarify and separate them from each other (see Table 4.1). It is, therefore, important to explain the philosophical position adopted for this study.

For this study, the researcher adopted a positivist approach. According to Dash (2005), the positivist methodology of investigating social reality is based on the philosophical thoughts of the French philosopher, August Comte, who focused on observation and reason as methods for understanding human behaviour. Yet, numerous social science studies today draw their methods of insight from positivism or the disagreement to positivism (Johnson & Duberley, 2000). As a result, most philosophers believe that the positivist approach is the basis and

54

rationale for management research these days (Johnson & Duberley, 2000). There are principles and assumptions of science within which the positivist framework must be understood. As Cohen, Manion, and Morrison (2011) noted, these are determinism, empiricism, parsimony, and generality.

According to Dash (2005), 'determinism' suggests that events are caused by various circumstances; and therefore, seeing such links are principal for desire and control. 'Empiricism' infers gathering of verifiable empirical evidences in backing of hypotheses or speculations. 'Parsimony' implies the explanation of the phenomenon in the most moderate way comprehensible; and 'generality' is the method of summing up the view of the particular phenomenon to the world at large. For this reason, the positivist approach was deemed appropriate as the researcher sought to establish the casual link between social media and sales performance and verify the hypotheses through data collected from a large sample size to enable generalization.

According to Creswell (2014), the philosophical strategies and approach adopted contribute to a research method that tends to be either quantitative, qualitative or mixed method. This study, however, employed a quantitative research method, which basically supports the positivist claims for developing knowledge (i.e., cause and effect relationship, questions and hypothesis testing, use of theories) through a research design such as experiments and surveys, data collection and analysis (Cooper & Schindler, 2011; Creswell, 2014).

Table 4. 1 Research Paradigms

ONTOLOGY (What is the nature of reality?)	EPISTEMOLOGY (What is the nature of knowledge generated?)	METHODOLOGY (How is knowledge created)
POSITIVISM		
There is a single, objective and tangible reality	Value- Free. Knowledge created is objective, free of time impacts, and is context-free.	Researchers formulate research questions and hypotheses and then test them empirically under carefully controlled circumstances. Deductive reasoning
INTERPRETIVIST		
Multiple realities exist, subject to human experiences and interpretation. Reality is socially constructed.	Value-Laden. Knowledge generated is subjective, time-bound and context dependent.	Knowledge is made through researchers recognising the different interpretations and constructions of reality that exist, and endeavouring to establish patterns. Inductive logic and emergent design.
REALISM		
Reality is "real" yet just incompletely and probabilistically understandable, so triangulation from numerous sources is required to attempt to know it. Relativism	Value-Cognizant/Value-aware. Findings are probably true………researcher needs to triangulate any perceptions collected.	Social phenomenon is understood through hypotheses which are tested to establish patterns of associations and hence, the most possible explanation. Hypothetico-Deduction
Multiple realities exist. Reality as truth is not "absolute", it is relative, it is dependent upon 'something' and it does exist.	The interpretation of the world requires some form of human processing	The construction of knowledge is influenced by the worldview and research paradigm of a researcher. Researchers should focus more on creating and developing new 'useful' theories - useful solutions to specific problems.
CRITICAL REALISM		
Two worlds - transitive and intransitive. Transitive is what we observe and learn with our mind - the perceptions of reality. Intransitive embodies the reality which is independent of what the mind thinks.	Transitive world is value-laden and changing continually. Intransitive world has underlying structures and mechanisms that are 'relatively enduring' - that is what we want to study.	Researchers seek to deconstruct and understand that structures and mechanisms underlying the subjective realities that exist. Triangulation from many sources is required to try to know it. Retroductive reasoning.

Source: Boateng (2014)

4.2   Research Design

The research design is the blueprint for satisfying goals and giving knowledge to answer the research purpose (Cooper & Schindler, 2011). According to Saunders, Lewis, and Thornhill (2012), the purpose is most often exploratory, explanatory or descriptive. As this study is to examine the relationship between social media and sales performance and the moderating effect of ESB, it is therefore an explanatory study, which attempts to explain the reasons for the phenomenon (Saunders, Lewis, & Thornhill, 2016). Hence, the researcher tries to use the social capital theory or at least the hypotheses to account for the relationships (Cooper & Schindler, 2014).

Yin (2003) states that there are five different strategies in collecting and analysing data to serve as empirical evidence, namely, experiment, surveys, archival analysis, history and case studies, and each can be used for exploratory, descriptive and explanatory research. Since this study was based on the verification of hypotheses through data collected from a large sample size to enable generalization, the survey approach was deemed appropriate (Saunders, Lewis, & Thornhill, 2009). According to Collis and Hussey (2013), a survey refers to a methodology where participants are drawn from a population and studied to make inferences about the population. Thus, a survey is a method for acquiring information about the characteristics, actions, or opinions of a substantial gathering of individuals, alluded to as a populace (Malhotra & Birks, 2007). Survey designs might be recognized as cross sectional or longitudinal contingent on whether they reject or incorporate unequivocal thoughtfulness regarding a period measurement (Robson, 2002).

This study however was based on a cross-sectional survey design, which involved the collection of data at a certain point in time from a sample selected to represent the population within a sample frame time. On the other hand, the longitudinal survey represents the collection

of data from a sample a number of times over a long period. Generalisation was safely made from the findings of the sample population within the time frame of the survey (Robson, 2002).

4.3   Study and Target Population

Different social media platforms can accomplish different objectives according to Keller (2013, p. 238). However, Facebook was chosen for this study because it was the social media platform, which had the largest number of active Ghana participants. The study population included businesses that were on Facebook during the sample time frame. In order to identify these businesses two web sites that statistically rank businesses based on social media performance mix were used: (1) Socialbakers; and (2) LikeAlyzer. Socialbakers is an independent, global social marketing and social media analytics firm that monitors over 8 million social profiles across all the major social media platforms of companies on Facebook, Twitter, YouTube, LinkedIn, Instagram and Google+ (News Ghana, 2015; Taulli, 2011).

LikeAlyer is a Facebook analytic marketing tool that ranks businesses based on likes. The use of this sites enabled the researcher to avoid any bias associated with the use of a single Website. Data from both sites was sorted to obtain the performing businesses (see in Appendix B). The target population was social media managers of this business, sales and marketing managers and personnel, as well as contact employees, and business executives in financial roles who had extensive knowledge on the subject matter. The exclusion criteria related to employees whose work has no link with Facebook usage or revenue generation in relation to their businesses during the sample time frame.

4.3.1 Sampling Techniques and Sample Size

The idea of sampling is based on the selection of some elements in a population usually due to the fact that the population is too substantial for the researcher to attempt to study all its individuals (Cooper & Schindler, 2014). The sample therefore reflects the characteristics of the population and may be used in drawing conclusions about the entire population (Cooper & Schindler, 2001). However, given that the number of Ghanaian businesses on Facebook was not too large for the researcher to attempt to study, all the businesses identified from Socialbakers and LikeAlyzer sites (see Appendix B) were targeted. Therefore, no sampling technique was employed for this study. An initial contact was made to all the identified businesses via their Facebook page inviting them to participate in the survey.

Although all identified businesses (see Appendix B) were targeted, there was still the need to ensure that the appropriated sample size was obtained for analysis. According to Burns and Bush (2014), the sample size has an effect on the accurate representation of the population. The researcher had to ensure that the right sample size was selected for the study to enable generalisation, since it is more accurate to use a large sample size (Saunders et al., 2009). Hair, Black, Babin, Anderson, and Tatham (2006) noted that a small or very large sample size may have an undesirable influence on the statistical test on the grounds that it is possible that it is not sufficiently enormous to make generalizations or too huge to analyses in order to reach any conclusions.

According to Tabachnick and Fidell (2007), the formula for calculating the regression sample size is $N > 50 + 8m$, where N is the number of participants and m the number of independent variables (IVs). For this study, social media usage was the independent variable made up of three (3) factors - relationship building, visibility and information search (therefore, $N > 50 + 8(3) = 74$). Consequently, a number of participants greater than 74 was considered an

59

appropriated sample size based on Tabachnick and Fidell's (2007) formula for determining small size. In the end, there were one hundred and four (104) participants.

4.4   Variables

The variables to be studied included social media usage, customer-based relationship performance, financial performance and ESB. All the variables for this study were obtained with the use of perceptual measures, including performance measures such as past studies (Brouthers & Xu, 2002; Woodcock, Beamish, & Makino, 1994). Woodcock et al. (1994) expressed that it is fitting to utilize perceptual measures when:

i.   firms are either unwilling or not able to give money related measures;

ii.   variations in bookkeeping practises crosswise over nations obstruct the compromise of contrasts; and/or

iii.   fluctuations in return rates and/or money related reporting contrasts amongst home and host nations exist.

Earlier studies shows that perceptual measures of performance correlate well with objective measures of performance (Dess & Robinson, 1984; Geringer & Hebert, 1991).

A number of service behaviours have been studied in previous research (Agnihotri et al., 2012; Ahearne, Jelinek, & Jones, 2007; Ahearne et al., 2008), however, the focus of this study was on the three sets of extra-role behaviour that exemplifies employees, customer engagement and have the greatest potential to enhance performance through social media usage, namely, information sharing, customer service, and attention to personal details (see in Ahearne et al., 2008; Agnihotri et al., 2012). Other variables include the position of the employees, number of employees within the organisation, the age of the firm and the type of industry.

60

4.5   Data Collection Instrument and Method

In order to address the research questions and to examine the stated hypotheses, the data collection instrument employed for this study was a questionnaire (see Appendix C). An initial draft of the questionnaire was developed on the basis of the foregoing literature review. It consisted of questions to identify and measure social media usage and sales performance. The questionnaire instrument contained four (4) sections.

Section I explored business social media usage with close-ended questions adapted from Ainin et al. (2015). Section II assessed three (3) forms of performance measures: first, customer-based relationship performance measured based on customer acquisition, customer satisfaction, customer loyalty adopted from Hooley, Greenley, Cadogan, and Fahy (2005) and Rapp et al. (2010); second, customer retention adopted from Hong-kit Yim, Anderson, and Swaminathan (2004) and Rodriguez et al. (2012); and third, financial performance measured with close-ended questions adapted from Rodriguez et al. (2012) and Ainin et al. (2015). Section III accessed ESB based on social media behaviour adapted from Andzulis et al. (2012). Lastly, Section IV involved open-ended questions on the position of the respondent, the number of employees within the organisation, the year the business started its operations and the type of industry.

The statements concerning social media usage were measured on a five-point Likert-type scale ranging from 1 (strongly disagree) to 5 (strongly agree). The statement measuring the level of extent to which Facebook usage influence customer-base relationship performance and outcome based performance were also measured on a five-point Likert-type scale ranging from 1 (Very little extent) to 5 (Very great extent). Lastly, statements on the level to which an employees' extra role service behaviours are encouraged were measured on a five-point Likert-type scale ranging from 1 (never encourage) to 5 (A great deal of encouragement). The use of

61

different Likert-type scale was deemed appropriate as Podsakoff, MacKenzie, Lee, and Podsakoff (2003) suggest that "this should reduce method biases caused by commonalities in scale endpoints and anchor effects".

A pilot test was conducted with some executive masters students (marketing option), two (2) masters of philosophy (MPhil) graduates and doctor of philosophy (PhD) students to ensure clarity of the questionnaire and that the questionnaire as a whole and the individual questions are defined as succinctly as could reasonably be expected (see Harrison, McClaughlin, & Coalter, 1996; Lindell & Whitney, 2001; Podsakoff et al., 2003). This was done to reduce problems in the comprehensive stage of the response process as suggested by Chang, van Witteloostuijn, and Eden (2010). After rewording and redesigning the questionnaires, it was ready for administering.

Data was collected through self-administered questionnaires and the use of a uniform resource locator (URL) through google forms. First, an initial contact was made to all the participants via their Facebook page to assess their willingness to assist. Some respondents asked that a link be sent to them via Facebook and others via-email. Those who did not respond to the questionnaire were visited. Only participants who agreed to assist in the research were later given a copy of the questionnaire to fill (see Saunders et al., 2012). The garnering of primary data covered a period of three months from January, 2015 to March, 2015. After the three month period, the researcher received one hundred and four (104) filled questionnaires.

4.6   The Reliability and Validity of the Scale

Assessing the reliability and validity of the questionnaire scales is important for obtaining the most accurate results. Reliability and validity are methods of evaluating the soundness for the

measurement to ensure they are free of bias and distortion (Golafshani, 2003; Read, 2013; Roberts, Priest, & Traynor, 2006). According to Hair, Babin, Money, and Samouel (2003), questionnaires are considered reliable and valid when the results given are similar when repeated. Thus, the study would yield the same results if repeated for the second time.

4.6.1   Reliability

Reliability is an indication of the accuracy, precision, and consistency of the measurement (Saunders et al., 2009). In simple terms, reliability is an indicator of a measurement of internal consistency, how well the items on the test measure the same construct or idea (Zikmund, Babin, Carr, & Griffin, 2012). Internal consistency of the measurement scale items is usually tested using the Cronbach alpha coefficient (see Hair et al., 2006; Pallant, 2007). Although Cronbach alpha is a widely used method of testing reliability, Peterson and Kim (2013) noted that Cronbach alpha is of lower bound therefore underestimates the true reliability. Based on that argument, the study adopted both the Cronbach alpha and the composite reliability method, which is mostly used in structural equation modelling (see Hair, Hult, Ringle, & Sarstedt, 2014; Hair, Sarstedt, Matthews, & Ringle, 2015). Composite reliability assesses the overall reliability of a collection of heterogeneous but similar items (Hair, Sarstedt, Hopkins, & Kuppelwieser, 2014). However, assessing reliability is not a sure way of examining validity.

4.6.2   Validity

According to Zikmund et al. (2012), validity is termed as the accuracy of a measurement or the extent to which a score honestly represents a concept. Validity therefore refers to the appropriateness of the measurements to assess the variable it claims to measure (Burns &

Burns, 2008). In this study, construct validity is applied to detect how well the results obtained, using the measuring instrument, fits theoretical expectations (Hair, Hult, Ringle, & Sarstedt, 2013). Construct validity includes two (2) sub-types: convergent validity and discriminant validity. Discriminant validity was used in identifying the extent to which a construct is different from other constructs (Rezaei, 2015; Rezaei & Ghodsi, 2014); while the convergent validity was used to ensure that the constructs identified are truly reflected by their indicators (Rezaei & Ghodsai, 2014; Rezaei, 2015). Discriminant validity is applied using construct correlations and cross-loading criterion while convergent validity is applied using Average Variance Extracted (AVE) and factor loadings (see in Kim, Hwang, Zo & Lee, 2014; Rezaei, 2015).

4.6.3   Ethical consideration

In addressing ethical issues, a precautionary approach was adopted. An introductory letter of permission to obtain data/information was obtained from the Department of Marketing and Entrepreneurship, University of Ghana Business School (UGBS). The purpose and the objectives of the study were explained to the participants to eliminate any possible misunderstanding. Respondents were assured that any answers provided would be kept with all anonymity and confidentiality (see in Narteh, 2013). Finally, they were given the assurance that there are no right or wrong answers. According to Podsakoff et al. (2003, p. 888) "these procedures should reduce people's evaluation apprehension and make them less likely to edit their responses to be more socially desirable, lenient, acquiescent and consistent with how the researcher wants them to respond".

4.7   Data Processing and Mode of Analysis

Data was organized and processed using SmartPLS version 3.2.3 and IMB Statistical Package for Social Sciences (SPSS) 21. The IBM SPSS was used for descriptive statistics including frequency tables, measures of central tendency and regression. Smart PLS 3 was used for partial least squares (PLS) structural equation modelling (SEM) to examine the structural component of the measurement and the structural model (Hair, Sarstedt, et al., 2014). From a more applied angle, PLS could be considered as a family of regression-type data analysis methods (Sanchez, 2015). According to Jöreskog and Wold (1982), PLS is well suited to handle highly complex predictive models and is helpful, compared to covariance based structural equation modelling (CB-SEM), when analysing predictive research models that are in the stages of theory development (Gimbert, Bisbe, & Mendoza, 2010).

Another advantage of the PLS SEM approach is that it has no assumptions about data distribution (Hair, Sarstedt, et al., 2014; Vinzi, Trinchera, & Amato, 2010). PLS is also a good alternative when the sample size is small (see in Hwang, Malhotra, Kim, Tomiuk, & Hong, 2010; Wong, 2010; Hair, Sarstedt, et al., 2014), thus, PLS-SEM can be utilized with much smaller sample sizes, even when the models are highly complex. However, Hair et al. (2013) indicated that sample size can be determined by the following factors in a structural equation model design:

  i.   The significance level
 ii.   The statistical power
iii.   The minimum coefficient of determination (R^2 values) used in the model
 iv.   The maximum number of arrows pointing at a latent variable

A "typical marketing research study would have a significance level of 5%, a statistical power of 80%, and R^2 values of at least 0.25" (Wong, 2013, p. 5). Using these suggestion Marcoulides

65

and Saunders (2006) establish the minimum sample size for a research study, depending on the maximum number of arrows pointing at a latent variable.

Table 4. 2 Suggested Sample Size in a Typical Marketing Research

Minimum sample size required	Maximum # of arrows pointing at a latent variable in the model
52	2
59	3
65	4
70	5
75	6
80	7
84	8
88	9
91	10

Source: Marcoulides and Saunders (2006)

However, Wong (2013) cautioned that, despite the ability of PLS to handle sample small size, "it does not mean that your goal should be to merely fulfil the minimum sample size requirement" (p. 5). Hence, a sample size of a hundred (100) to two hundred (200) participants is a good starting point in carrying out PLS (Hoyle, 1995).

4.8   Chapter Summary

The chapter discussed the philosophical opinion employed by the researcher for the study, the research design, sample size, the variables under study, the data collection instrument and method, the reliability and validity of the scale, ethical consideration and data processing and analyses.

CHAPTER FIVE

DATA ANALYSES AND DISCUSSION OF FINDINGS

5.1   Data Analysis and Presentation

The previous chapters of this study were dedicated to the review of literature relating to the topic, which enables the development of appropriate hypotheses and methodology for collecting data. This current chapter focuses on presenting the findings of the analysed data collected. The data analysis is presented in three parts: the first presented the actual use of social media; the second examined the association between the use of social media and sales performance; and the third, examined the effect of ESB on the association between social media and sales performance. The data was analysed using SPSS and PLS. SPSS was used for the descriptive analysis, whereas PLS was used for SEM since it is well suited to handle highly complex predictive models (Jöreskog & Wold, 1982).

However, before performing the actual analysis, some preliminary data analysis (PDA) was run to ensure the dataset was cleaned and cleansed (see in Ainin et al., 2015). Data screening was done to delete non-engaging responses (on the sale measurement items), thus, responses with a standard deviation of zero, since they had no variation in their responses.

In all, three (3) responses were deleted at the end. Therefore, out of the one hundred and four (104) responses received, the usable responses were one hundred and one (101) representing 97.12%.

5.1.1 Respondents' description

The findings indicated that responses came from respondents with different positions in different organisations (see Table 5.1).

Table 5. 1 Respondents' Positions

Details	Frequency	Percent
Head, Communication and Public Relation	1	1.0
Product Development and Innovation	2	2.0
Head, Product Development and Innovation	1	1.0
Customer Service Representative	10	9.9
Relationship Officer	6	5.9
Relationship Manager	1	1.0
Sales Executive	28	27.7
Assistant Sales & Marketing Manager	4	4.0
Marketing Executive	17	16.8
Revenue Assurance Specialist	3	3.0
Manager	4	4.0
Online Customer Advisor	3	3.0
Social Media/Digital Analyst Manager	5	5.0
Assistant Brand Manager	4	4.0
Media Manager West Africa	1	1.0
Marketing Research Manager West Africa	1	1.0
Communication Officer	5	5.0
Finance	1	1.0
Brand Manager	2	2.0
Marketing Manager	2	2.0
Total	**101**	**100.0**

Source: Field Data, 2016

The majority of the respondents (51.5%) worked within the marketing and sales department. This percentage did not however include the communicators, brand managers, relationship office and customer service representatives who work directly with the marketing departments.

68

The category of respondents who had the least representation were those within the revenue generation section, thus finance and revenue assurance specialist adding up to 4%. Social media/digital analyst manager also formed part of the respondents, representing 5%. This implies that the data obtained for the analysis is not largely skewed towards individuals within a particular department and is a reflection of different departments.

5.1.2   Descriptive statistics

The descriptive statistics gave an impression of how firms use social media and the performance outcomes. Table 5.2 displays the mean scores with a standard deviation for the variables used for the study. The results indicated that the majority of the variables had modest to high mean values. The highest mean recorded from the table was 4.205 (My company uses Facebook to create awareness), while the lowest was 2.427 (My company encourages the use of personal accounts to post news stories about the company).

The findings showed that most businesses used their Facebook platform as a tool for creating awareness, which enhanced visibility of their brands. From the results, the major financial benefit businesses obtained from using Facebook was the reduction in transaction cost, thus, the cost of providing customer service and communication. In terms of customer relationship, the major benefit was that using Facebook provides a way to understand customers, which enhanced customer satisfaction. The lowest mean indicated that businesses hardly encouraged employees' to use their personal account to post news stories about the company. Nonetheless, on average, businesses mostly encouraged their employees to personally inspire people to like the company's Facebook page.

Table 5. 2 Descriptive Analysis of Measurement Statements

Details	Code	Mean	SD
My company uses Facebook to conduct customer service activities	SMU1	3.980	1.034
My company uses Facebook to develop customer relations	SMU2	3.803	1.104
My company uses Facebook as a tool for customer engagement	SMU3	4.073	1.102
My company uses Facebook to reach new customers	SMU4	4.198	1.072
My company uses Facebook to advertise and promote product and services	SMU5	4.205	0.966
My company uses Facebook to create brand visibility	SMU6	3.683	1.116
My company uses Facebook to search for general information	SMU7	3.283	1.160
My company uses Facebook to search for customer information	SMU8	3.158	1.303
My company uses Facebook to search for competitor information	SMU9	3.355	1.208
Facebook provides a way to acquire new customers	CBR1	3.791	1.093
Facebook provides a way to understand customer needs leading to us enhancing satisfaction	CBR2	3.916	0.956
Facebook provides a way to enhance customer relations resulting in loyalty	CBR3	3.752	1.129
Facebook provides a way to increase customer retention	CBR4	3.891	0.984
My company's Facebook usage has increased the number of sales transactions	FP1	2.921	1.149
My company's Facebook usage has increased our sales volume	FP2	2.881	1.188
My company's Facebook usage has help reduce cost of transactions (e.g. customer service, communication)	FP3	3.228	1.342
My company encourages the use of personal accounts to address customer issues/request	ESB1	2.792	1.388
My company encourages the use of personal accounts to provide information to customers	ESB2	2.797	1.346
My company encourages the use of personal accounts to like or/and share the company's Facebook post, success stories and promotions	ESB3	2.603	1.343
My company encourages the use of personal accounts to post news stories about the company	ESP4	2.427	1.299
Employees are encouraged to personally inspire people to like the company's Facebook page	ESB5	3.129	1.419

Source: Field Data, 2016

5.2   Assessment of Measurement

Prior research has stated the importance of testing the validity and reliability of the measurement, since the structural model may be meaningless unless it is established that the measurement model holds (Bagozzi & Yi, 2012; Jöreskog & Sörbom, 1996). Therefore, the assessment of the measurement models is the first step in any SEM process as it ensures that statements (unobserved variables) are actually measuring construct (observed variables). The measurement models were assessed with the use of three main criteria: (1) Convergent validity; (2) Reliability; and (3) Discriminant validity following the suggestion of Hair et al. (2013). Table 5.3 depicts the assessment of the measurement model.

Table 5. 3 Measurements Model

Construct	Item	Outer loadings	AVE	CR	CA
Building Customer Relationship	SMU2	0.903	0.810	0.895	0.766
	SMU3	0.897			
Visibility	SMU5	0.854	0.771	0.871	0.705
	SMU6	0.902			
Information Search	SMU7	0.872	0.773	0.911	0.853
	SMU8	0.902			
	SMU9	0.863			
Employees' Extra Role Service Behaviours	ESB2	0.763	0.581	0.847	0.76
	ESB3	0.744			
	ESB5	0.779			
	ESP4	0.762			
Customer-Based Relationship Performance	CBR1	0.889	0.737	0.893	0.819
	CBR2	0.911			
	CBR3	0.768			
Financial Performance	FP1	0.917	0.836	0.938	0.902
	FP2	0.937			
	FP3	0.888			

Source: Field Data, 2016

Convergent validity of the items was assessed by outer loadings and AVE. The outer loading analysis is driven by the theoretical relationships among the observed and unobserved variables (Schreiber, Nora, Stage, Barlow, & King, 2006). With the outer loadings, the measurement model is revised by dropping items that shares a high degree of residual variance with other items (Koo, Chung, & Kim, 2015). A sum total of four (4) items (SMU1, SMU4, ESB1 and CBR4) that shared a high degree of residual variance were dropped.

All outer loadings for items are above 0.762, which are above the minimum threshold value of 0.70 as suggested by Hair, Sarstedt, et al. (2014). This, therefore, provided support for convergent validity (see in Hair, Sarstedt, et al., 2014). The AVE values of 0.581 to 0.863 are well above the minimum required level of 0.50, as suggested by Fornell and Larcker (1981), thus also demonstrating the convergent validity for all constructs.

The reliability of each item was assessed by calculating Cronbach's alphas (CA) and composite reliability (CR). Table 5.3 above revealed that, among the modified measurement models, the reliability measures in this study are above the acceptable satisfactory levels (Cronbach's alphas > .70, Average Variance Extracted > .50, composite reliability > .70) as recommended by scholars (Hair et al., 2013; Nunnally, 1978). The internal consistency (composite reliability and the Cronbach's alphas) for each construct were larger than the minimum required level of 0.70.

Table 5. 4 Measurements Model 2nd Order Construct

Construct	Item	outer loadings	AVE	CR	CA
Facebook Usage	Building Customer Relationship	0.878	0.559	0.898	0.868
	Visibility	0.799			
	Information Search	0.853			

Source: Field Data, 2016

This study also modelled one second-order constructs, namely Facebook usage, and assessed its measurement model (Table 5.4). The outer loadings for building customer relationship, visibility and information search, AVE, Cronbach's alphas and composite reliability were evaluated for the second-order reflective constructs during the second stage of analysis. As demonstrated in Table 5.4, all the values were above the minimum required level.

Discriminant validity was evaluated based on the Fornell-Lacker criterion and cross loadings. The Fornell-Larcker criterion suggested by Fornell and Larcker (1981) states that the square root of AVE should be greater than the correlation shared between the construct and the other constructs. The diagonals in Table 5.5 below presented the square root of the AVE and the correlations among constructs. The correlations among the constructs are less than the square root of the AVE, an indication of discriminant validity.

Table 5. 5 Discriminate Validity

Construct	Social Media Usage	Employees' Extra Role Service Behaviour	Customer-Base Relationship Performance	Financial Performance
Social Media Usage	**0.748**			
Employees' Extra Role Service Behaviour	0.562	**0.762**		
Customer-Base Relationship Performance	0.607	0.409	**0.858**	
Financial Performance	0.409	0.575	0.562	**0.914**

Source: Field Data, 2016

Assessing discriminant validity based on cross loading was done by comparing the loadings across the columns in Table 5.6; thus, the values of the indicator's loading on its own construct must be higher than all of the value of loadings across other constructs. The results in Table 5.6 below indicate that there is discriminant validity between all the constructs based on the cross loadings' criterion.

Table 5. 6 Cross Loading

Construct	Social Media Usage	Employees' Extra Role Service Behaviour	Customer-Base Relationship Performance	Financial Performance
SMU2	0.799	0.237	0.433	0.402
SMU3	0.776	0.322	0.527	0.332
SMU5	0.627	0.055	0.371	0.209
SMU6	0.756	0.255	0.386	0.276
SMU7	0.747	0.391	0.478	0.457
SMU8	0.779	0.438	0.462	0.52
SMU9	0.739	0.45	0.51	0.496
ESB2	0.346	0.763	0.336	0.284
ESB3	0.284	0.744	0.263	0.506
ESB5	0.373	0.779	0.373	0.458
ESP4	0.271	0.762	0.272	0.483
CBR1	0.53	0.44	0.889	0.544
CBR2	0.547	0.341	0.911	0.462
CBR3	0.485	0.257	0.768	0.433
FP1	0.486	0.483	0.493	0.917
FP2	0.374	0.529	0.463	0.937
FP3	0.549	0.557	0.571	0.888

Source: Field Data, 2016

5.2.1 Constructs descriptive statistics

The mean score, standard deviation, skewness and kurtosis of all the confirmed constructs are presented in Table 5.7. Skewness and kurtosis was used in assessing normality of data distribution. Although PLS-SEM is less stringent when working with non-normal data (Beebe, Pell, & Seasholtz, 1998; Cassel, Hackl, & Westlund, 1999), Hair, Hult, et al. (2014) forewarned that researchers should know that exceptionally skewed data can diminish the measurable force

74

of the examination. Therefore, the assessment of the model's parameters significance depends on standard errors from bootstrapping, which may be inflated when information is exceptionally skewed (Hair, Sarstedt, et al., 2014). Table 5.7 below revealed that the skewness and kurtosis are within the acceptable limits of ±2 as recommended by scholars (Fidel, 2000; George & Mallery, 2003; Gravetter & Wallnau, 2014; Trochim & Donnelly, 2006). The results in Table 5.7 therefore indicated that the data was normally distributed.

Table 5. 7 Mean Score and Distribution for Confirmed Constructs

Constructs	Mean Score	Std. Deviation	Skewness	Kurtosis
Building Customer Relationships	3.9380	.99744	-1.140	1.084
Visibility	3.9443	.92031	-.995	.540
Information Search	3.2654	1.08200	-.201	-.629
Customer-Based Relationship Performance	3.8198	.90940	-.886	.653
Financial Performance	3.0097	1.12473	-.150	-.840
Employees' Extra Role Service Behaviour	2.7387	1.03614	-.251	-.948
Facebook Usage	3.7159	.84631	-.761	.218

Source: Field Data, 2016

The three factor construct of Facebook usage (binding customer relationship, visibility, information search) had diverse average scores as shown in Table 5.7. Building customer relationship had an average score of 3.94 and a standard deviation of 1.00; visibility had an average score of 3.94 and a standard deviation of 0.92; and information search had an average score of 3.27 and a standard deviation of 1.08. The finding indicated that, on average, Facebook is mainly used to promote visibility and building customer relationship. All constructs had modest to high mean values with the exception of an employees' extra role service behaviour. Employees' extra role service behaviour had an average score of 2.73 and a standard deviation of 1.04 and an indication that, on average, employees' extra role service behaviour is not highly encouraged.

5.3   Assessing Structural Model

Once the construct measures had been affirmed as dependable and substantial, the next line of action was the assessment of the structural model results. This included the evaluation of the model's predictive capabilities and the relationships between the constructs (Hair et al., 2013). This was done following Hair et al.'s (2013) suggestion for assessing structural models. A bootstrapping (5000 re-sample) was performed to assess the path coefficients' significance and R^2, by applying the PLS–SEM algorithm (see in Rezaei & Ghodsi, 2014; Ainin et al., 2015).

5.3.1   The association between Facebook use and performance

There are two main measures for assessing the structural model: these are the R^2 of endogenous latent values and the path coefficients (Ainin et al., 2015). For this study, the R^2 value for Facebook usage, thus building customer relationship, visibility and information search was 0.37 for customer-based relationship performance and 0.41 for financial performance. The R^2 values shows that using Facebook in building customer relationships, promoting brand visibility and searching for information could have a moderate predictive capacity in determining customer-base relationship performance and financial performance (see Chin, 1998).

The path coefficients were assessed based on signs and magnitude. The path coefficient and t-value for significant (alpha) level of 0.05 is 1.96 and alpha level of 0.01 is 2.575. The results in Figure 5.1 showed that, out of the six path coefficients, three (3) were not statistically significant at 0.05 alpha level. Thus, the study showed a non-significant relationship between building customer relationship and financial performance (0.502), visibility and customer-base relationship performance (0.598) and visibility and financial performance (0.674) at an alpha

level of 0.05. Conversely, there was a statistically significant relationship between building customer relationship and customer-base relationship performance at 95 percent significant level with a t-value > 1.96 (2.103). Information search had a statistical significant relationship with customer-base relationship performance (3.397) and financial performance (3.442) at 99 percent significant level with a t-value > 2.575. Also, there was a statistically significant relationship between customer-base relationship performance and financial performance (3.455) at 95 percent significant level with a t-value > 2.575.

Figure 5. 1 Facebook Use and Performance Measures
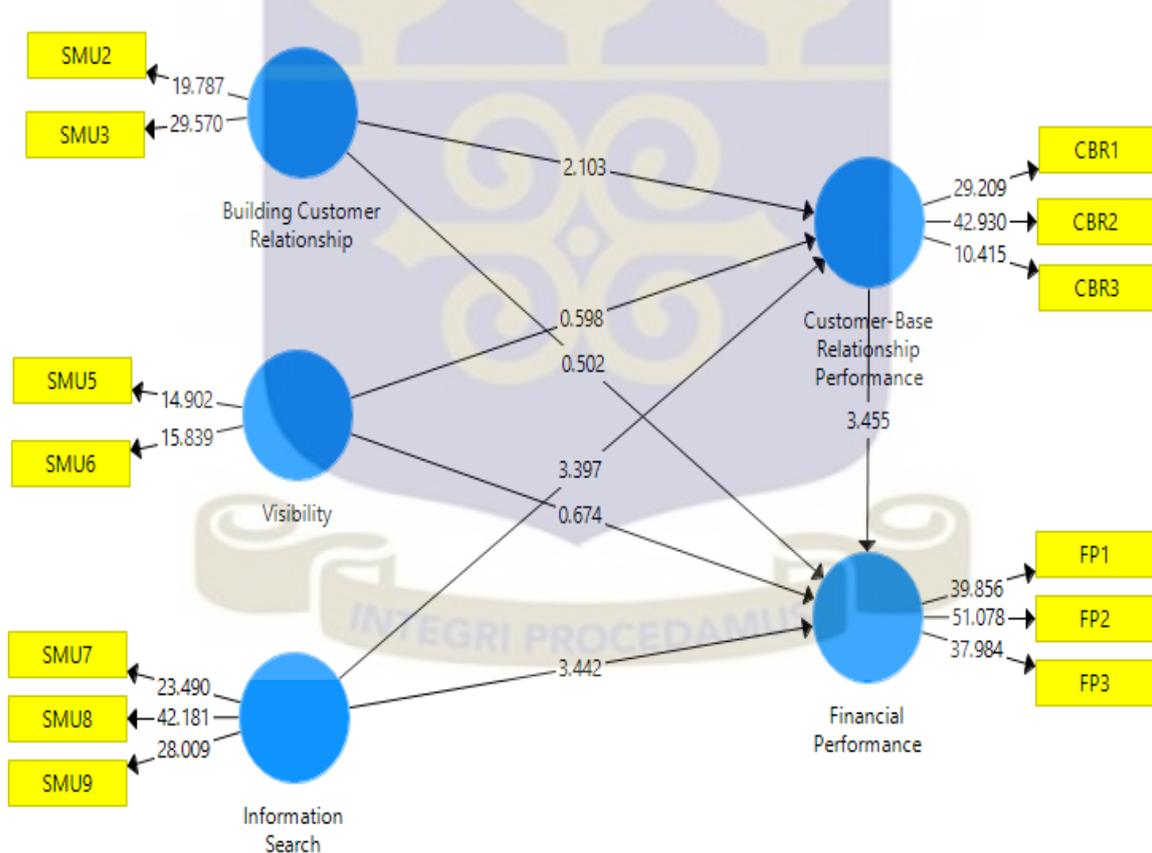
Source: Field Data, 2016

5.3.2   Test of mediation

From the literature review, it was established that employees' extra role service behaviour can mediate the relationship between social media usage and performance. Therefore, tests were conducted to examine the degree to which employees' extra role service behaviour mediates the relationship between Facebook usage and sales performance. This was done in line with the suggestion of Baron and Kenny (1986). First, the proposed mediator employees' extra role service behaviour was regressed on Facebook usage; second, sales performance was regressed on Facebook usage; and third, sales performance was regressed on both Facebook usage and employees extra role service behaviour. The results of the regressions are presented in Table 5.8 below.

Table 5. 8 Test for Mediation

MODEL	Relationships	β Estimate	t-Value	P-value
1	Facebook Usage -> Employees' Extra Role Service Behaviours	0.423	4.647	.000
	R-square = .179		F-Stats = 21.591	
2	Facebook Usage -> Performance	0.634	8.150	.000
	R-square = .402		F-Stats = 66.420	
3	Facebook Usage -> Performance	0.484	6.165	.000
	Employees' Extra Role Service Behaviours -> Financial Performance	0.354	4.512	.000
	R-square = .504		F-Stats = 49.882	

Source: Field Data, 2016

The assumption was that if all the three relationships are significant, then mediation testing would be possible. All three relationships tested were significant (see in Table 5.8). Now, determining the type of relationship; if Facebook usage on Performance is less in the third

78

model than in the second model then the mediation is said to be partial. Full mediation holds if the Facebook usage has no effect when the employees' extra role service behaviours is controlled. So, since the t-value (6.165) for Facebook usage was less in the third equation than the t-value (6.165) in the second equation the mediation was indeed partial.

5.3.3   ESB, Facebook influence and sales performance

After determining that an ESB partially mediates the relationship between Facebook usage and sales performance, a step-by-step analysis was applied to the structural model to provide a comprehensive representation of hypotheses three (3). First, the path coefficients for the relationships for Facebook usage and the target constructs customer-base relationship performance and financial performance were examined. This study showed the R^2 values for Facebook usage was 0.37 and 0.37 for customer-based relationship performance and financial performance respectively.

The effect of Facebook usage on customer-base relationship performance was statistically significant at a 1 percent level with a t-value of 8.254. The effect of Facebook usage on financial performance was also statistically significant at a 5 percent level with a t-value of 2.572 (see figure 5.2). The relationship between customer-base relationship performance and financial performance (3.985) was also statistically significant at 1 percent significant level with a t-value > 2.67. Previous studies (Coad, Segarra, & Teruel, 2013; Majumdar, 1997) had indicated that the age of the firm does affect financial performance. However, when the age of the firm was controlled for, it did not have a significant influence on financial performance.

Second was the inclusion of the mediator (see figure 5.3). The relationship between the independent and dependent variables had already been established in the regression analysis.

The results showed that Facebook usage had a high and significant effects on an employees' extra role service behaviours, which in turn had a strong and significant relationship with customer-base relationship performance and financial performance.

The full mediation shows that Facebook usage on customer-base relationship performance (i.e., 5.336, p < 0.01) was significant, however on financial performance it was not statistically significant (i.e., 1.522, p < 0.01) via the mediator construct an employees' extra role service behaviour (see figure 5.3). The R^2 value for customer-base relationship performance (0.40) and financial performance (0.48) are higher when an employees' extra role service behaviours is introduced.

Figure 5. 2 Facebook Influence and Sales Performance
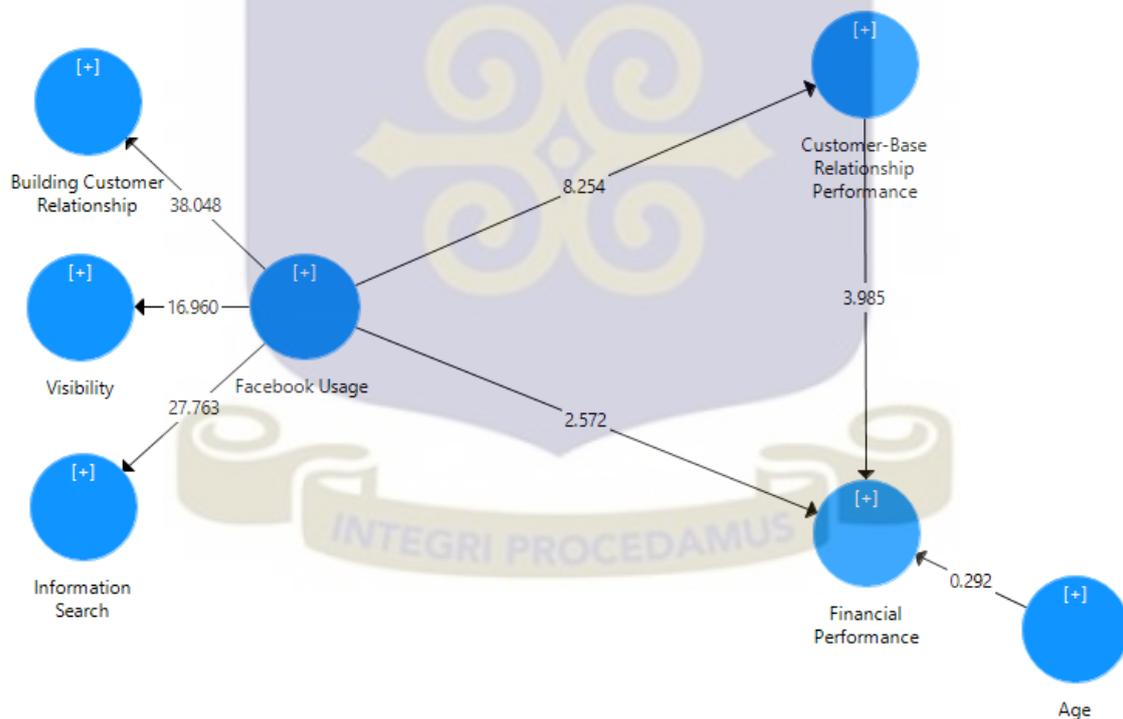
Source: Field Data, 2016

Figure 5. 3 Effect of an Employees' Extra Role Service Behaviour
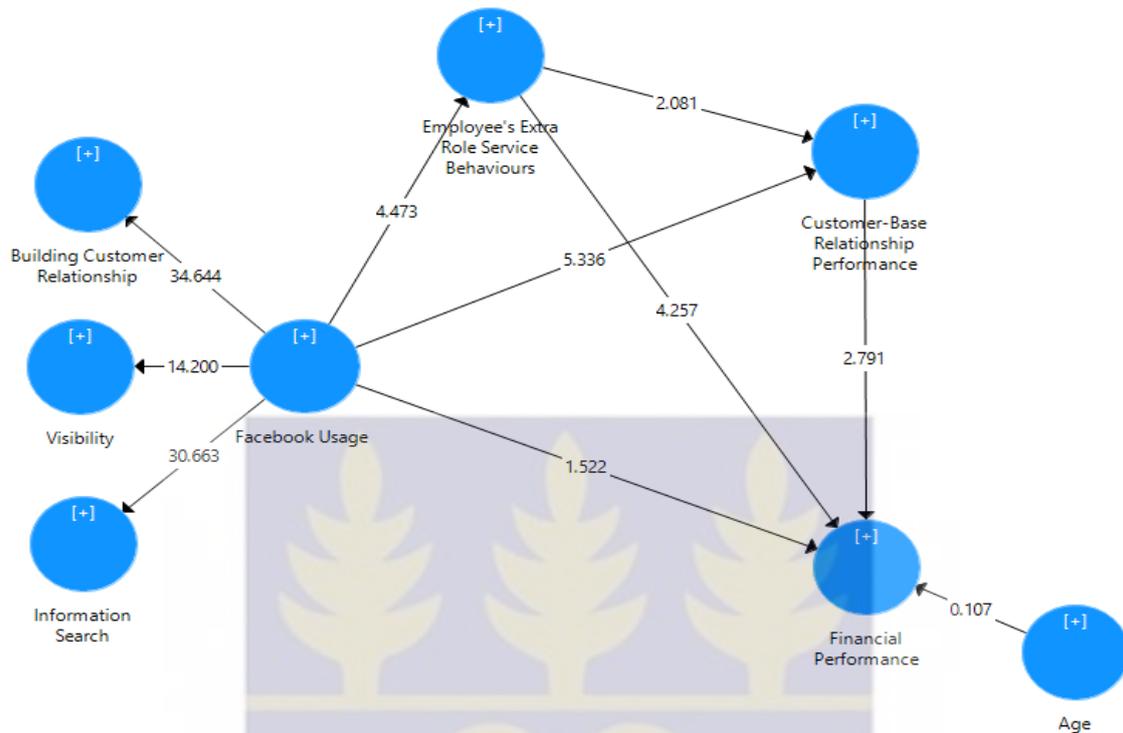
Source: Field Data, 2016

5.3.4 Model summary

Table 5.9 presents a summary of the estimated model's parameters. The parameter estimates for Hypotheses 1a-c – 2 a-c are presented in the first half of the Table 5.9. The estimates are based on the effect of Facebook usage thus building customer relationship, visibility and information search on customer-base relationship performance and financial performance. Specifically, building customer relationship related significantly to customer-base relationship performance (H1a: $\beta = 0.27$, $p < 0.05$). Also, information search related significantly to customer-base relationship performance and financial performance (H1c: $\beta = 0.36$, $p < 0.01$; H2c: $\beta = 0.36$, $p < 0.01$). However, building customer relationship failed to relate significantly to financial performance (H2a: $\beta = 0.06$, not significant (ns)). Furthermore, visibility failed to relate significantly to customer-base relationship performance (H1b: $\beta = 0.08$, ns) nor financial

performance (H2b: β = -0.09, ns). Finally, the relationship between customer-base relationship performance and financial performance was significant (β = 0.37, $p < 0.01$). The extents of variance of the endogenous variables accounted for by the hypothesised influences were as follows: $R^2_{\text{Cusotmer-base relationship performance}}$ = 0.38 and $R^2_{\text{Fiancial performance}}$ = 0.41.

The effect and full mediation effect for hypotheses 3a – 3b (see in figure 5.2 and figure 5.3) for the study was isolated; after which the partial mediation effect for hypotheses 3a – 3b was evaluated (see in table 5.9). For all models, thus without mediation, partial mediation and full mediation, the age of the firm failed to relate significantly to financial performance. Next, the full mediation effect for Facebook usage failed to relate significantly to financial performance. Notably, the results of the analysis revealed that Facebook usage related significantly to customer-base relationship performance and financial performance for partial mediation. The estimates for the partial mediation model seems more significant compared to that of the model without mediation or the full mediation model. From the partial mediation model, Facebook usage relates significantly to customer-base relationship performance and financial performance and the mediating variable employees' extra role service behaviour play a significant role in the model (H3a: β = 0.61, $p < 0.01$; H3b: β = 0.52, $p < 0.01$). In addition, Facebook usage related significantly to employees' extra role service behaviour (β = 0.42, $p < 0.01$). Furthermore, employees' extra role service behaviour related significantly to customer-base relationship performance (β = 0.19, $p < 0.05$) and financial performance (β = 0.43, $p < 0.01$). Lastly, the customer-base relationship performance and financial performance was significant (β = 0.30, $p < 0.01$). The extents of variance of the endogenous variables accounted for by the hypothesised for the partial mediation model were as follows: $R^2_{\text{Employees' Extra Role Service}}$ = 0.18, Behaviours $R^2_{\text{Customer-base relationship performance}}$ = 0.40 and $R^2_{\text{Financial performance}}$ = 0.48.

Table 5. 9 Parameter Estimates

Hypotheses H1a-c – H2a-c	Without mediation β(p value)
H1a: Building Customer Relationship -> Customer-Base Relationship Performance	0.274(0.036)
H1b: Visibility -> Customer-Base Relationship Performance	0.078(0.550)
H1c: Information Search -> Customer-Base Relationship Performance	0.358(0.001)
H2a: Building Customer Relationship -> Financial Performance	0.062(0.616)
H2b: Visibility -> Financial Performance	- 0.085(0.500)
H2c: Information Search -> Financial Performance	0.359(0.001)
Customer-Base Relationship Performance -> Financial Performance	0.366(0.001)
R^2Cusotmer-base relationship performance	0.377(0.000)
R^2Fiancial performance	0.409(0.000)

Hypotheses H3a – H3b	Without mediation β(p value)	Full mediation model β(p value)	Partial mediation model β(p value)
H3a: Facebook Usage -> Customer-Base Relationship Performance	0.606(0.000)	0.528(0.000)	0.607(0.000)
H3b: Facebook Usage -> Financial Performance	0.277(0.001)	0.179(0.129)	0.518(0.000)
Facebook Usage -> Employees' Extra Role Service Behaviours		0.419(0.000)	0.419(0.000)
Employees' Extra Role Service Behaviours -> Customer-Base Relationship Performance		0.188(0.038)	0.188(0.038)
Employees' Extra Role Service Behaviours -> Financial Performance		0.377(0.000)	0.433(0.000)
Customer-Base Relationship Performance -> Financial Performance	0.395(0.000)	0.299(0.005)	0.299(0.005)
Age -> Financial Performance	-0.026(0.770)	-0.009(0.915)	-0.009(0.915)
R^2Employees' Extra Role Service Behaviours			0.175(0.003)
R^2Cusotmer-base relationship performance	0.368(0.000)		0.398(0.000)
R^2Fiancial performance	0.369(0.000)		0.478(0.000)

Source: Field Data, 2016

5.4   Discussion of Findings

One of the primary research questions that has worried both researchers and practitioners is the influence that social media has on sales performance (Schultz et al., 2012). As stated earlier, in relations to the Ghanaian context the most used social media platform by businesses and individuals is Facebook. Consequently, this study is centred on the use of social capital theory as an establishment for getting relationship results and financial related advantages through Facebook use.

5.4.1   Influence of Facebook usage on sale performance

Firstly, this study sought to examine the influence of Facebook usage, thus for building customer relationship, visibility and information search on customer-base relationship performance and financial performance. The findings of the study suggested that using Facebook for building customer relationship (for developing relationships and engaging customers) significantly related to customer-base relationship performance. Also, using Facebook to search for information (in general, about customer, about competitors) significantly influence both customer-base relationship performance and financial performance. On the contrary, Facebook use for brand visibility was found not to be significantly related to customer-base relationship performance or financial performance.

Building customer relationship has a very strong positive effect on customer-base relationship performance ($p < 0.05$). Previous studies have shown that the use of sales technology helps enhance customer relationship (Ahearne et al., 2008; Jayachandran et al., 2005). This confirms earlier suggestions that the broad set of tools and activities enabled by social media, such as Facebook, resulted in the term social CRM (Greenberg, 2010a, 2010b; Rodriguez et al., 2012;

Trainor, 2012). Using Facebook for only building customer relationship was not significantly related to financial performance. However, it is important to note that customer-base relationship performance related significantly to financial performance. Therefore, using Facebook for building customer relationship might indirectly relate to financial performance significantly via customer-base relationship performance.

The results also revealed that using Facebook to search for information has a strong effect on customer-base relationship performance ($p < 0.01$) and financial performance ($p < 0.01$). The results could be interpreted as 'data obtained from the information search serves data obtained from customers'. It also serves as information on competitors. Therefore, the organisation understands how customers perceive messages and understand how to position campaigns to meet the needs of customers better than competitors. According to Moen et al. (2008), the use of information technology for information search relates positively with new market information and this new market information can be used in enhancing performance.

Visibility was found to have an insignificant relationship with customer-base relationship performance and financial performance. The possible translation for this outcome would be that just the sheer present of a business on Facebook does not guarantee relationship developments, building nor financial performance. Nonetheless, visibility is an important aspect on making the people aware of the presence of the brand using Facebook. As indicated by Kim and Ko (2012), page views on social media platforms are a function of a series of other factors as well, especially other promotional activities that give greater visibility to a business, and this creates an opportunity for a brand to have a public voice and a presence on the Web (Keller, 2013). Yet, in order to enhance sale performance in a significant manner, social media platforms must also be used to build customer relationship and for information search.

85

Finally, it was not surprising that the Facebook usage significantly influences both customer-base relationship performance ($p < 0.01$) and financial performance ($p < 0.01$). This empirical results therefore can be interpreted as the utilization of a business's social capital though Facebook has a positive relationship with relationships outcomes and financial benefits. In addition, the relationships outcomes has a direct positive relationship with financial performance.

5.4.2   Role of a ESB on performance

The study examined the role of an ESB on the relationship between Facebook usage and sales performance. Following the suggestion by Baron and Kenny (1986), ESB is found to have a mediating effect on the relationship between both Facebook usage and sales performance. The results are similar to the suggestion made by Agnihotri et al. (2012) that social media usage as facilitated by service behaviours results in outcomes.

Specifically, the results of the study showed that an employees' extra role service behaviour partially significantly mediates the relationship between Facebook usage and customer-base relationship performance ($p < 0.01$). Also, the relationship between Facebook usage and financial performance is significantly partially mediated by an employees' extra role service behaviours ($p < 0.01$). Our results indicate that Facebook usage and the involvement of everyone by leveraging on their social capital will help in achieving higher sales performance levels.

86

5.4 Hypothesis Testing

Table 5.10 summarises the empirical results of social media influence on sales performance.

Table 5. 10: Summary of Hypotheses Testing

Hypothesis	β(p value)	t-Value	Result
H1a: Facebook usage for building customer relationship has a positive relationship on customer-base relationship performance.	0.274(0.036)	2.103	Supported
H1b: Facebook usage for visibility has a positive relationship on customer-base relationship performance.	0.078(0.550)	0.598	Not Supported
H1c: Facebook usage for information search has a positive relationship on customer-base relationship performance.	0.358(0.001)	3.397	Supported
H2a: Facebook usage for building customer relationship has a positive relationship on financial performance.	0.062(0.616)	0.502	Not Supported
H2b: Facebook usage for visibility has a positive relationship on financial performance.	-0.085(0.500)	0.674	Not Supported
H2c: Facebook usage for information search has a positive relationship on financial performance.	0.359(0.001)	3.442	Supported
Hypothesis3a: The greater the fit between an employees' extra role service behaviour performance and social media usage, the greater the customer-base relationship performance.	0.607(0.000)	7.918	Supported
Hypothesis3b: The greater the fit between an employees' extra role service behaviour performance and social media usage, the greater the financial performance.	0.518(0.000)	6.324	Supported

Source: Field Data, 2016

Table 5.10 shows that using Facebook for building customer relationship directly influence customer-base relationship performance. Although using Facebook for building customer relationship does not directly contribute to financial performance significantly, it should be noted that an indirect significant effect does exist via customer-base relationship performance. Furthermore, the data revealed that there is a direct significant association between the use of Facebook information search and customer-base relationship performance. In addition, Facebook used for information search significantly affects financial performance. On the the other

87

hand, Facebook used for visibility was insignificant with both customer-base relationship performance and financial performance. From the analysis it was determined that Facebook usage partially significantly mediates the relationship between both customer-base relationship performance and financial performance.

5.5   Chapter Conclusion

This chapter empirically examined the influence of Facebook usage on sale performance and to explore whether an employees' extra role service behaviours has an effect on the relationship between Facebook usage and sale performance. The analysis revealed that Facebook usage influence sales performance and that an employees' extra role service behaviours mediates this relationship.

88
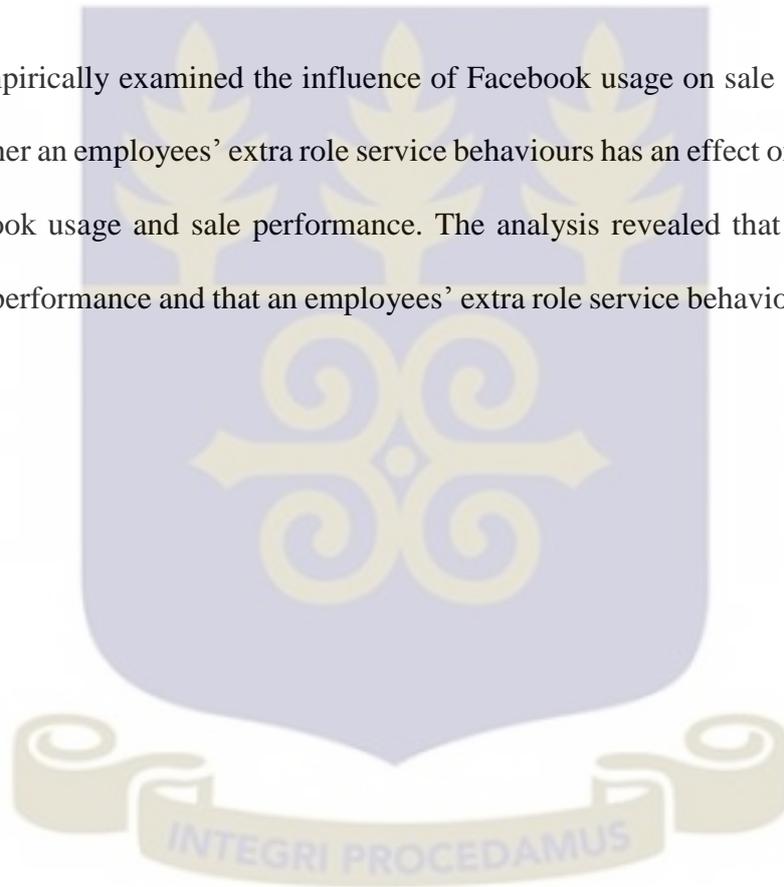
CHAPTER SIX

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

6.1   Summary of Study

The purpose of this study is to examine the influence of Facebook usage on sales performance and explore whether an ESB has a mediating effect on the relationship between Facebook usage and sales performance, and this was achieved. The target population for this study was businesses that were performing well on Facebook during the sample time frame. After a three month period of data collection, one hundred and one (101) questionnaires were valid for statistical analyses. The Partial Least Square (PLS) method was used to test the hypothesis. This research provides an understanding of how businesses use social media to achieve customer-base relationship performance and financial performance utilising social capital theory.

First, the findings of the study provide evidence for the justification of the use of social media as an internet marketing tool for achieving some level of customer-base relationship performance and financial performance. These processes include using Facebook to build relationships with customers and searching for general information, information about customers and competitors. However, using Facebook to make a business visible has a feeble influence on customer-base relationship performance and financial performance.

Second, the results of the research provide justification for encouraging an employees' extra role service behaviour as it enhances the influence Facebook has on customer-base relationship performance and financial performance. Thus, businesses also benefit from the social capital built by employees through the encouragement of extra role service behaviour. Although there is a justification for encouraging an ESB, it must not be left to the employees alone as the

results indicate that a business performs better when its activities on the Facebook platform are still felt.

6.2   Conclusions of the Study

Competition amongst businesses for customers has significantly expanded with businesses searching for better approaches to pull in and maintain clients. Businesses are currently looking to social networks as an aggressive approach to promote their items and expand their business volumes. With consumers actively engaged on social media platforms, having a solid social media presence in business is no longer a luxury but a requirement. Social media usage enables businesses to communicate effectively with customers and vice versa to improve relationships. It is therefore critical to understand the particular effect of social media on sales performance. This study examined the influence of social media on an employees' extra role service behaviours (i.e. building customer relationship, information search and visibility) which, in turn, positively influence sales performance.

6.3   Recommendations

Social media usage should become part of the marketing strategy tools for businesses. As an internet marketing tool, business can use social media to achieve the marketing strategy of identifying and anticipating customer needs from customer remarks, requests and objections solicited via social media chats, post and status updates. This can also be achieved through monitoring of new customer groupings identified by data-mining through customer data, sales and interests via web analytics. Social media surveys are another option, which companies may adopt in identifying and anticipating needs of actual and potential customers.

Social media could be used to satisfy customer needs through the delivery of prompt responses, order status updates, and supportive updates. In the effort to satisfy customers, social media could also be used to provide after sales services and added value services combined with the dynamic dialogue (Chaffey & Smith, 2013). The dialogue maintains permission to keep communicating and then add value by delivering useful content in the right context (Chaffey & Smith, 2013).

Employees' extra role service behaviours should be encouraged in order to build and maintain deeper relationships with more customers, which in time will increase overall sales performance. Although employees' extra role service behaviour must be encouraged, businesses still have to play a direct and active part in building relationships with customers. This is because in a situation where employees leave the organisations, they might leave with some of the business's social media audience, especially if the business has no direct relationship with the customers.

6.4   Lessons for Policy Implementation and Further Research

Amid the previous couple of years, studies have been conducted to investigate social media influence on performances (Schultz et al., 2012; Rodriguez et al., 2012; Rodriguez et al., 2014; Ainin et al., 2015). In any case, although studies have examined the role of service behaviours on the relationship between sale technological usage and sales performance (see in Ahearne et al., 2008), with regards to social media, there seems to be an absence of studies that have empirically tested the influence of service behaviours. Particularly, not many studies had examined the influence of employees' extra role service behaviours on both customer-base relationship performance and financial performance within SSA. Therefore, from the theoretical point of view, the outcomes gives a superior comprehension of the social capital

theory with regards to social media. This is because employees' extra role services increase their social capital and that of businesses as they connect with a large target audience. Hence, businesses, encouraging an employees' extra role service behaviours enjoy higher rates of return since they are informed about, and perhaps help create opportunities for the individuals joining or creating networks because of their employees.

The research has some implications and discoveries that can be translated into strategic activities for sales and marketing management. The results propose that general use of social media as an internet marketing tool can influence the business relationship building process and salespeople's ability to improve financial performance. According to Andzulis et al. (2012), social media has a role to play at every stage of the sales process (understanding the customer, approach, needs discovery, presentation, close, and follow-up). This means managers must encourage their salespeople to adopt social media in their selling process. Businesses that encourage their employees to adopt an extra behaviour of using their social media profile to listen, engage, monitor and create conversations with customers, prospects, and anyone else who comes into contact with the brand could really extend the business' word of mouth since they are ambassador and sales person of the company, thereby improving performance. This comprehension consolidated with the joining of an employees' extra role service behaviour and social media usage results in more fruitful business execution.

Nonetheless, there are several limitations associated with this current study. First, future studies could incorporate buyers and sellers to give extra validity, as the present study concentrated just on the business's points of view. Second, the present study was a cross-sectional one; however, to decide the causal paths of the examined variables a longitudinal study would have been more proper (Poon, 2004). Third, although the sample size used in the study is adequate, a much larger size would improve the findings on the influence of Facebook usage and to

improve the possibility of generalisation. The findings of this study also give a driving force to a few open doors for further research. One avenue for future examination is to analyse the dimensions and outcome of social media usage and an employees' extra role service behaviour on a wider sample, maybe in different countries in order to extend the model's generalisability. In addition, the relationship between Facebook utilization and the effect on performance in various timelines can be explored to look at whether there are any adjustments in results between time periods. Research may also like to examine the influence of other moderating and mediating variables, such as resources, technical competence, firm size or other context variables. The study was also limited to a single country study (i.e. Ghana) therefore these findings may not be applicable in other context. Future research could therefore be conducted in order countries to identify the differences and similarities that exist.
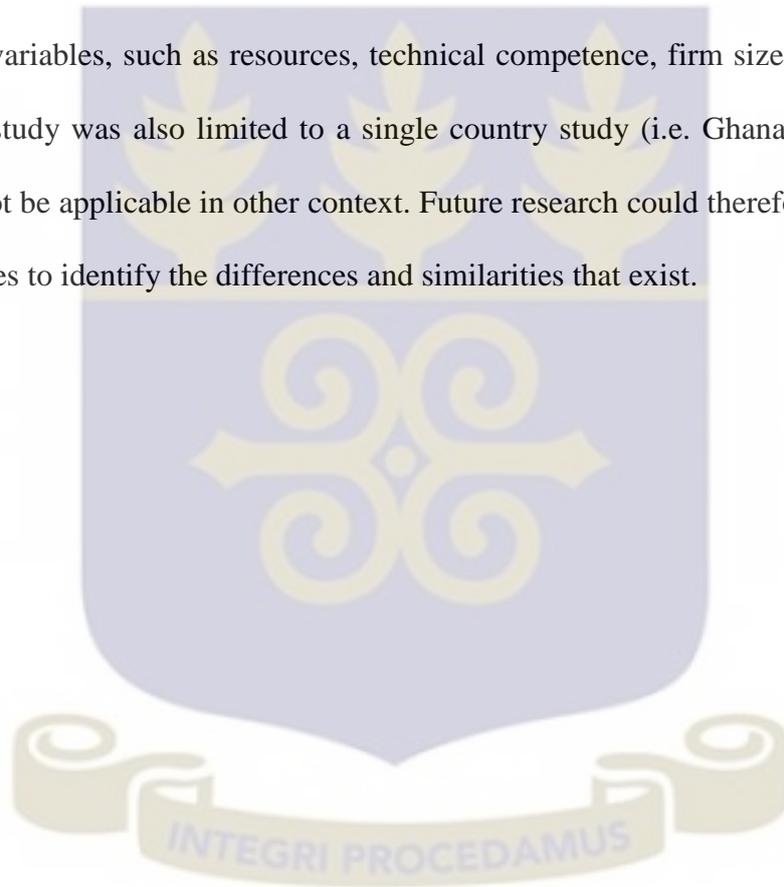
REFERENCE

Adler, P. S., & Kwon, S.-W. (2002). Social Capital: Prospects for a New Concept. *Academy of Management Review, 27*(1), 17-40.

Agnihotri, R., Kothandaraman, P., Kashyap, R., & Singh, R. (2012). Bringing "Social" Into Sales: The Impact of Salespeople'S Social Media Use on Service Behaviors and Value Creation. *Journal of Personal Selling & Sales Management, 32*(3), 333-348.

Ahearne, M., Jelinek, R., & Jones, E. (2007). Examining the effect of salesperson service behavior in a competitive context. *Journal of the Academy of Marketing Science, 35*(4), 603-616.

Ahearne, M., Jones, E., Rapp, A., & Mathieu, J. (2008). High Touch Through High Tech: The Impact of Salesperson Technology Usage on Sales Performance via Mediating Mechanisms. *Management Science, 54*(4), 671-685.

Ahuja, V., & Medury, Y. (2010). Corporate blogs as e-CRM tools - Building consumer engagement through content management. *J Database Mark Cust Strategy Manag, 17*(2), 91-105.

Ainin, S., Parveen, F., Moghavvemi, S., Jaafar, N. I., & Shuib, N. L. M. (2015). Factors influencing the use of social media by SMEs and its performance outcomes. *Industrial Management & Data Systems, 115*(3), 570-588.

Altman, I., & Taylor, D. A. (1973). *Social penetration: The development of interpersonal relationships*: Holt, Rinehart & Winston.

Alvarez, J. (2015). Remember LiveJournal? The blogging site from 1999 still has fans. Retrieved 27th November 2015, from http://www.digitaltrends.com/social-media/livejournal-still-popular-despite-tumblr-capturing-the-blogging-audience/

Anderson, K. C., Knight, D. K., Pookulangara, S., & Josiam, B. (2014). Influence of hedonic and utilitarian motivations on retailer loyalty and purchase intention: a facebook perspective. *Journal of Retailing and Consumer Services, 21*(5), 773-779.

Andzulis, J. M., Panagopoulos, N. G., & Rapp, A. (2012). A Review of Social Media and Implications for the Sales Process. *Journal of Personal Selling & Sales Management, 32*(3), 305-316.

Attaran, M. (2003). Information technology and business-process redesign. *Business Process Management Journal, 9*(4), 440-458.

Attaran, M. (2004). Exploring the relationship between information technology and business process reengineering. *Information & Management, 41*(5), 585-596.

Bagozzi, R. P., & Yi, Y. (2012). Specification, evaluation, and interpretation of structural equation models. *Journal of the Academy of Marketing Science, 40*(1), 8-34.

Baird, C. H., & Parasnis, G. (2011). From social media to social customer relationship management. *Strategy & Leadership, 39*(5), 30-37.

Bargh, J. A., & McKenna, K. Y. (2004). The Internet and social life. Annual Review of Psychology, 55, 573-590.

Baron, R. M., & Kenny, D. A. (1986). The moderator–mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of personality and social psychology, 51*(6), 1173-1182.

Barry, C., Markey, R., Almquist, E., & Brahm, C. (2011). Putting social media to work. *Bain & Company,(September 12),[available at http://www. bain. com/publications/articles/putting-social-media-to-work. aspx]*.

Beebe, K. R., Pell, R. J., & Seasholtz, M. B. (1998). *Chemometrics: a practical guide* (Vol. 4): Wiley-Interscience.

Bendapudi, N., & Leone, R. P. (2001). How to lose your star performer without losing customers, too. *Harvard business review, 79*(10), 104-115.

Bennett, S. (2014). The Evolution of Social Media (2004-14) [INFOGRAPHIC]. Retrieved 25th November, 2015, from http://www.adweek.com/socialtimes/best-time-to-twitter-facebook-instagram/

Berry, L. L. (1983). *Relationship marketing*, in Berry, L.L., Shostack, G. L. & Upah, G. D. (Eds), Emerging Perspectives of Services Marketing, American Marketing Association, Chicago, IL, 25-8.

Bharadwaj, A. S. (2000). A Resource-Based Perspective on Information Technology Capability and Firm Performance: An Empirical Investigation. *MIS quarterly, 24*(1), 169-196.

Bhasin, H. (2014). How brand visibility increases brand equity? . Retrieved 7th June 2016, from http://www.marketing91.com/brand-visibility-increases-brand-equity/

Birkner, C. (2011). Sharing the LOVE. *Marketing News, 45*(3), 11-12.

Boateng, H. (2014). Customer knowledge management practices on a social media platform: A case study of MTN Ghana and Vodafone Ghana. *Information Development*.

Boateng, H., & Okoe, A. F. (2015). Consumers' attitude towards social media advertising and their behavioural response: The moderating role of corporate reputation. *Journal of Research in Interactive Marketing, 9*(4), 299-312.

Boateng, R. (2014). *Research Made Easy* (1st ed.). Accra: PearlRichards Foundation.

Boateng, R., Hinson, R., Heeks, R., & Molla, A. (2008). E-commerce in Least Developing Countries: Summary Evidence and Implications. *Journal of African Business, 9*(2), 257-285.

Bourdieu, P. (1986). Forms of capital *Handbook of Theory and Research for the Sociology of Education*: Greenwood Publishing Group.

Bourdieu, P., & Wacquant, L. J. (1992). *An invitation to reflexive sociology*. Chicago: University of Chicago Press.

Boyd, D. M., & Ellison, N. B. (2007). Social Network Sites: Definition, History, and Scholarship. *Journal of Computer-Mediated Communication, 13*(1), 210-230.

Brashear, T. G., Bellenger, D. N., Barksdale, H. C., & Ingram, T. N. (1997). Salesperson behavior: antecedents and links to performance. *Journal of Business & Industrial Marketing, 12*(3/4), 177-184.

Brass, D. J. (1984). Being in the Right Place: A Structural Analysis of Individual Influence in an Organization. *Administrative Science Quarterly, 29*(4), 518-539.

Brehm, J., & Rahn, W. (1997). Individual-Level Evidence for the Causes and Consequences of Social Capital. *American Journal of Political Science, 41*(3), 999-1023.

Brief, A. P., & Motowidlo, S. J. (1986). Prosocial Organizational Behaviors. *Academy of Management Review, 11*(4), 710-725.

Brodie, R. J., Ilic, A., Juric, B., & Hollebeek, L. (2013). Consumer engagement in a virtual brand community: An exploratory analysis. *Journal of Business Research, 66*(1), 105-114.

Brodkin, J. (2010). Facebook, Twitter becoming business tools, but CIOs remain wary [on line]. Retrieved 28 September, 2015, from [Accessed on 10.02.2010]. Available at http://forums.macworld.com/index.php?/topic/ 121437-/.

Brouthers, L. E., & Xu, K. (2002). Product Stereotypes, Strategy and Performance Satisfaction: The Case of Chinese Exporters. *Journal of International Business Studies, 33*(4), 657-677.

Brown, J. S., & Duguid, P. (2001). Knowledge and Organization: A Social-Practice Perspective. *Organization Science, 12*(2), 198-213.

Brown, S., McHardy, J., McNabb, R., & Taylor, K. (2011). Workplace performance, worker commitment, and loyalty. *Journal of Economics & Management Strategy, 20*(3), 925-955.

Burns, A. C., & Bush, R. F. (2014). *Marketing research* (7th ed.): Pearson Higher Ed.

Burns, R. P., & Burns, R. (2008). *Business research methods and statistics using SPSS*: Sage.

Burr, R. S. (1992). *Structural holes: The Social Structure of Competition*. Cambridge: Harvard University Press.

Calabrese, A., & Borchert, M. (1996). Prospects for electronic democracy in the United States: rethinking communication and social policy. *Media, culture & society, 18*(2), 249-268.

Cassel, C., Hackl, P., & Westlund, A. H. (1999). Robustness of partial least-squares method for estimating latent variable quality structures. *Journal of Applied Statistics, 26*(4), 435-446.

Cespedes, F. V. (2015). Is Social Media Actually Helping Your Company's Bottom Line? Retrieved 1 October, 2015, from https://hbr.org/2015/03/is-social-media-actually-helping-your-companys-bottom-line?

Chaffey, D., & Smith, P. R. (2013). *eMarketing eXcellence: Planning and optimizing your digital marketing* (4th ed.): Routledge.

Chan, F. F. Y. (2015). A Critical Realist and Multimethodology Framework for Product Placement Research. *Journal of Promotion Management, 21*(3), 279-295.

Chang, S.-J., van Witteloostuijn, A., & Eden, L. (2010). From the Editors: Common method variance in international business research. *Journal of International Business Studies, 41*(2), 178-184.

Chebat, J.-C., & Kollias, P. (2000). The Impact of Empowerment on Customer Contact Employees' Roles in Service Organizations. *Journal of Service Research, 3*(1), 66-81.

Chen, Y., & Xie, J. (2008). Online Consumer Review: Word-of-Mouth as a New Element of Marketing Communication Mix. *Management Science, 54*(3), 477-491.

Chester, J., Montgomery, K., & Dorfman, L. (2010). *Alcohol marketing in the digital age*. eSocialSciences.

Chi, H.-H. (2011). Interactive Digital Advertising vs. Virtual Brand Community. *Journal of Interactive Advertising, 12*(1), 44-61.

Chikandiwa, S. T., Contogiannis, E., & Jembere, E. (2013). The adoption of social media marketing in South African banks. *European Business Review, 25*(4), 365-381.

Chin, W. W. (1998). The partial least squares approach to structural equation modeling. *Modern methods for business research, 295*(2), 295-336.

Chong, E., & Xie, B. (2011, 4-7 Jan. 2011). *The Use of Theory in Social Studies of Web 2.0.* Paper presented at the System Sciences (HICSS), 2011 44th Hawaii International Conference on.

Churchill, G. A., Ford, N. M., Hartley, S. W., & Walker, O. C. (1985). The Determinants of Salesperson Performance: A Meta-Analysis. *Journal of Marketing Research, 22*(2), 103-118.

Coad, A., Segarra, A., & Teruel, M. (2013). Like milk or wine: Does firm performance improve with age? *Structural Change and Economic Dynamics, 24*, 173-189.

Cohen, L., Manion, L., & Morrison, K. (2011). *Research methods in education* (7th ed.): Routledge.

Collis, J., & Hussey, R. (2013). *Business research: A practical guide for undergraduate and postgraduate students*: Palgrave macmillan.

Coltman, T. (2007). Can Superior CRM Capabilities Improve Performance in Banking? Journal of Financial Services Marketing, 12 (2), 102–114.

Cooper, D. R., & Schindler, P. S. (2001). *Business Research Methods* (7th ed.): McGraw-Hill/Irwin.

Cooper, D. R., & Schindler, P. S. (2011). *Business Research Methods* (11th ed.): McGraw-Hill/Irwin.

Cooper, D. R., & Schindler, P. S. (2014). *Business Research Methods* (12th ed.). New York, NY: McGraw-Hill/Irwin.

Cormode, G., & Krishnamurthy, B. (2008). *Key differences between Web 1.0 and Web 2.0*.

Cotte, J., Chowdhury, T. G., Ratneshwar, S., & Ricci, L. M. (2006). Pleasure or utility? Time planning style and Web usage behaviors. *Journal of Interactive Marketing, 20*(1), 45-57.

Cowan, R., & Jonard, N. (2004). Network structure and the diffusion of knowledge. *Journal of economic Dynamics and Control, 28*(8), 1557-1575.

Creswell, J. W. (2014). *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches* (4th ed.). Thousand Oaks, CA: SAGE Publications, Inc.

Dabholkar, P. A., & Abston, K. A. (2008). The role of customer contact employees as external customers: A conceptual framework for marketing strategy and future research. *Journal of Business Research, 61*(9), 959-967.

Dash, K. K. (2005). Online Research Methods Resource: Module – Selection of the Research Paradigm and Methodology. Retrieved 10th May, 2016, from http://www.celt.mmu.ac.uk/researchmethods/Modules/Selection_of_methodology/

Davis, F. D. (1989). Perceived Usefulness, Perceived Ease of Use, and User Acceptance of Information Technology. *MIS quarterly, 13*(3), 319-340.

Davis, F. D., Bagozzi, R. P., & Warshaw, P. R. (1989). User Acceptance of Computer Technology: A Comparison of Two Theoretical Models. *Management Science, 35*(8), 982-1003.

Day, G. S. (1994). The Capabilities of Market-Driven Organizations. *Journal of Marketing, 58*(4), 37-52.

Delone, W. H., & McLean, E. R. (2003). The DeLone and McLean Model of Information Systems Success: A Ten-Year Update. *Journal of Management Information Systems, 19*(4), 9-30.

DelVecchio, S. (2009). Baby Boomers And Generation X Industrial Salespeople: Generational Divide Or Convergence? *Journal of Applied Business Research (JABR), 25*(5).

Dess, G. G., & Robinson, R. B. (1984). Measuring organizational performance in the absence of objective measures: The case of the privately-held firm and conglomerate business unit. *Strategic Management Journal, 5*(3), 265-273.

Divol, R., Edelman, D., & Sarrazin, H. (2012). Demystifying social media. *McKinsey Quarterly*, *2*(12), 66-77.

Donath, J., & Boyd, D. (2004). Public Displays of Connection. *BT Technology Journal, 22*(4), 71-82.

Edosomwan, S., Prakasan, S. K., Kouame, D., Watson, J., & Seymour, T. (2011). The history of social media and its impact on business. *Journal of Applied Management and entrepreneurship, 16*(3), 79-91.

Ellison, N. B., Steinfield, C., & Lampe, C. (2007). The benefits of Facebook "friends:" Social capital and college students' use of online social network sites. *Journal of Computer-Mediated Communication, 12*(4), 1143-1168.

Ellison, N. B., Steinfield, C., & Lampe, C. (2007). The benefits of Facebook "friends:" Social capital and college students' use of online social network sites. Journal of Computer-Mediated Communication, 12(4), 1143-1168.

Ellonen, H.-K., Tarkiainen, A., & Kuivalainen, O. (2010). The effect of website usage and virtual community participation on brand relationships. *International Journal of Internet Marketing and Advertising, 6*(1), 85-105.

Erickson, B. H. (1996). Culture, Class, and Connections. *American Journal of Sociology, 102*(1), 217-251.

Ferrer, E., Bousoño, C., Jorge, J., Lora, L., Miranda, E., & Natalizio, N. (2013). Enriching social capital and improving organizational performance in the age of social networking. *Business and Management, 5*(2).

Ferrer, E., González-Rivera, J., Maldonado-Pérez, M., Martínez-Maurosa, M., & Soto-Montes, E. (2013). Enriching social capital and improving organizational performance in the age of social networking. *Issues in Information Systems, 13*(2), 390-393.

Fidel, A. (2000). Discovering statistics using SPSS for windows. London-Thousand Oaks-New Delhi: Sage Publications.

Forbes, L. P., & Vespoli, E. M. (2013). Does social media influence consumer buying behavior? An investigation of recommendations and purchases. *Journal of Business & Economics Research (JBER), 11*(2), 107-112.

Fornell, C., & Larcker, D. F. (1981). Evaluating Structural Equation Models with Unobservable Variables and Measurement Error. *Journal of Marketing Research, 18*(1), 39-50. doi: 10.2307/3151312

Foster, W., Goodman, S. E., Osiakwan, E., & Bernstein, A. (2004). Global diffusion of the internet IV: The internet in Ghana. *Communications of the Association for Information Systems, 13*(1), 38.

Fowler, G. A. (2011). Are You Talking to Me?   Retrieved 7th June 2016, from http://www.wsj.com/articles/SB10001424052748704116404576263083970961862

Gaber, H. R., & Wright, L. T. (2014). Fast-food advertising in social media. A case study on Facebook in Egypt. *Journal of Business & Retail Management Research, 9*(1), 52-63.

Garson, G. D. (2006). Social Capital Theory. Retrieved 5th December, 2015, from http://www.hks.harvard.edu/saguaro/web%20docs/GarsonSK06syllabus.htm

George, D., & Mallery, M. (2003). *SPSS for windows step by step: A simple study guide and reference, 17.0 update* (10th ed.). Boston: Pearson Education India.

Geringer, J. M., & Hebert, L. (1991). Measuring Performance of International Joint Ventures. *Journal of International Business Studies, 22*(2), 249-263.

Gil de Zúñiga, H., Jung, N., & Valenzuela, S. (2012). Social Media Use for News and Individuals' Social Capital, Civic Engagement and Political Participation. *Journal of Computer-Mediated Communication, 17*(3), 319-336.

Gimbert, X., Bisbe, J., & Mendoza, X. (2010). The Role of Performance Measurement Systems in Strategy Formulation Processes. *Long Range Planning, 43*(4), 477-497.

Golafshani, N. (2003). Understanding reliability and validity in qualitative research. *The qualitative report, 8*(4), 597-606.

Goodrich, K., & de Mooij, M. (2013). How 'social' are social media? A cross-cultural comparison of online and offline purchase decision influences. *Journal of Marketing Communications, 20*(1-2), 103-116.

Granovetter, M. S. (1973). The strength of weak ties. American journal of sociology, 1360-1380.

Gravetter, F., & Wallnau, L. (2014). *Statistics for the behavioral sciences* (8th ed.). Belmont, CA: Wadsworth.

Greenberg, P. (2010a). *CRM at the Speed of Light: Social CRM Strategies, Tools and Techniques for Engaging Customers* (4th ed ed.): The McGraw Hill Companies.

Greenberg, P. (2010b). The impact of CRM 2.0 on customer insight. *Journal of Business & Industrial Marketing, 25*(6), 410-419.

Grönroos, C. (1996). Relationship marketing: strategic and tactical implications. *Management Decision, 34*(3), 5-14.

Groza, M., Peterson, R., Sullivan, U. Y., & Krishnan, V. (2012). Social media and the sales force: the importance of intra-organizational cooperation and training on performance. *The Marketing Management Journal*, *22*(2), 118-130.

Grudin, J. (2006). *Enterprise knowledge management and emerging technologies.* Paper presented at the System Sciences, 2006. HICSS'06. Proceedings of the 39th Annual Hawaii International Conference on.

Gruzd, A., Wellman, B., & Takhteyev, Y. (2011). Imagining Twitter as an Imagined Community. *American Behavioral Scientist, 55*(10), 1294-1318.

Gu, B., Park, J., & Konana, P. (2011). Research Note—The Impact of External Word-of-Mouth Sources on Retailer Sales of High-Involvement Products. *Information Systems Research, 23*(1), 182-196.

Gummerus, J., Liljander, V., Weman, E., & Pihlström, M. (2012). Customer engagement in a Facebook brand community. *Management Research Review, 35*(9), 857-877.

Gustafsson, A., Johnson, M. D., & Roos, I. (2005). The Effects of Customer Satisfaction, Relationship Commitment Dimensions, and Triggers on Customer Retention. *Journal of Marketing, 69*(4), 210-218.

Hair, J. F., Babin, B., Money, H. A., & Samouel, P. (2003). Essentials of Business Research Methods. *The US: Leyh, 625*.

Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (2006). *Multivariate data analysis* (6th ed.): Pearson Prentice Hall Upper Saddle River, NJ.

Hair, J. F., Hult, G. T. M., Ringle, C., & Sarstedt, M. (2013). *A primer on partial least squares structural equation modeling (PLS-SEM)*: Sage Publications.

Hair, J. F., Hult, G. T. M., Ringle, C., & Sarstedt, M. (2014). *A primer on partial least squares structural equation modeling (PLS-SEM)*: Sage Publications.

Hair, J. F., Sarstedt, M., Hopkins, L., & Kuppelwieser, V. G. (2014). Partial least squares structural equation modeling (PLS-SEM): An emerging tool in business research. *European Business Review, 26*(2), 106-121.

Hair, J. F., Sarstedt, M., Matthews, L., M. , & Ringle, C., M. . (2015). Identifying and treating unobserved heterogeneity with FIMIX-PLS: part I – method. *European Business Review, 28*(1), 63-76.

Hajli, M. N. (2014). A study of the impact of social media on consumers. *International Journal of Market Research, 56*(3), 387-404.

Hanifan, L. J. (1916). The Rural School Community Center. *Annals of the American Academy of Political and Social Science, 67*, 130-138.

Hansotia, B. (2002). Gearing up for CRM: Antecedents to successful implementation. *The Journal of Database Marketing, 10*(2), 121-132. doi: 10.1057/palgrave.jdm.3240103

Harrison, D. A., McLaughlin, M. E., & Coalter, T. M. (1996). Context, Cognition, and Common Method Variance: Psychometric and Verbal Protocol Evidence. *Organizational Behavior and Human Decision Processes, 68*(3), 246-261.

Hassan, S., Nadzim, S. Z. A., & Shiratuddin, N. (2015). Strategic Use of Social Media for Small Business Based on the AIDA Model. *Procedia - Social and Behavioral Sciences, 172*, 262-269.

Helliwell, J. F., & Putnam, R. D. (2004). The social context of well-being. Philosophical Transactions of the Royal Society, 359(1449), 1435–1446.

Hendricks, D. (2013). Complete History of Social Media: Then And Now. Retrieved 24th November 2015, from http://smallbiztrends.com/2013/05/the-complete-history-of-social-media-infographic.html

Hinson, R. (2005). Internet Adoption among Ghana\'s SME Non-Traditional Exporters. *Africa insight, 35*(1), 20-27.

Hinson, R., & Abor, J. (2005). Internationalizing SME nontraditional exporters and their internet use idiosyncrasies. *Perspectives on Global Development and Technology, 4*(2), 229-244.

Hinson, R., & Amidu, M. (2006). Internet adoption amongst final year students in Ghana's oldest business school. *Library Review, 55*(5), 314-323.

Hinson, R., & Boateng, R. (2007). Perceived benefits and management commitment to e-business usage in selected Ghanaian tourism firms. *The Electronic Journal of Information Systems in Developing Countries, 31*(5), 1-18.

Hoffman, D. L., & Fodor, M. (2010). Can you measure the ROI of your social media marketing?. *MIT Sloan Management Review*, *52*(1), 41.

Hong-kit Yim, F., Anderson, R. E., & Swaminathan, S. (2004). Customer Relationship Management: Its Dimensions and Effect on Customer Outcomes. *Journal of Personal Selling & Sales Management, 24*(4), 263-278.

Hooley, G. J., Greenley, G. E., Cadogan, J. W., & Fahy, J. (2005). The performance impact of marketing resources. *Journal of Business Research, 58*(1), 18-27.

Hoyle, R. H. (1995). *Structural equation modeling: Concepts, issues, and applications*: Sage Publications.

Hunter, G. K., & Perreault Jr., W. D. (2006). Sales Technology Orientation, Information Effectiveness, and Sales Performance. *Journal of Personal Selling & Sales Management, 26*(2), 95-113.

Hunter, G. K., & Perreault Jr., W. D. (2007). Making Sales Technology Effective. *Journal of Marketing, 71*(1), 16-34.

Hutter, K., Hautz, J., Dennhardt, S., & Füller, J. (2013). The impact of user interactions in social media on brand awareness and purchase intention: the case of MINI on Facebook. *Journal of Product & Brand Management, 22*(5/6), 342-351.

Hwang, H., Malhotra, N. K., Kim, Y., Tomiuk, M. A., & Hong, S. (2010). A Comparative Study on Parameter Recovery of Three Approaches to Structural Equation Modeling. *Journal of Marketing Research, 47*(4), 699-712.

Ibarra, H., & Andrews, S. B. (1993). Power, Social Influence, and Sense Making: Effects of Network Centrality and Proximity on Employee Perceptions. *Administrative Science Quarterly, 38*(2), 277-303.

Im, S., & Workman Jr., J. P. (2004). Market Orientation, Creativity, and New Product Performance in High-Technology Firms. *Journal of Marketing, 68*(2), 114-132.

Internet World Stats. (2015). World Internet Users Statistics and 2015 World Population Stats. Retrieved 3th May, 2016, from http://www.internetworldstats.com/stats.htm

Jayachandran, S., Sharma, S., Kaufman, P., & Raman, P. (2005). The Role of Relational Information Processes and Technology Use in Customer Relationship Management. *Journal of Marketing, 69*(4), 177-192.

Jelinek, R., Ahearne, M., Mathieu, J., & Schillewaert, N. (2006). A Longitudinal Examination of Individual, Organizational, and Contextual Factors on Sales Technology Adoption and Job Performance. *Journal of Marketing Theory and Practice, 14*(1), 7-23.

Jensen, M. (2003). The current status of information and communications technologies in Africa. *Information and Communication Technologies for African Development: an assessment of progress and challenges ahead*, 55-78.

Jin, S.-A. A., & Phua, J. (2014). Following Celebrities' Tweets About Brands: The Impact of Twitter-Based Electronic Word-of-Mouth on Consumers' Source Credibility Perception, Buying Intention, and Social Identification With Celebrities. *Journal of Advertising, 43*(2), 181-195.

Johnson, P., & Duberley, J. (2000). *Understanding management research: An introduction to epistemology*. London: Sage Publications.

Jöreskog, K. G., & Sörbom, D. (1996). *PRELIS 2 User's Reference Guide: A Program for Multivariate Data Screening and Data Summarization: a Preprocessor for LISREL*: Scientific Software International.

Jöreskog, K. G., & Wold, H. O. (1982). *Systems under indirect observation: Causality, structure, prediction* (Vol. 139): North Holland.

Kamal, S., Chu, S.-C., & Pedram, M. (2013). Materialism, Attitudes, and Social Media Usage and Their Impact on Purchase Intention of Luxury Fashion Goods Among American and Arab Young Generations. *Journal of Interactive Advertising, 13*(1), 27-40.

Kaplan, A. M., & Haenlein, M. (2010). Users of the world, unite! The challenges and opportunities of Social Media. *Business Horizons, 53*(1), 59-68.

Kearsley, G., & Shneiderman, B. (1998). Engagement Theory: A Framework for Technology-Based Teaching and Learning. *Educational technology, 38*(5), 20-23.

Keller, K. L. (2013). *Strategic Brand Management: Building, Measuring, and Managing Brand Equity* (4th ed.): Pearson Education Limited.

Khan, M. J., Dominic, P. D. D., Khan, A., & Naseebullah. (2010, 15-17 June 2010). *Adoption of e-commerce in Malaysia and its affect on the business performance: An organizational perspective.* Paper presented at the Information Technology (ITSim), 2010 International Symposium in.

Kidd, T. T., & Chen, I. (2009). *Wired for learning: an educator's guide to web 2.0*: IAP.

Kietzmann, J. H., Hermkens, K., McCarthy, I. P., & Silvestre, B. S. (2011). Social media? Get serious! Understanding the functional building blocks of social media. *Business Horizons, 54*(3), 241-251.

Kim, A. J., & Ko, E. (2010). Impacts of Luxury Fashion Brand's Social Media Marketing on Customer Relationship and Purchase Intention. *Journal of Global Fashion Marketing, 1*(3), 164-171.

Kim, A. J., & Ko, E. (2012). Do social media marketing activities enhance customer equity? An empirical study of luxury fashion brand. *Journal of Business Research, 65*(10), 1480-1486.

Kim, H. J., Tavitiyaman, P., & Kim, W. G. (2009). The Effect of Management Commitment To Service On Employee Service Behaviors: the Mediating Role of Job Satisfaction. *Journal of Hospitality & Tourism Research, 33*(3), 369-390.

Kim, H.-W., Gupta, S., & Koh, J. (2011). Investigating the intention to purchase digital items in social networking communities: A customer value perspective. *Information & Management, 48*(6), 228-234.

Kim, K., Hwang, J., Zo, H., & Lee, H. (2014). Understanding users' continuance intention toward smartphone augmented reality applications. *Information Development*.

Kim, S. (2003). Research paradigms in organizational learning and performance: Competing modes of inquiry. *Information Technology, Learning, and Performance Journal, 21*(1), 9.

Knoll, J. (2015). Advertising in social media: a review of empirical evidence. *International Journal of Advertising*, 1-35.

Koo, C., Chung, N., & Kim, D. J. (2015). How do social media transform politics? The role of a podcast, 'Naneun Ggomsuda' in South Korea. *Information Development, 31*(5), 421-434.

Kuhn, T. S. (2012). *The Structure of Scientific Revolutions* (4th ed.). United States of America: University of Chicago Press.

Lai, L. L., & Turban, E. (2008). Groups Formation and Operations in the Web 2.0 Environment and Social Networks. *Group Decision and Negotiation, 17*(5), 387-402.

Lancaster, L. C., & Stillman, D. (2003). *When Generations Collide: Who They Are. Why They Clash. How to Solve the Generational Puzzle at Work* HarperBusiness

Lavidge, R. J., & Steiner, G. A. (1961). A model for predictive measurements of advertising effectiveness. *Journal of Marketing*(25(October)), 59-62.

Lavidge, R. J., & Steiner, G. A. (2000). A model for predictive measurements of advertising effectiveness. *Advertising & Society Review, 1*(1).

Lewis, B. A. (2009). *Towards a definition of Web 2.0-a comparative study of the'wiki','blog'and'social network'as instances of Web 2.0.*

Li, H., Li, A., & Zhao, S. (2009). Internet advertising strategy of multinationals in China. *International Journal of Advertising, 28*(1), 125-146.

Lin, K.-Y., & Lu, H.-P. (2011). Intention to continue using Facebook fan pages from the perspective of social capital theory. *Cyberpsychology, Behavior, and Social Networking, 14*(10), 565-570.

Lin, N. (2001). *Social capital: A theory of social structure and action*: Cambridge University Press.

Lin, N., Cook, K. S., & Burt, R. S. (2001). *Social capital: Theory and research*: Transaction Publishers.

Lindell, M. K., & Whitney, D. J. (2001). Accounting for common method variance in cross-sectional research designs. *Journal of Applied Psychology, 86*(1), 114-121.

Lombardi, A. (2012). Social Media Consumer Engagement: A Study on the Most Popular Fashion Brands' Fan Pages.

Luo, X., Zhang, J., & Duan, W. (2013). Social Media and Firm Equity Value. *Information Systems Research, 24*(1), 146-163.

Majumdar, S. K. (1997). The Impact of Size and Age on Firm-Level Performance: Some Evidence from India. *Review of Industrial Organization, 12*(2), 231-241.

Malhotra, N. K., & Birks, D. F. (2007). *Marketing research: An applied approach*: Pearson Education.

Malhotra, N., & Mukherjee, A. (2004). The relative influence of organisational commitment and job satisfaction on service quality of customer-contact employees in banking call centres. *Journal of Services marketing, 18*(3), 162-174.

Mangold, W. G., & Faulds, D. J. (2009). Social media: The new hybrid element of the promotion mix. *Business Horizons, 52*(4), 357-365.

Manickam, B., & Warnakula, W. M. S. S. (2010). Employees' behaviour in online social networking websites (SNSs). Tropical Agricultural Research, 22(1), 94 - 106

Marcoulides, G. A., & Saunders, C. (2006). Editor's comments: PLS: a silver bullet? *MIS quarterly*, iii-ix.

Marshall, G. W., Moncrief, W. C., Rudd, J. M., & Lee, N. (2012). Revolution in Sales: The Impact of Social Media and Related Technology on the Selling Environment. *Journal of Personal Selling & Sales Management, 32*(3), 349-363.

Mayer, D., & Greenberg, H. M. (2006). What makes a good salesman. *Harvard business review, 84*(7-8), 164.

McIntyre, K. E. (2014). *The Evolution of Social Media from 1969 to 2013: A Change in Competition and a Trend Toward Complementary, Niche Sites* (Vol. 3).

Melville, N., Kraemer, K., & Gurbaxani, V. (2004). Review: information technology and organizational performance: an integrative model of it business value. *MIS quarterly, 28*(2), 283-322.

Merrill, M. D. (2009). Why Every Employee is a Salesperson – The Power of Social Media. Retrieved 10 February 2016, from http://mikemerrill.com/2009/07/why-every-employee-is-a-salesperson-the-power-of-social-media/

Michaelidou, N., Siamagka, N. T., & Christodoulides, G. (2011). Usage, barriers and measurement of social media marketing: An exploratory investigation of small and medium B2B brands. *Industrial marketing management, 40*(7), 1153-1159.

Millman, Z., & Hartwick, J. (1987). The impact of automated office systems on middle managers and their work. *MIS quarterly*, 479-491.

Mingle, J., & Adams, M. (2015). Social Media Network Participation and Academic Performance in Senior High Schools in Ghana. *Library Philosophy and Practice*, 1.

Ministry of Communication Ghana. (2004). Information Centres (CICs) in the age of ICT: Ghana's blueprint for action

Minton, E., Lee, C., Orth, U., Kim, C.-H., & Kahle, L. (2012). Sustainable Marketing and Social Media. *Journal of Advertising, 41*(4), 69-84.

Moen, Ø., Koed Madsen, T., & Aspelund, A. (2008). The importance of the internet in international business-to-business markets. *International Marketing Review, 25*(5), 487-503.

Molosi, K. (2001). Making the Internet work for Africa. *Computers in Africa, Oct./Nov*, 37-38.

Morrison, K. (2015). The Evolution of Social Media [Infographic]. Retrieved 2015, 24th November, from http://www.adweek.com/socialtimes/the-evolution-of-social-media-infographic/620911

Myers, M. D., & Avison, D. (2002). An introduction to qualitative research in information systems. *Qualitative research in information systems, 4*, 3-12.

Myron, D. (2010). Embracing Social CRM, engage your customers, don't manage them. *CRM. com, September 24*.

112

Nadeem, M. (2012). Social customer relationship management (SCRM): how connecting social analytics to business analytics enhances customer care and loyalty? *International Journal of Business and Social Science, 3*(21), 88-102.

Narteh, B. (2013). Key determinant factors for retail bank switching in Ghana. *International Journal of Emerging Markets, 8*(4), 409-427.

Narteh, B., Odoom, R., Braimah, M., & Buame, S. (2012). Key drivers of automobile brand choice in sub-Saharan Africa: the case of Ghana. *Journal of Product & Brand Management, 21*(7), 516-528.

National Communication Authority. (2015). Mobile Data Subscriptions for March. Retrieved 10th May, 2015, from http://www.nca.org.gh/73/34/News.html?item=500

Naylor, R. W., Lamberton, C. P., & West, P. M. (2012). Beyond the "Like" Button: The Impact of Mere Virtual Presence on Brand Evaluations and Purchase Intentions in Social Media Settings. *Journal of Marketing, 76*(6), 105-120.

News Ghana. (2015). Socialbakers rank Airtel as the most socially devoted brand. Retrieved 14 October, 2015, from http://newsghana.com.gh/socialbakers-rank-airtel-as-the-most-socially-devoted-brand/

Nie, N. H. (2001). Sociability, interpersonal relations, and the Internet: Reconciling conflicting findings. American Behavioral Scientist, 45(3), 420–35.

Nord, J. H., & Nord, G. D. (1995). MIS research: Journal status assessment and analysis. *Information & Management, 29*(1), 29-42.

Norris, P. (2001). *Digital divide: Civic engagement, information poverty, and the Internet worldwide*: Cambridge University Press.

Nunnally, J. (1978). Psychometric methods: New York: McGraw-Hill.

Nyekwere, E. O., Kur, J. T., & Nyekwere, O. (2013). Awareness and Use of Social Media in Advertising: The Case of Facebook among Residents of Port Harcourt, Nigeria. *African Research Review, 7*(4), 174-194.

Oly Ndubisi, N. (2007). Relationship marketing and customer loyalty. *Marketing Intelligence & Planning, 25*(1), 98-106.

Orlikowski, W. J., & Baroudi, J. J. (1991). Studying Information Technology in Organizations: Research Approaches and Assumptions. *Information Systems Research, 2*(1), 1-28.

Oyelaran-Oyeyinka, B., & Lal, K. (2005). Internet diffusion in sub-Saharan Africa: A cross-country analysis. *Telecommunications Policy, 29*(7), 507-527.

Pallant, J. (2007). SPSS survival manual: A step-by-step guide to data analysis using SPSS version 15. *Nova Iorque: McGraw Hill*.

Paniagua, J., & Sapena, J. (2014). Business performance and social media: Love or hate?. Business Horizons, 57(6), 719-728.

Park, H., & Kim, Y.-K. (2014). The role of social network websites in the consumer–brand relationship. *Journal of Retailing and Consumer Services, 21*(4), 460-467.

Park, H., Rodgers, S., & Stemmle, J. (2011). Health Organizations' Use of Facebook for Health Advertising and Promotion. *Journal of Interactive Advertising, 12*(1), 62-77.

Patino, A., Pitta, D. A., & Quinones, R. (2012). Social media's emerging importance in market research. *Journal of Consumer Marketing, 29*(3), 233-237.

Paxton, P. (1999). Is social capital declining in the United States? A multiple indicator assessment 1. American Journal of sociology, 105(1), 88-127.

Peterson, R. A., & Kim, Y. (2013). On the relationship between coefficient alpha and composite reliability. *Journal of Applied Psychology, 98*(1), 194-198.

Podsakoff, P. M., MacKenzie, S. B., Lee, J.-Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: A critical review of the literature and recommended remedies. *Journal of Applied Psychology, 88*(5), 879-903.

Poon, J. M. L. (2004). Effects of performance appraisal politics on job satisfaction and turnover intention. *Personnel Review, 33*(3), 322-334.

Pöyry, E., Parvinen, P., & Malmivaara, T. (2013). Can we get from liking to buying? Behavioral differences in hedonic and utilitarian Facebook usage. *Electronic Commerce Research and Applications, 12*(4), 224-235.

Puffer, S. M. (1987). Prosocial behavior, noncompliant behavior, and work performance among commission salespeople. *Journal of Applied Psychology, 72*(4), 615-621.

Putnam, R. D. (1993). The Prosperous Community: Social Capital and Public Life. *The American Prospect*(13), 35-42.

Quarshie, H. O., & Ami-Narh, J. (2012). The growth and usage of Internet in Ghana. *Journal of Emerging Trends in Computing and Information Sciences, 3*(9), 1302-1308.

Queensland Government. (2015). Innovation benefits of adopting new technology. Retrieved 1st March, 2016, from https://www.business.qld.gov.au/business/business-improvement/becoming-innovative-business/innovation-benefits-adopting-technology

Ramnarain, Y., & Govender, K. K. (2013a). The relationship among certain youths' demographic variables and their social media browsing behaviour. *African Journal of Business Management, 7*(25), 2495-2499.

Ramnarain, Y., & Govender, K. K. (2013b). Social media browsing and consumer behaviour: Exploring the youth market. *African Journal of Business Management, 7*(18), 1885-1893.

Rapp, A., Agnihotri, R., & Forbes, L. P. (2008). The sales force technology–performance chain: The role of adaptive selling and effort. *Journal of Personal Selling & Sales Management, 28*(4), 335-350.

Rapp, A., Beitelspacher, L. S., Grewal, D., & Hughes, D. E. (2013). Understanding social media effects across seller, retailer, and consumer interactions. *Journal of the Academy of Marketing Science, 41*(5), 547-566.

Rapp, A., Trainor, K. J., & Agnihotri, R. (2010). Performance implications of customer-linking capabilities: Examining the complementary role of customer orientation and CRM technology. *Journal of Business Research, 63*(11), 1229-1236.

Ray, G., Muhanna, W. A., & Barney, J. B. (2005). Information Technology and the Performance of the Customer Service Process: A Resource-Based Analysis. *MIS quarterly, 29*(4), 625-652.

Read, J. (2013). Reliability and validity. *Models of Madness: Psychological, Social and Biological Approaches to Psychosis*, 47.

Rese, M. (2003). Relationship Marketing and Customer Satisfaction: An Information Economics Perspective. *Marketing Theory, 3*(1), 97-117.

Rezaei, S. (2015). Segmenting consumer decision-making styles (CDMS) toward marketing practice: A partial least squares (PLS) path modeling approach. *Journal of Retailing and Consumer Services, 22*, 1-15.

Rezaei, S., & Ghodsi, S. S. (2014). Does value matters in playing online game? An empirical study among massively multiplayer online role-playing games (MMORPGs). *Computers in Human Behavior, 35*, 252-266.

Rishika, R., Kumar, A., Janakiraman, R., & Bezawada, R. (2013). The Effect of Customers' Social Media Participation on Customer Visit Frequency and Profitability: An Empirical Investigation. *Information Systems Research, 24*(1), 108-127.

Roberts, P., Priest, H., & Traynor, M. (2006). Reliability and validity in research. *Nursing Standard, 20*(44), 41-45.

Robson, C. (2002). *Real world research: A resource for social scientists and practitioner-researchers* (2 ed.). Blackwell Oxford.

Rodriguez, M., & Honeycutt, E. D. (2011). Customer Relationship Management (CRM)'s Impact on B to B Sales Professionals' Collaboration and Sales Performance. *Journal of Business-to-Business Marketing, 18*(4), 335-356.

Rodriguez, M., Peterson, R. M., & Ajjan, H. (2014). Crm/Social Media Technology: Impact on Customer Orientation Process and Organizational Sales Performance. *Journal of Marketing Development and Competitiveness, 8*(1), 85-94.

Rodriguez, M., Peterson, R. M., & Krishnan, V. (2012). Social Media's Influence on Business-to-Business Sales Performance. *Journal of Personal Selling & Sales Management, 32*(3), 365-378.

Roesen, T., & Zvereva, V. (2014). Social netowrk sites on the Runet: Exploring socail communication *Digital Russia: The Language, Culture and Politics of New Media Communication* (pp. 72-87): Routledge.

Rogers, E. M. (1995). Diffusion of innovation theory: New York: Free Press.

Rogers, E. M., & Shoemaker, F. F. (1983). Diffusion of innovation: A cross-cultural approach. *New York*.

Ryals, L., & Knox, S. (2001). Cross-functional issues in the implementation of relationship marketing through customer relationship management. *European management journal, 19*(5), 534-542.

Sachs, D. E., Eckel, E. J., & Langan, K. A. (2011). Striking a Balance: Effective Use of Facebook in an Academic Library. *Internet Reference Services Quarterly, 16*(1-2), 35-54.

Sanchez, G. (2015). The Saga of PLS. Retrieved 14th March 2016, from http://www.smartpls.de/documentation/the-saga-of-pls-chapter-3-about-partial-least-squares

Saunders, M. N. K., Lewis, P., & Thornhill, A. (2009). *Research Methods for Business Students* (5th ed.): Pearson Education Limited.

Saunders, M. N. K., Lewis, P., & Thornhill, A. (2012). *Research Methods for Business Students* (6th ed.): Pearson Education Limited.

Saunders, M. N. K., Lewis, P., & Thornhill, A. (2016). *Research Methods for Business Students* (7th ed.): Pearson Education Limited.

Sawhney, M., Verona, G., & Prandelli, E. (2005). Collaborating to create: The Internet as a platform for customer engagement in product innovation. *Journal of Interactive Marketing, 19*(4), 4-17.

Schreiber, J. B., Nora, A., Stage, F. K., Barlow, E. A., & King, J. (2006). Reporting Structural Equation Modeling and Confirmatory Factor Analysis Results: A Review. *The Journal of Educational Research, 99*(6), 323-338.

Schultz, R. J., Schwepker, C. H., & Good, D. J. (2012). An Exploratory Study of Social Media in Business-to-Business Selling: Salesperson Characteristics, Activities and Performance. *Marketing Management Journal, 22*(2), 76-89.

Schuppan, T. (2009). E-Government in developing countries: Experiences from sub-Saharan Africa. *Government Information Quarterly, 26*(1), 118-127.

Senecal, S., Pullins, E. B., & Buehrer, R. E. (2007). The extent of technology usage and salespeople: an exploratory investigation. *Journal of Business & Industrial Marketing, 22*(1), 52-61.

Shen, B., & Bissell, K. (2013). Social Media, Social Me: A Content Analysis of Beauty Companies' Use of Facebook in Marketing and Branding. *Journal of Promotion Management, 19*(5), 629-651.

Sin, S. S., Nor, K. M., & Al-Agaga, A. M. (2012). Factors Affecting Malaysian young consumers' online purchase intention in social media websites. *Procedia - Social and Behavioral Sciences, 40*(0), 326-333.

Slater, S. F. (1997). Developing a customer value-based theory of the firm. *Journal of the Academy of Marketing Science, 25*(2), 162-167.

Smith, J. (2014). How To Use Social Media To Make Sales. Retrieved 30 September, 2015, from http://www.forbes.com/sites/jacquelynsmith/2014/01/10/how-to-use-social-media-to-make-sales-2014/

Smith, L. B. (2009). From fragments to geometric shape changes in visual object recognition between 18 and 24 months. *Current Directions in Psychological Science, 18*(5), 290-294.

Smithee, B. (2011). How social media is expanding the definitions of MR, and as leaders why it is largely your responsibility. *Patino A., Pitta DA and Quinones R.(2012). Social media's emerging importance in market research. Journal of Consumer Marketing, 29*(3), 233-237.

Stats Monkey. (2015a). Mobile Facebook, Twitter, Social Media Usage Statistics in Ghana. Retrieved 3rd March 2016, from https://www.statsmonkey.com/table/21354-ghana-mobile-social-media-usage-statistics-2015.php

Stats Monkey. (2015b). Social Network Usage Statistics Using Desktop in Ghana. Retrieved 3rd March 2016, from https://www.statsmonkey.com/table/21587-ghana-desktop-social-network-usage-statistics-2015.php

Steinmueller, W. E. (2001). ICTs and the possibilities for leapfrogging by developing countries. *International Labour Review, 140*(2), 193-210.

Stoddard, J. E., Clopton, S. W., & Avila, R. A. (2006). An analysis of the effects of sales force automation on salesperson perceptions of performance. *Journal of Selling and Major Account Management, 6*(1), 38-56.

Sulek, J. M., & Marucheck, A. S. (1992). A Study of the Impact of an Integrated Information Technology on the Time Utilization of Information Workers. *Decision Sciences, 23*(5), 1174-1198.

Tabachnick, B., & Fidell, L. (2007). Multivariate analysis of variance and covariance. *Using multivariate statistics, 3*, 402-407.

Taulli, T. (2011). Socialbakers: Riding the Facebook Wave. Retrieved 14 October, 2015, from http://www.forbes.com/sites/tomtaulli/2011/10/31/socialbakers-riding-the-facebook-wave/

Teng, S., Khong, K. W., Goh, W. W., & Chong, A. Y. L. (2014). Examining the antecedents of persuasive eWOM messages in social media. *Online Information Review, 38*(6), 746-768.

The Statistics Portal. (2016). Number of Facebook users worldwide 2008-2016 Retrieved 18 June, 2016, from. http://www.statista.com/statistics/264810/number-of-monthly-active-facebook-users-worldwide/

Trainor, K. J. (2012). Relating Social Media Technologies to Performance: A Capabilities-Based Perspective. *Journal of Personal Selling & Sales Management, 32*(3), 317-331.

Trainor, K. J., Rapp, A., Beitelspacher, L. S., & Schillewaert, N. (2011). Integrating information technology and marketing: An examination of the drivers and outcomes of e-Marketing capability. *Industrial marketing management, 40*(1), 162-174.

Treem, J. W., & Leonardi, P. M. (2012). Social media use in organizations: Exploring the affordances of visibility, editability, persistence, and association. *Communication yearbook, 36*, 143-189.

Trochim, W. M., & Donnelly, J. P. (2006). *Research methods knowledge base* (3rd ed.). Cincinnati, OH: Atomic Dog Publishing.

Tsaur, S.-H., & Lin, Y.-C. (2004). Promoting service quality in tourist hotels: the role of HRM practices and service behavior. *Tourism Management, 25*(4), 471-481.

Turban, E., King, D. R., Lang, J., & Lai, L. (2009). *Introduction to electronic commerce*. Upper Saddle River, NJ: Pearson Education, Inc.

Üstüner, T., & Godes, D. (2006). Better sales networks. *Harvard business review, 84*(7/8), 102-112.

Venkatesh, V., Morris, M. G., Davis, G. B., & Davis, F. D. (2003). User Acceptance of Information Technology: Toward a Unified View. *MIS quarterly, 27*(3), 425-478.

Vinzi, V. E., Trinchera, L., & Amato, S. (2010). *PLS path modeling: from foundations to recent developments and open issues for model assessment and improvement*: Springer.

Walczuch, R., Lemmink, J., & Streukens, S. (2007). The effect of service employees' technology readiness on technology acceptance. *Information & Management, 44*(2), 206-215.

Wang, X., Yu, C., & Wei, Y. (2012). Social Media Peer Communication and Impacts on Purchase Intentions: A Consumer Socialization Framework. *Journal of Interactive Marketing, 26*(4), 198-208.

Webster, J., & Watson, R. T. (2002). Analyzing the past to prepare for the future: Writing a. *MIS quarterly, 26*(2), 13-23.

West, R., & Turner, L. H. (2009). *Understanding interpersonal communication: Making choices in changing times* (2nd ed.): Cengage Learning.

Wilcox, K., & Stephen, A. T. (2013). Are Close Friends the Enemy? Online Social Networks, Self-Esteem, and Self-Control. *Journal of Consumer Research, 40*(1), 90-103.

Williams, D. K., & Scott, M. M. (2013). Why We Pay All Our Employees a Commission. Retrieved 10 February 2016, from https://hbr.org/2013/03/why-we-pay-all-our-employees-a

Woldie, A., Hinson, R., Iddrisu, H., & Boateng, R. (2008). Internet banking: an initial look at Ghanaian bank consumer perceptions. *Banks and Bank Systems, 3*(3), 35-46.

Wong, K. K.-K. (2013). Partial least squares structural equation modeling (PLS-SEM) techniques using SmartPLS. *Marketing Bulletin, 24*(1), 1-32.

Woodcock, C. P., Beamish, P. W., & Makino, S. (1994). Ownership-Based Entry Mode Strategies and International Performance. *Journal of International Business Studies, 25*(2), 253-273.

Woodcock, N., Green, A., & Starkey, M. (2011). Social CRM as a business strategy. *Journal of Database Marketing & Customer Strategy Management, 18*(1), 50-64.

Yin, R. K. (2003). *Case study research: Design and methods* (3rd ed.). Thousand Oaks: Sage Publications.

Zerbe, W. J., Dobni, D., & Harel, G. H. (1998). Promoting Employee Service Behaviour: The Role of Perceptions of Human Resource Management Practices and Service Culture. *Canadian Journal of Administrative Sciences / Revue Canadienne des Sciences de l'Administration, 15*(2), 165-179.

Zhou, K. Z., Yim, C. K., & Tse, D. K. (2005). The Effects of Strategic Orientations on Technology- and Market-Based Breakthrough Innovations. *Journal of Marketing, 69*(2), 42-60.

Zikmund, W., Babin, B., Carr, J., & Griffin, M. (2012). *Business research methods*: Cengage Learning.

APPENDIX A

| Year	Author	Title	Journal
2011	Sachs et al.	Striking a Balance: Effective Use of Facebook in an Academic Library	Internet Reference Services Quarterly
2011	Kietzmann et al.	Social media? Get serious! Understanding the functional building blocks of social media	Business Horizons
2011	Kim et al	Investigating the intention to purchase digital items in social networking communities: A customer value perspective	Information & Management
2012	Keith Wilcox and Andrew T. Stephen	Are Close Friends the Enemy? Online Social Networks, Self Esteem, and Self-Control	Journal of Consumer Research
2012	Yu-Hui Fang	Beyond the Credibility of Electronic Word of Mouth Exploring eWOM Adoption on Social Networking Sites from Affective and Curiosity Perspectives	International Journal of Electronic Commerce
2012	Pation et al.	Social media's emerging importance in market research	Journal of Consumer Marketing
2012	Naylor et al	Beyond the "Like" Button: The Impact of Mere Virtual Presence on Brand Evaluations and Purchase Intentions in Social Media Settings	Journal of Marketing
2012	Sin et al	Factors Affecting Malaysian young consumers' online purchase intention in social media websites	Social and Behavioral Sciences
2012	Wang et al	Social Media Peer Communication and Impacts on Purchase Intentions: A Consumer Socialization Framework	Journal of Interactive Marketing
2012	Vries et al	Popularity of Brand Posts on Brand Fan Pages: An Investigation of the Effects of Social Media Marketing	Journal of Interactive Marketing
2012	Schultz, Shwepker & Good	An Exploratory Study of Social Media in Business-to-Business Selling: Salesperson Characteristics, Activities and Performance	Marketing Management Journal
2012	Marshall et al.,	Revolution in Sales: The Impact of Social Media and Related Technology on the Selling Environment	Journal of Personal Selling & Sales Management
2012	Andzulis et al.,	A Review of Social Media and Implications for the Sales Process	Journal of Personal Selling & Sales Management
2012	Rodriguez, et al.,	Social Media's Influence on Business-to-Business Sales Performance	Journal of Personal Selling & Sales Management
2012	Agnihotri, et al.,	Bringing "social" into sales: the impact of salespeople's social media use on service behaviors and value creation	Journal of Personal Selling & Sales Management
2012	Trainor	Relating Social Media Technologies to Performance: A Capabilities-Based Perspective	Journal of Personal Selling & Sales Management
2012	Kim & Ko	Social media marketing activities enhance customer equity	Journal of Business Research
2013	Minton et al.	Sustainable Marketing and Social Media	Journal of Advertising
2013	Hongwei Yang	Social Media: Consumers' Viral Marketing Attitude, eWOM Motive, and Behavior	Journal of Asia-Pacific Business
2013	Bin Shen a & Kimberly Bissell	Social Media, Social Me: A Content Analysis of Beauty Companies' Use of Facebook in Marketing and Branding	Journal of Promotion Management

2013	Kamal et al.	Materialism, Attitudes, and Social Media Usage and Their Impact on Purchase Intention of Luxury Fashion Goods Among American and Arab Young Generations	Journal of Interactive Advertising
2013	Hutter et al.	The impact of user interactions in social media on brand awareness and purchase intention: the case of MINI on Facebook	Journal of Product & Brand Management
2013	Lukas P. Forbes & Eve M. Vespoli	Does Social Media Influence Consumer Buying Behavior? An Investigation Of Recommendations And Purchases	Journal of Business & Economics Research
2013	Pöyry et al.	Can we get from liking to buying? Behavioral differences in hedonic and utilitarian Facebook usage	Electronic Commerce Research and Applications
2013	Goodricha* & de Mooij	How 'social' are social media? A cross-cultural comparison of online and offline purchase decision influences	Journal of Marketing Communications
2014	Chedia Dhaouia	An empirical study of luxury brand marketing effectiveness and its impact on consumer engagement on Facebook	Journal of Global Fashion Marketing
2014	Hajli	A study of the impact of social media on consumers	International Journal of Market Research
2014	Moraes et al	The use of Facebook to promote drinking among young consumers	Journal of Marketing Management
2014	Seung-A Annie Jina & Joe Phuab	Following Celebrities' Tweets About Brands: The Impact of Twitter-Based Electronic Word-of-Mouth on Consumers' Source Credibility Perception, Buying Intention, and Social Identification With Celebrities	Journal of Advertising
2014	David A. Schweidel and Wendy W. Moe	Listening In on Social Media: A Joint odel of Sentiment and Venue Format Choice	Journal of Marketing
2014	Teng et al	Examining the antecedents of persuasive eWOM messages in social media	Online Information Review
2014	Hollebeek et al	Consumer Brand Engagement in Social Media: Conceptualization, Scale Development and Validation	Journal of Interactive Marketing
2014	Georgios Tsimonis and Sergios Dimitriadis	Brand strategies in social media	Marketing Intelligence & Planning
2014	Anderson et al	Influence of hedonic and utilitarian motivations on retailer loyalty and purchase intention : a Facebook perspective	Journal of Retailing and Consumer Services
2014	Rodriguez et al	CRM/Social Media Technology: Impact on Customer Orientation Process and Organizational Sales Performance	Journal of Marketing Development and Competitiveness
2015	Yu-Qian Zhu & Houn-Gee Chen	Social media and human need satisfaction: Implications for social media marketing	Business Horizons
2015	Chang et al	Persuasive messages, popularity cohesion, and message diffusion in social media marketing	Journal of Business Research
2015	Hassan et al	Strategic Use of Social Media for Small Business Based on the AIDA Model	Social and Behavioral Sciences
2015	Ainin et al	Factors influencing the use of social media by SMEs and its performance outcomes	Industrial Management & Data Systems,
2015	Kimani	Social Media Marketing and Performance	IOSR Journal of Business and Management

APPENDIX B

TARGETED BUSINESSES

Ghandour Cosmetics Ltd	Koko King Ltd
Airtel Ghana	Total Ghana
MTN Ghana	TXT Ghana
Tigo Ghana	Telefonika
Vodafone Ghana	Printex
Blu	So Klin Ghana
Glo Ghana	Woodin
Teledata ICT	NIVEA Ghana
GTBank Ghana Limited	Bel aqua
GCB Bank	DStv
Fidelity Bank Ghana	Charterhouse Ghana
Access Bank (Ghana) Ltd - (work in progress)	Zoobashop.com
CAL Bank Ltd – (work in progress)	Cheki.com.gh-Ghana's No 1 Car Website
FCP Bank	Maybelline New York GH
First Capital Plus Bank (work in progress)	fiesta condoms GH
uniBank Ghana Limited	Hemoh.com Ghana
Universal Merchant Bank	Mitsubishi Ghana
Standard Chartered Ghana	Apex Advertising, Ghana
Dream Oval Limited	Dark and Lovely-Ghana
Barclays Ghana	Amarula
Diamond Capital	Magic Malt
Fido Money Lending	Carex Ghana
Universal Merchant Bank	Frytol Pure Vegetable Oil
GTP Fashion	Nyansa Africa
Unilever Ghana	Heel the World (H.T.W)
Golden Tulip Accra Hotel	Ahonya
Best Western Premire Accra Airport Hotel	Sprog Store - East Legon
Movenpick Ambassador Hotel Accra	Absolut
Airport View Hotel	Media POP Ghana
Tulip Inn Accra Hotel	Hellofood Ghana - Order Food From Restaurants Online
OAK Plaza Hotels	The Ghana India Kofi Annan Centre of Excellence in ICT

Samsung Ghana	Web4Africa
Tecno Mobile Ghana	Vivo Energy Ghana
Unique Floral Centre	Oxford Properties
Guinness Ghana	Blackberry Ghana
Kasapreko	Volkswagen Ghana
Soccabet	Ghana Health Nest (GHN)
Tisu	Kayobi Clothing
Peak West Africa	Get my Wedding dress
Jobs.com.gh	Thermocool Ghana
Latex Foam Rubber Products Ltd.	Laine Service Limited
Microsoft Lumia Ghana	Inesfly Africa
Purplewheels	Wihelm WS Venture Ltd
Publicis Africa Group Ghana	Ernest Chemists Ltd
KPMG Ghana	Jacob West Ltd
Ouality Service Institute	Media Foundation for West Africa
Global Media Alliance Official	Flippy
Twist Lounge	CLAK Impressions
Cbmmarkets	Plan Ghana
Nike Store Ghana	Oscar Yoa Doe
Stratcomm Africa	Social Entrepreneurs Network - Africa
Martini	Nanakesses24.com
KNOTTINGS BRIDALS	The View Bar & Grill
Rancard	Chase El Paso
Hoegaarden Ghana	Blue Rose Limited
Nunu Milk Ghana	Stratcomm Africa
Amber Consult	Kizalsa
Matrix Designs	Maqasa
Ciroc Vodka	Vminc
Kasperkey-Ghana	Wedlocker
Shop Acex Laise	Clifton Homes
Accra Brewery Limited	Satguru Travel & Tour, Ghana
Porter & Dale	Gracia Bridals
Wirlpool Ghana	Avto-Stop spletna trgovina z atodeli in opremo
Premier Cool Ghana	Frankie's
Kenya Airways	Fantastik Bridals
Blacks secret Makeup	Kuruka Africa

jobbermanGhana	Lizzy's Corner
EK Water Blocks	Arklifestyle Lounge
Spendwise Bridal	Matrix Designs
Orca Deco Ghana	Phreetech Global Resource Ltd
Koko King Ltd	Shopping Online Ghana
Silverbird Ghana	Austech Properties LTD
Game and Stores Ghana	Street Fairs International
UNICEF Ghana	Ticket Ghana
The African Regent	adidas Ghana
Travel to SA	SiQueries
Ghanasoccernet.com	Devicegh
Accra Premium	Kaya Errands
Laceupmedia	Jägermeister Ghana
Volkswagen Ghana	Nissan Ghana
Nova Ridge At City of Light	Dark and Lovely Ghana
Nakwes Technologies	Juvita Drinks
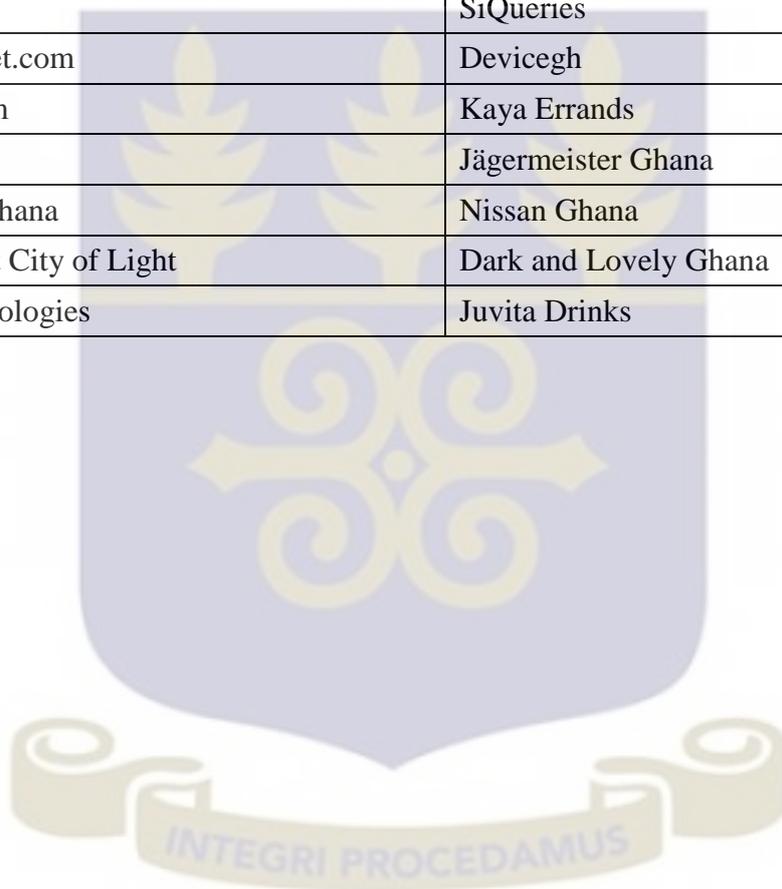
APPENDIX C
UNIVERSITY OF GHANA BUSINESS SCHOOL

DEPARTMENT OF MARKETING AND ENTREPRENEURSHIP

QUESTIONNAIRE

Dear Respondent: This questionnaire is designed to understand the influence of social media on business performance and the role of employee's social media sales behaviour. This questionnaire is purely for academic purpose and as such any information provided would be treated with the almost confidential. **Note;** that there are no right or wrong answers, and the researcher would appreciate it if the responses would be as honest as possible.

Please kindly indicate your level of agreement or disagreement with the following statement below, ranking from the lowest **1** – slightly strongly disagree **(SSD), 2** – slightly disagree **(SD), 3** – Moderately Agree **(MA), 4** – Agree **(A),** and to the highest **5**- Strongly agree **(SA)**.

Social Media Usage	SSD (1)	SD (2)	MA (3)	A (4)	SA (5)
My company uses Facebook to conduct customer service activities					
My company uses Facebook to develop customer relations					
My company uses Facebook as a tool for customer engagement					
My company uses Facebook to reach new customers					
My company uses Facebook to advertise and promote product and services					
My company uses Facebook to create brand visibility					
My company uses Facebook to search for general information					
My company uses Facebook to search for customer information					
My company uses Facebook to search for competitor information					

Please kindly indicate the level of extent to which Facebook use affects the following statement, ranking from the lowest **1** – Very Little Extent **(VLE), 2** – Little Extent **(LE), 3** - Some Extent **(SE), 4** – Great Extent **(GE),** and to the highest **5**- Very Great Extent **(VGE)**.

Customer-Base Relationship Performance	VLE (1)	LE (2)	SE (3)	GE (4)	VGE (5)
Facebook provides a way to acquire new customers					
Facebook provides a way to understand customer need leading to us enhancing satisfaction					
Facebook provides a way to enhance customer relations resulting in loyalty					
Facebook provides a way to increase customer retention					
Financial performance	**VLE (1)**	**LE (2)**	**SE (3)**	**GE (4)**	**VGE (5)**
My company's Facebook usage has increased the number of sales transactions					
My company's Facebook usage has increased our sales volume					
My company's Facebook usage has help reduce cost of transactions (e.g. customer service, communication)					

Please kindly indicate your level of frequency of encouragement to the following statement, ranking from **1** – never encourage **(NE)**, **2** – rarely encourage **(RE)**, **3** – occasionally encourage **(OE)** , **4** – A moderate amount of encouragement **(AME)**, and **5** – A great deal of encouragement **(AGE)**

Employee sales behaviours	NE (1)	RE (2)	OE (3)	AME (4)	AGE (5)
My company encourages the use of personal account to address customer issues/request					
My company encourages the use of personal account to provide information to customers					
My company encourages the use of personal account to like or/and share the company's Facebook post, success stories and promotions					
My company encourages the use of personal account to post news stories about the company					
Employees are encouraged to personally inspire people to like the company's Facebook page					

Personal Details

1. Position _____

2. This company has been in operations for _____ years.