

UNIVERSITY OF GHANA

FACTORS INFLUENCING SOCIAL MEDIA UTILIZATION AS A COMMUNICATION TOOL IN THE GHANAIAN HOTEL INDUSTRY

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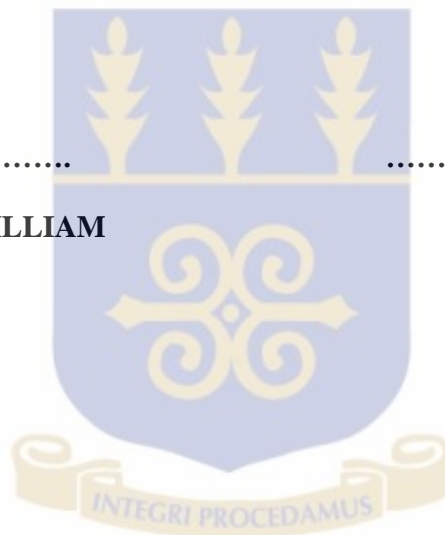
DECLARATION

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

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CERTIFICATION

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

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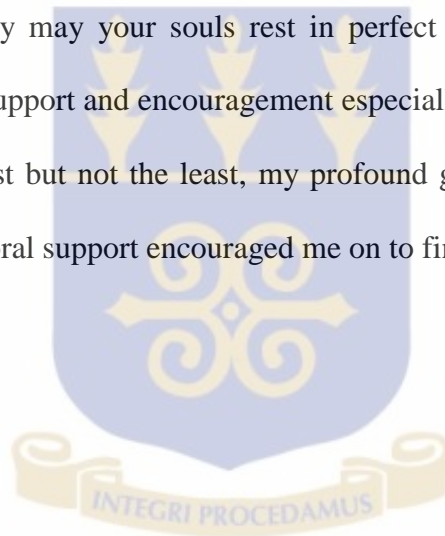
DEDICATION

I dedicate this thesis to Eld. Dr. E.YTweneboah-Koduah and Mrs. BenedictaOyeTweneboah-Koduah for their love, endless support and encouragement.



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To God be the Glory, I have completed writing this thesis but of course with the help and support from wonderful peoples around me. First and foremost, I wish to express my heartfelt gratitude to my supervisors Dr.KobbyMensah and Prof. Robert Ebo Hinson for their professional guidance and support in academic and in real life. I am very much indebted to their patience and invaluable advices that inspired me to see things positively. My sincere thanks to all my friends and colleagues for their cheerfulness and fun. Thank you for the great moments that we have shared together especially Agana, Atsu, Joshua, Edem,Shamsudeen, Jared and all the 2015 MPhil family (Marketing). To my late parents who did not live to witness my graduation, I say may your souls rest in perfect peace. Special thanks to my family for their continuous support and encouragement especially to Francis, Michael, Agyei, Perpetual and AmaSaah. Last but not the least, my profound gratitude to Ruth Asarewhose co-operation, prayers and moral support encouraged me on to finish this work.



ABSTRACT

This study sought to find out the factors influencing social media utilization in the Ghanaian hotel industry among the star-rated hotels. The study adopted cross-sectional approach to solicit the views of 127 hotel managers. The study employed simple random and purposive sampling techniques. Structured questionnaire with closed-ended questions were used. In all 30 star-rated hotels within Greater Accra were targeted for the study. Even though, the results revealed that Ghanaian hotels are present on social media, overall their use is basic. Most of the hotels suffer from low levels of visibility, activity and engagement. Regression analysis from the study revealed that, the parameter estimates of COST, CULTURE, HUMAN SKILLS and IT INFRASTRUCTURE were significant predictors of social media utilization. However, COMPETITION and MANAGERIAL STYLE were not significant predictors of social media utilization. These estimates had p-values greater than 0.05 but this study sees positive relation between the two factors and the level of usage as generally informative. Hotels managers who seek to utilize social media as a marketing communication tool, should take critical attention to investing into IT infrastructure, training of staff in IT related issues and engaging customers to increase the visibility of hotels on social media channels. They also need to take more definitive action in order to fully exploit the potential social media as a communication tool.

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CHAPTER ONE

INTRODUCTION

1.0 Background of the Study

The hotel industry is known to be the driving force of tourism development worldwide (Akyeampong, 2007). Thus it is not surprising that Ghana is now experiencing gradual proliferation of international hotel chains, small independent hotels from the bulk of the hotel stock (Akyeampong, 2007; Mensah, 2009). Akyeampong (2007) and Mensah (2009) argue that Accra, the national capital of Ghana is experiencing rapid rise in the number of hotels being developed to cater for international arrivals. Ghana Tourist Board (2010) reports that the number of international arrivals into the country increased from 583,821 in 2004 to 698,069 in 2008. In 2013, 1,087,000 tourists visited Ghana (WTTC, 2014). The number of registered hotels in the Greater Accra Region alone at the time grew by 23.2% from 1,295 to 1,595 (Ghana Tourist Board, 2008).

In this fast changing business environment where modern hotel chains operate, the main goal of the business is to concentrate on improving services to end users, and enhance the business process quality (Milovic, 2012). In today's competitive world, businesses need to think of new ways to make their business processes more flexible to avoid being placed at a competitive disadvantage (Leung & Bai, 2013; Pearson, 2013). This could be done through information technology initiatives that can reduce cost of internal or in-house operations and generate a competitive advantage (Teixeira, 2014). Pearson (2013) argues that organizations that can adapt to trends, preferences and issues ahead of their competitors can create a defensible advantage. Peter Weill, Director of the Center for Information Systems Research, said that: "In today's globalized, free-market environment, the ability to satisfy customer expectations is core to profitability (Teixeira, 2014). If you are not agile, you cannot do it,

because customer expectations are never static.” Pearson (2013) explains that social media offers organizations a platform to improve the communications supporting process. This has led to leading organizations using the power of social media to shape their business process management agendas (Kaplan & Haenlein, 2010). For example Dell, iGoogle, Google Calendar, Google Reader, Whole Foods Market, Best Western, Marriott and Hilton Hotels are using social media to communicate with their publics (O’connor, 2011). According to Leung and Bai, (2013), the emergence of Web 2.0 allows internet users to create, edit, share, and view information online. This phenomenon has led to the popularity of social media channels such as; Facebook, Twitter, LinkedIn, YouTube, blogs and forums (Leung & Bai, 2013). Social media is changing the lifestyle of all age groups and across all social economic groups (Lewis, 2010; Assenov & Khurana, 2012). Sotiriadis and Van Zyle (2013), assert that in recent times the online social media have revolutionized communications and consequently the marketing of tourism destinations and businesses.

The area is rapidly evolving and the challenges and opportunities arising from it for tourism industry are already apparent (Leung & Bai, 2013). Electronic word-of-mouth and online reviews are increasingly used regarding tourism services that are high involvement services (Sotiriadis & Van Zyle, 2013). Social media has become the focus of much attention from the business environment as one of the ways to create awareness of their product or services and to build long term mutual relationship with the customers (Sullivan, 2013). This study sought to find out the factors that influence the utilization of social media as a communication tool in the Ghanaian hotel industry, to determine the extent of use of social media as a communication tool in the hotel industry and again, the outcomes of utilizing social media as communication tool in the hotel industry in Ghana. Many companies have their presence on social media sites and mostly their websites are linked to a range of social media sites-

Twitter, Facebook and others (Leung & Bai, 2013). With the explosion in the usage of social media by travellers and their willingness to freely post updates to their friends, relations and people with like-minded regarding their experiences (Aggarwal, 2011). It would be suicidal to ignore the potential of incorporating social media into your communication with customers and potential clients (Sullivan, 2013; Leung & Bai, 2013). This development is not an exception in developing countries especially with the steady growth in internet literacy and internet penetration rate. Most businesses have used varying approaches in incorporating social media into their overall marketing strategies which have led to many successful attempts (Kaplan & Haenlein 2011). Kaplan and Haenlein (2011), explain that social media can be used for marketing communication by companies. For example Google has separate account for its major products (iGoogle, Google Calender and Google Reader) to update followers about new developments (Leung & Bai, 2013). Again, Whole Foods Market utilizes social media to broadcast information about special promotions, product recalls and health tips (Kaplan & Haenlein, 2011).

1.1 Statement of the Problem

With the advent of social media, it is no longer enough for businesses in tourism and hospitality industry to rely exclusively on traditional media for marketing communication (Leung, Law, Van Hoof & Buhalis, 2013). However, only a few businesses are exploring the full potential of the social media to communicate with stakeholders or access feedback from them (O'Connor, 2011). According to Ab Hamid, Razak, Akhir, and Cheng (2013), the advent of social media and web 2.0 tools have changed the way customers seek information for their purchase decisions. The mobility and how time is scarce for today's consumers, traditional mode of communication is no longer sustainable, hence the appropriateness of social media as a communication tool (Poalses & Joubert, 2014; Teixeira, 2014). Again, the

cost of advertising is increasingly rising and consistently in the past decades and consumers are devoting less attention to traditional advertising due to advertising clutter, distrust and media proliferation (Poalses&Joubert, 2014; Teixeira, 2014).

In view of these challenges, Mahmood (2012) argues social media platform offers the most flexible interactive exchanges between organizations and their publics as the most cost-effective marketing communication tool today. In spite of the growing use of the social media and web 2.0 tools among consumers, it appears the hotels are not utilizing social media as a marketing communication tool (Kaplan &Haenlein, 2010; Aggarwal, 2011). As O'Connor (1999) argues the hotels are not harnessing the full potential of social media; even when present on social media channels their use is very basic. That is hotels are thus, missing out on valuable opportunities to interact and engage with customers (O'Connor, 1999). Though, hotel facilities are found in multiple social media channels, they are suffering from low level of visibility, activity and engagement and need to take substantial action if they are to fully exploit the potential of Social Media. This assertion was confirmed by O'Connor (2011) in an observational study to assess the presence, visibility, activity and engagement of the top fifty international hotel brands on four major Social Media channels-Facebook, Twitter, YouTube and Flickr. The study revealed that major hotel chains are present on a variety of Social Media channels, overall their use of Social Media is basic (O'Connor, 2011). With a few exceptions (The exceptions are Marriott, with over 56,000 Twitter Followers, and Hilton, Sheraton, Embassy Suites and Best Western with over 47,000, 46,000, 31,000 and 20,000 Facebook Fans respectively) (Aggarwal, 2011). Most of the hotels suffer from low levels of; visibility, activity and engagement. Even when present, the visibility of hotel brands within Social Media channels is low (O'Connor, 2011).

The most recent study on social media in Ghana is from Boateng (2014) which revealed that MTN Ghana and Vodafone Ghana have employed social media to manage customer knowledge. Besides the study by Boateng (2014) no single study has addressed the issue of social media as a communication tool in the hotel industry. By way of academic contribution the study sought to fill the gap in literature as far as the Ghanaian hotel industry and social media adoption as communication tool is concerned. The study investigated the factors that influence the utilization of social media as a communication tool in the hotel industry in Ghana. The impact of the social media as a communication tool has received much attention from several scholars. The development of internet technology led to social media (West & Turner, 2008) that enables travellers to use various online platforms during each stage of their consumption process (Gretzel&Fesenmaier, 2009). The increased fragmentation of media and customers, as well as the revolution introduced in mass communication by the new communication channels – internet and mobile communication technologies – has called for the need for a new approach to marketing communication (Gretzel&Fesenmaier, 2009; Lewis, 2010; O’Connor, 2011; Kavanaugh, Yang, Sheetz, Li, & Fox, 2011; Leung et al. 2013; Sotiriadis& Van Zyle, 2013). Quite a number of studies have recounted the importance of social media as a marketing communication tool. These studies focus mostly on Europe, Asia and America with a handful of studies from African context. For example (Kavanaugh et al., 2011; Sotiriadis& Van Zyle, 2013) are the studies on social media from the African perspective. In terms of methodology, most of the literature focused on qualitative study, with central focus on organization’s perspective. There is a limited quantitative empirical study regarding social media and its incorporation into marketing communications. This study therefore sought to fill the gap in literature so far as issue, method and context are concerned. That is to say social media issue is limited in literature especially in the Ghanaian context. The study employed use quantitative method approach to analyse the results.

1.2 Research Objectives

1. To determine the extent of social media utilization as a marketing communication tool in the Ghanaian hotel industry.
2. To determine the factors influencing the utilization of social media as marketing communication tool in the Ghanaian hotel industry.
3. To determine the outcomes of utilizing social media as marketing communication tool in the Ghanaian hotel industry.

1.3 Research Question

1. What is the extent of social media utilization as a marketing communication tool in the hotel industry?
2. What factors influence the utilization of social media as a marketing communication tool in the Ghanaian hotel industry?
3. What are the outcomes of utilizing social media as a marketing communication tool in the hotel Ghanaian industry?

1.4 Significance of the Study

A review of the literature shows that studies on social media have mainly been conducted in developed economies. For example, the following studies have been on the developed economies: Kelly (2008); Pugh (2010); Mabry (2010); Ahlberg (2010); Fridolf&Arnautovic (2011); Cox (2012). However, as far as Ghana is concerned, limited research has been conducted in the area of social media. Social media have been used to solicit insights from customers about new product features that customers may want MTN Ghana and Vodafone to add to their products and services (Boateng, 2014). Therefore, this study sought to focus on

the factors influencing the utilization of social media as a communication tool in the hotel industry in Ghana. It implies that, from an academic perspective, this study is very significant as it provides a range of baseline data for future research. Thus, this research serves as future reference for other social media researchers especially in the area of hospitality or the hotel industry in Ghana. The study also provides information on the current debate regarding the impact of social media on business performance (especially hotels). Research literature shows that, in recent years, business from all sectors of the economy rushed to join the online business community (Aggarwal, 2011). Many hospitality companies especially hotels have aggressively adopted the internet and by extension social media as another marketing tool. As of today, managers are still contemplating on the real benefits of adopting social media (O'Connor, 2011).

This study will be beneficial from a managerial perspective as this research will assist owners, managers and marketers of graded properties to have a better understanding of the benefits of adopting social media as communication tool in in the hotel industry. Practically, the findings of this study will be beneficial to hospitality properties in Ghana. Since this study sought to find out the factors influencing the utilization of social media as a communication tool in the hotel industry in Ghana, the findings of this study will also assist hospitality properties to recognise the factors which influence the success of social media marketing and revise their social media marketing strategies, where possible.

Lastly, results of the study can help to put forth proposals on the benefits of social media marketing to the hospitality sector. Thus the findings of this study serve would inform decision makers on the value of social media as a communication tool. It would also furnish

firms in tourism and hospitality as well as firms of similar structure on how social media can be utilised for marketing purposes.

1.5. Scope of the Study

The study is conducted within the hotel industry in the Greater Accra region. The study focuses on the factors that influence social media utilization as a marketing communication tool in the hotel industry in Ghana. It also considers extent of use of social media as a marketing communication tool and the outcomes of utilizing social media as a communication tool in the hotel industry.

1.6. Disposition of the Study

Chapter 1: Introduction

The first chapter introduces background of the study, problem statement, research gap, research objectives and questions, hypothesis, significance of the study. Further, scope and disposition of the thesis are also presented.

Chapter 2: Contextual of the Study

This chapter will provide contextual background information of the study. The chapter will profile Ghana, the political and economic history of Ghana. The overview of the Ghana's Tourism sector, Ghana's Hotel sector profile, and impact of tourism on the Ghanaian economy is also covered.

Chapter 3: Literature Review and Conceptual Framework

This third chapter dealt with the review of existing literature to throw more light on the concepts of social media and its integration as a communication tool in the hotel industry. The review also involves the factors that influence social media adoption and use as a communication tool in the hotel industry.

Chapter 4: Research Design and Methodology

The fourth chapter provides information about the methods used in this thesis to provide a solution for the research questions posed earlier in this study. The methodology illustrates how necessary data is collected and the usage of the gathered data to answer the research questions.

Chapter 5: Analyses of Data and Discussion

This chapter will provide information on data analysis and discussion of the findings of the study.

Chapter 6: Conclusion and Recommendations

This chapter will deal with the summary of findings, conclusions and recommendations that will be drawn from the findings of the study.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

2.1 Social Penetration Theory

The researcher adopted social penetration theory which describes the role of disclosure in relationship development, focusing specifically on how self-disclosure functions in developing relationships (Altman & Taylor, 1973; Carpenter & Greene, 2016). The onion model serves as a framework for describing the process of social penetration (Carpenter & Greene, 2016). In developing relationships, people use self-disclosure to increase intimacy including through breadth, depth, and the norm of reciprocity (Pan, Crofts&Sigala, 2012). Social penetration progresses through several stages to develop relationships. The theory also incorporates rewards and costs in relation to social penetration and has influenced the development of a number of theories in relationship development and information management (Altman & Taylor, 1973). Similar to social exchange theory, social penetration theory explains how human exchange forms relationships (Altman & Taylor 1973). However, the latter focuses more on the individual and dyadic levels while the former could explain behavior at aggregated and organizational levels. Social exchange theory states that human beings form close relationships through self-disclosure. Using an analogy of peeling of the layers in an onion, one must disclose him or herself through the continuing process of expose one's inner self and identity. It starts with public, visible, and superficial information, such as gender, clothing preferences, and ethnicity; slowly, as the relationship progresses, one starts to share his or her feelings; in the deepest level, one will expose his or her goals, ambition, and beliefs (Altman et al. 1981). In the social world online, we may be able to design social networks in a way to separate these different layers of information. By default, certain information will be disclosed to the public, while private and semi-private information could

be confidential; There might be ways to determine the levels of relationships from the mode and frequencies of communication, which could be all tracked online easily through online social media sites. A recent privacy lawsuit against Facebook highlighted the importance following the layered rules of social penetration in order (Gaudin 2010).

2.2 Social Media Definitions

Andzulis, Panagopulos and Rapp (2012), define Social media as “the technological component of broadcasting, transacting and relationship building functions of a business which leverages the network of customers and prospects to stimulate value co-creation.”

Hanna, Rohm and Crittenden (2011) define social media as the creation, feeding and interchange of information through online social interactions and platforms. In a similar fashion Greenberg (2010) postulates that all customers are now “social customers” and every interaction is part of a new collaboration between company and customer. Social media create opportunities for companies to tell their own stories (Ploof, 2009). Kaplan and Haenlein (2010) on their part contend that social Media is a group of Internet-based applications that build on the ideological and technological grounds of web 2.0 and that allow the creation and exchange of user generated content. It consists of different Internet applications such as blogs, social networking sites, content communities, collaborative projects, virtual game worlds and social worlds (Kaplan &Haenlein, 2011).

A common thread throughout Web 2.0 is putting web-based information in the hands of users, which they can use, edit, create and share as they so wish (Tredinnick, 2006). Stressing on Kaplan and Haenlein (2011) definition of social media, Berthon, Pitt, Plangger and Shapiro (2012) explain that, Social media is the product of Internet based applications that build on the technological foundations of Web 2.0. Eckler, Worsowicz and Rayburn

(2010) posit that Social media are forms of new media that eclipse the traditional static Web site and allow online users to interact with one another. Fotis, Buhalis and Rossides (2011), definesocial media as a group of online software platforms that enable and facilitate sharing of user generated content. Social media are applications that offer services to communities of on-line users: blogs, social bookmarking, wikis, media sharing, and social networks that promote collaboration, joint learning and the speedy exchange of information between users (Bonsón, Torres, Royo& Flores, 2012). Komito and Bates (2009) explain that Social media are internet applications that enable greater interaction between user and application through user generated content. According to AhlqvistBäck, Heinonen and Halonen (2010) their definition of social media is built on three key elements: content, communities and Web 2.0. First, content refers to user created content which may be of very different types. Second, social media is based on communities and social interaction among users. Rheingold (2010),argues that social media-networked digital media such as Facebook, Twitter, blogs and wikis-enable people to socialize, organize, learn, play and engage in commerce. This idea is supported by Tang and Liu (2011) and they see Social media, such as Facebook, MySpace, Twitter, BlogSpot, Digg, YouTube, and Flickr, have streamlined ways for people to express their thoughts, voice their opinions, and connect to each other anytime and anywhere.

According to Naaman (2010), Social media channels are online sources of multimedia content posted in settings that foster significant individual participation and that promote community curation, discussion and re-use of content. Again, Social media can be described as internet and mobile-based tools and devices that incorporate technology, telecommunications and social interaction enabling the construction, co-construction and dissemination of arguments, images (static and moving) and audio (Dabner, 2012). Zeng, Chen,Lusch and Li (2010) postulate that Social media refers to a chatty, distributed mode of

content generation, broadcasting and communication among communities. According to McGowan et al. (2012) social media websites and applications are online environments where users contribute, retrieve, and explore content largely generated by fellow users. Sweetser (2010) sees Social media as an increasingly popular means through which companies can communicate in online communities. Sui and Goodchild (2011) Social media can be defined as social interaction via the use of Web-based and mobile technologies, to turn scalable communication into interactive dialog. According to Howard and Parks (2012) Social media may be defined in three parts, consisting of (a) the information infrastructure and tools used to produce and distribute content; (b) the content that takes the digital form of private messages, news, thoughts and traditional products; and (c) the people, organizations, and industries that create and consume digital content (Howard & Parks, 2012).

According to Aggarwal (2011) web-based social media systems such as blogs, wikis, media-sharing sites and message forums have become an important new way to convey information, engage in deliberations and form groups on the Internet. Their influence and effect is vital, to tens of millions of people providing content on a regular basis around the world (Finin et al., 2008). Fischer and Reuber (2011) note that Social media channels are user-friendly, inexpensive, scalable internet- and mobile based technologies that allow for the sharing of user-generated material. On their part Social media refers to a set of online tools that are designed for and centred on social interaction (Bertot, Jaeger, Munson, & Glaisyer, 2010). Yates and Paquette (2011) explain that social media consists of tools that enable open online exchange of information through conversation and interaction. However, Kietzmann, Hermkens, McCarthy, and Silvestre (2011) contend that social media employ mobile and web-based technologies to create highly interactive platforms via which individuals and groups exchange, co-create, deliberate and transform user-generated content. Greysen, Kind

and Chretien (2010), opine that social media are the content created by Internet users and hosted by popular sites such as Facebook, Twitter, YouTube and Wikipedia and blogs. Bertot et al. (2010) say that social media are the content and interactions that are created through the social interaction of users via highly accessible web-based technologies. Andzulis, Panagopoulos and Rapp (2012) contend that engagement of, and collaboration with, customers as the key building blocks of social media. Consumers are rapidly adopting social networking sites, engaging in micro-blogging, and downloading applications for smartphones and computer tablets to enhance their social lives and promote sharing and communication with friends and family with the advent of social media (Andzulis, Panagopoulos & Rapp, 2012).

2.3 Web 2.0 tools

According to O'Reilly (2005), Web 2.0 is the system as display place, covering all linked devices; Web 2.0 applications are those that make the most of the inherent gains of that platform: distributing software as a frequently modernized service that gets better the more people use it, using and reproducing data from different sources, including individual users, while providing their own data and services in a form that allows reproducing by others, creating network effects through user participation and going beyond the page symbol of Web 1.0 to provide rich user skills (O'Reilly, 2005). Stern (2002), defines Web 2.0 as a term that describes the changing trends in the use of World Wide Web technology and Web design that aim to enhance creativity, secure information sharing, increase teamwork, and enhance the efficiency of the Web as we know it (Web 1.0). These have led to the development and evolution of Web-based communities and hosted services, such as social-networking sites – Facebook and MySpace, video sharing sites – YouTube; wikis and Twitter etc. (Stern, 2002). Also O'Reilly (2005) uses Web 2.0 to describe a rapidly growing set of Web-based applications. Yesilada, Stevens, Goble, and Hussein, (2004), define Web 1.0 or the World

Wide Web (WWW), “as an information space in which the substances of concentration, referred to as resources, are recognised by global identifiers called Uniform Resource Identifiers (URIs). This also applies to Web 2.0 but the difference is that Web 1.0 was developed as a read media, where people were not able to publish anything and the content was static pages (Al-Khalifa & Al- Salman, 2006). Al-Khalifa and Al- Salman (2006) argue that, the web was mainly limited with the expertise of web developers and web designers. The subsequent logical shift was to make the Web more dynamic. This period was called Web 1.5, where web page content was generated vigorously from database. Then, a new concept has appeared on the Web that changed how people interact with it. This concept is named the read/write Web; it is when the Web becomes more of a platform than a media (Gillmor& Pine,1996; Berners-Lee, Hendler&Lassila, 2001). To O’Reilly (2005), Web 2.0 is a paradigm of employing the Web as the platform to deliver and use software. Web 2.0 is defined as the innovative use of the World Wide Web to expand social and business outreach to and exploit collective intelligence from the community (O’Reilly, 2005; O’Reilly & Musser, 2006; Center for E-Commerce Infrastructure Development, 2007). Center for E-Commerce Infrastructure Development (2007) argues that Web 2.0 has no universally accepted definition, there are number of features that have been accepted worldwide. They includes: Architecture Participation, Personalization of web resources, Power of Long Tail, Deployment of rich applications, perpetual beta release and Syndication of information and services (Center for E-Commerce Infrastructure Development, 2007).

2.3.1 User Participation

According to O’Reilly (2005); CECID (2007) Web 2.0 serves as a platform for promoting users’ participation and collaboration. Users are able to exchange, add, analyse and improve information resources. For example Flickr and YouTube provide unlimited media

warehouses for internet users to share photos and videos respectively (Leuthard, 2014). Wikipedia has also gained the most resourceful manuals in the world where users are able to collaboratively edit (CECID, 2007). The user participation serves two main objectives: collective intelligence exploitation and social networking (O'Reilly, 2005; Barsky, 2006; CECID, 2007; Patel, 2013). In essence, Web 2.0 highlights the importance of content creation over consumption (Barsky, 2006). Information is liberated from traditional content owners or their mediators, permitting anybody to produce, accumulate, consolidate, discover and exchange content to meet their own needs or the needs of clients, courtesy of the emergence of new flexible content licensing models like creative Commons (KamelBoulos& Wheeler, 2007). Web 2.0 is structured around open programming interfaces that allow widespread participation. Increased user contribution leads to the growth of collective intelligence, and re-usable dynamic content. Such engagement with content promotes a sense of community, empowerment and ownership for users. The most recognized examples are Wikipedia, Flickr and YouTube (Ibid, 2007).

2.3.2 Power of Long Tail

The “Long Tail” concept proposes that products that are in low demand or have low sales volume can collectively make up a market share that rivals or exceeds the relatively few current bestsellers and blockbusters (O'Reilly, 2005). Anderson (2006) argues that Long Tail refers to the tail of Pareto distribution, which states that 80% of the product variants represent only 20% of the market. According to Kalbach (2008) Long Tail is a well-known term used to explain the power of laws and statistical distributions such as Pareto distribution. For example, the most popular music albums represent only a small portion of all albums created, even though they account for the bulk of the sales. On his part, Lew (2008) refers to “Long Tail” concept as internet-based economy that has enabled company success through a focus

on highly specialized service and products that are not in high volume demand, but maybe in high-value demand. Long Tail is potential market created by the internet as a distribution and sales channel opportunities that enable businesses to tap into market successfully (CECID, 2007).

Kalbach (2008) says the long tail has economic consequences. Bricks and mortar, businesses are constrained by physical limitations. According to Lew (2008) there's limited shelf space in a store or limited screenings of movies in a theatre. Consequently, those business owners are financially compelled to focus on the most popular products (Kalbach, 2008). But with online platform, there is essentially no limit to what can be offered. With digital goods like music downloads or even information, there is immeasurable shelf space. More information is practically free you just add it to the database (Ibid, 2008).

2.3.3 Personalization of the Web Resources

According to O'Reilly (2005), web resources that were distributed on Web 1.0 were in the setup decided by the service providers. It can be argued that users are given limited flexibility to select what web resources to consume and how they are well presented to meet the needs and preferences of specific users (O'Reilly, 2005; CECID, 2007; Stone, 2009; Almeida, 2012). With the advent of Web 2.0 users play the active role to manage web resources that are only relevant to their needs (CECID, 2007; Ullrich et al., 2008; Mcloughlin & Lee, 2010 and Cristea & Joy, 2011). Selwyn (2007) observes that Google Reader and Bloglines as feed readers, allow users to subscribe the web feeds relevant to individuals' interests, and organize and direct the feeds in users' preferred ways (CECID, 2007). My Yahoo offers personalized homepages to users for placing regularly used web services such as stock quotes, weather

information on a page (Selwyn, 2007; CECID, 2007). In Web 2.0, users need not follow the navigation structures pre-designed for all users by service providers (O'Reilly, 2005).

2.3.4 Perpetual Beta Release

O'Reilly and Musser (2006) observe that millions of people use Google every day but no one has ever asked this question "What version of Google is this?" There is no Google 1.2. In the Web 2.0 era, users only think in terms of services but not software packages and they expect these services to just be there and to improve over time. No versions, no installations, no upgrades needed (Ullrich et al., 2008). According to O'Reilly and Musser (2006) "The traditional design-develop-test-ship-install cycle of packaged software is ending." In contrast to traditional software, Web 2.0 applications are no longer released in version-based software packages, one version at a time, but are constantly refined and improved (Ullrich et al., 2008). O'Reilly and Musser (2006), and Ullrich et al. (2008), conclude that applications are no longer software artefacts, they are ongoing services. This has significant impact on the entire software development and delivery process. Therefore, in the era of Web 2.0 features are added on a regular basis as part of the normal user experience by engaging users to be real-time testers, and blueprint the service to disclose how people use the invention (O'Reilly & Musser, 2006).

2.3.5 Deployment of Rich Applications

Miko (2011) explains that web applications originally were not to run as stand-alone desktop software, but web applications. O'Reilly and Musser (2006) conclude that the advancement of technology now backs the deployment of feature rich and interactive applications on web browsers. Adobe Flash, JavaScript and Ajax as new web technologies have gone beyond the limitation of the one-action-one-page-load interaction between browsers and servers

(O'Reilly, 2005; CECID, 2007; Miko, 2011). Now the browser is more capable of executing complex logic to enrich the users' interactivity with the website without unnecessary and redundant data queries to the server (Ullrich et al., 2008). Web applications are extensively enhanced in the area of interactivity, so complicated applications can be deployed and sophisticated business services can be delivered (O'Reilly, 2005). For example, **Yahoo Mail** provides a web mail environment similar to the Microsoft Outlook capability and Google docs and spreadsheets provide word processing and spreadsheet applications on browsers (Ibid, 2005).

2.3.6 Syndication of Information and Services

O'Reilly and Musser (2006), and Tschirch (2009), posit that in the Web 1.0 context information is circulated and services are provided for consumption by human users only. Conversely, Web 2.0 promotes reuse of web resources and a web application can be provided as syndication of other applications offered by different providers (O'Reilly, 2005; O'Reilly & Musser, 2006; Tschirch, 2009). This suggests that web developers should target to produce information and services not only for use by only human users but also for reuse by other software applications (O'Reilly, 2005). Content creation takes place with a staggering speed and vital syndication tools like Web feed aggregators and formats like Really Simple Syndication and Atom give users control over the information load (Tschirch, 2009). To Bohringer (2009) an important criterion of syndication is that the information and services must be accessible through some standardized web API so that third party applications can utilize these web resources. For instance, while the contents of a website are created, the designers should consider not only how they are configured in a web design but also whether they are well characterised and set out in web feeds for subscription by feed readers (Tschirch, 2009).

2.4 Information and Communication Technologies and Tourism

Buhalis (2003) posits that information and communication technologies can be defined as the entire range of electronic tools that facilitate the operational and strategic management of organizations by enabling them to manage their data, tasks and procedures as well as to communicate interactively with their patrons, enabling them to achieve their mission and goals. There is no doubt about the impact technology and its incredible development during the past few decades has made on human lives in developed and developing nations. Buhalis and Law (2008) explain that technology has made lives easier, safer, and more comfortable in many ways. Tourism industry is an information-rich industry (Zhou, 2004; Hinson & Boateng, 2007). According to O'Connor (1999), and Buhalis (2003) information and communication technologies most notably the coming in to prominence of the Internet in the 1990s, has impacted the tourism sector greatly. Gretzel and Fesenmaier (2009) explain that tourism is reported to be one of the most important sectors that make use of Internet technology. Representing the pioneers of technological applications in tourism, technologies such as the central reservation systems and global distribution systems attributed enormously to the development and growth of the industry. Improvements in technologies led what would become the internet (Gretzel & Fesenmaier, 2009) and with the incessant improvements of the World Wide Web the tourism industry has been transformed (Buhalis, 2003).

Enhancements in technology have enabled great improvements concerning organizational performance (Buhalis, 2003). Enterprises are now able to manage their operations and resources more “efficiently and effectively”...“increase their productivity”...“expand geographically and coordinate their undertakings locally, countrywide and internationally” (Buhalis, 2003). Particularly communication and engagement with customers, suppliers and other publics has been improved (Aggarwal, 2011). Enhancements in technology have

therefore enabled great improvements concerning organizational performance which in turn had a great impact on the organization's attractiveness (Buhalis, 2003). Gretzel and Fesenmaier (2009) argue that tourism sector has been affected drastically by technology which has led to "fundamental changes in the industry structures and tourist conducts". This shows that technology is very central to tourism industry. The extent to which such technologies have impacted the way travellers "search for, purchase, consume, and remember tourism experiences" (Bidgoli, 2004) and the way they connect with each other (Gretzel&Yoo, 2007) is immense (Bidgoli, 2004).

2.5 Social Media as a Communication Tool

In recent years, the issue of social media being used as a means of communication and relationship building for business has been extensively researched by scholars (Cox, Burgess, Sellito, &Buultjens, 2009; McGuire, 2011; Kavanaugh et al., 2011; Yazdanifard, Obeidy, Yusoff, & Babaei, 2011; Lovejoy & Saxton, 2012; Bosch, 2012; Seth, 2012; Leung et al., 2013; Johston, Chen & Hauman, 2013; Sullivan, 2013; Leue, Jung & Knowles, 2013; Senders, Govers & Neuts, 2013; Schroeder, Pennington-Gay, Donohoe, & Kioussis, 2013; Kim & Tussyadiah, 2013). Most of the studies mentioned have researched into social media in the developed countries with only a limited studies in the case of sub-Saharan Africa or less developed countries, (Kavanaugh et al., 2011; Sotiriadis & Van Zyle, 2013) are examples of studies from Africa. According to Boateng (2014), MTN Ghana and Vodafone Ghana have employed social media to manage customer knowledge. The companies engage customers on Facebook and Twitter to access their knowledge and provide the customers with knowledge about their products and services (Ibid). Social media have been used to solicit insights from customers about new product features that customers may want MTN Ghana and Vodafone to add to their products and services (Ibid). His study explained that MTN Ghana and

Vodafone Ghana have used Facebook and Twitter to manage knowledge for customers and knowledge from customers. However, the two companies appear to have under-utilized social media in managing knowledge about customers. He further added that although MTN Ghana had used Facebook to manage knowledge about customers, this had not been enough as compared to knowledge for customers and knowledge from customers.

Different scholars have defined social media. According to Kaplan and Haenlein (2009), social media are composed of a number of internet-based applications; it is based on the “ideological and technological foundations of Web 2.0” and allows users to exchange and create their idea and information. O’Reilly (2005) web 2.0 is a platform on which social media is based. Evans (2008) Social media are changing very quickly; they involve various social channels for photo, video and other information exchange. According to Mayfield (2008), social media “blurs the line between media and audience”, it encourages users to post comments and share information. It is considered as a two-way conversation tool. It also contains the community characteristic and users can share their interests through it. The best “Social media provide the way people share ideas, content, thought, and relationships online” (Scott, 2010). It includes blogs, social media, social networking, wikis and the other servers for photo and video sharing. Based on the definitions one can say that social media is a platform for sharing information (Sullivan, 2013). Users can produce, post comments, discuss and consume information through social media. It is not surprising that the extant literature on social media agree that social media is a good approach for knowledge sharing and creation (Buhalis, 2003).

In his study, Sullivan (2013) reveals that traditional marketing was a one way conversation with the product or service provider supplying the consumer with information hoping to

entice the consumer into a purchase. Social media has changed that dynamic very much into a two way conversation (Mahmood, 2012). This could be as a result of the instant messaging opportunities available with social media platforms at the fingertips of both parties (Kaplan & Haenlein, 2011). Social media can be used to create brand ambassadors as well as encouraging guests to speak out about their stay with the hotel (Leue, Jung, & Knowles, 2013). The more they review, tweet, post about the hotels, the more the search engines pay attention. Leue, Jung, and Knowles (2013) conducted an exploratory study consisting of 32 semi-structured telephone interviews which were conducted within the UK from December 2011 until 2012. They found out that increased pressure from competition was a major reason for engaging in social media, in order to avoid being overrun by competitors marketing strategies (Ibid, 2013). They further revealed that social media was a new way of communication. It was identified that in today's trend of smartphones and tablets, there is the need for hotels to be present on social media as it is the easiest way to get in contact and gather information (Leue, Jung, & Knowles, 2013). This outcome was confirmed through the interviews with the demand side.

A similar exploratory study in Malaysia by Ab Hamid et al (2013), revealed that the three research variables namely; use of social media, trust and customer retention, are directly correlated thus have influence on the customer satisfaction and retention. Indeed, among the factors that hoteliers should emphasize is the use of social media as the marketing communication channel (Aggarwal, 2011). Social media tools such as blogs, Facebook and twitter are gaining popularity and the trends are showing that more literate and younger customers have begun to respond well to these tools (O'Connor, 2011). The power of viral marketing afforded by the social media must be managed well as to leverage on the cost effective means to reach out to the like-minded group of potential customers, which

otherwise might be lost to other competitors (Mahmood, 2012). Senders, Govers and Neuts (2013) indicated that customers enjoy building online relationships with tour operators and those online special deals and discounts might be counterproductive in building loyalty through social media. Essentially, social media disseminates word of mouth electronically, unlike traditional word of mouth (Aggarwal, 2011), and that managers should create opportunities for past visitors to narrate memorable tourism experiences, involving industry partners to build relevant destination images and greater engagement with social media (Tham, Croy&Mair, 2013). According to Kietzmann et al. (2011) social media has super broadcasting capability and influencing power. Due to the influencing power many celebrities, politicians, and stars have opened their accounts on Twitter (Kietzmann et al., 2011). This goes to underline reasons for the utilization of social media as a communication tool in varied industries (O'connor, 2011).

2.6 Benefits and Negatives of Social Media utilization

Social media utilization comes with a lot of benefits to companies (Aggarwal, 2011). Many scholars including Ahlqvist et al. (2008), and Mangold and Faulds (2009) have argued that social media utilization empowers customers to make informed decision before and during purchasing process. The conversations exchanged/customer engagements on social media channels provide market intelligence for a company (Mangold&Faulds, 2009). Ahlqvist et al. (2008), Mangold and Faulds (2009), and Kaplan and Haelein (2011) all these scholars contend that social media increases brand awareness, influences purchasing behaviour, provides assistance in pre and post-purchase communication and evaluation and increases audience. Masterson andTribby (2008) and Mahmood (2012) argue that social media is of low cost and a global reach. Comparing with traditional advertising that often requires a big budget, the only cost companies need to invest for keeping social media channels running is

to invest time. Kaplan and Haenlein (2010), and O’connor (2011) contend that social media offers companies opportunity to reach out and talk to their current and potential customer who expect to find their brands online. Again, Aggarwal (2011) posits that by participating in several social media channels can help organizations to increase their visibility. On another level social media has put the consumer in charge (Aggarwal, 2011). It is open to everyone and everyone has the opportunity to voice their opinions and views (Evans & McKee, 2008). Companies can no longer control consumers by sending them a one-way message (Buhalis, 2003). Social media involves a two-way relationship where consumers talk to companies and among each other in order to get a real view about products, services, and brands (Evans & McKee, 2008). On the social web consumers have the opportunity to talk to each other and increasingly they seek to find out about second opinions, experiences and views about services and products (Aggarwal, 2011). For many companies this may be difficult to accept as this can greatly influence how a firm’s campaign or message is perceived by an audience. Consumers may not support it and create another message that can be the opposite making the efforts, time as well as the money invested seem all in vain (O’connor, 2011). However, as much as companies would like to control what is being said about them in most cases they cannot control it. Therefore, companies need to find ways to address this (Evans & McKee, 2008).

By integrating such trustworthy online word of mouth in their social media strategy hotels can support their customers to reduce perceived risk in their early stage of the decision-making process and offer them a way to share their experiences after their trip (Murphy, Centeno Gil, & Schegg, 2010). Similarly, Aggarwal (2011), CEO of Milestone Internet Marketing, suggests that hotels should encourage their guests to leave more reviews on different social media platforms. The fact that dissatisfied customers with a bad experience

are more likely to share it with others than customers who had a good experience, hotels should use this opportunity to increase the amount of positive word of mouth and promote their business. Hotels should not fear the presence of bad reviews (Aggarwal, 2011). While responding to a good review can strengthen the customer's loyalty to a brand, responding to a bad review can show customers that their concern is being acknowledged and taken care of (O'Connor, 2011). In the end the hotel might even be able to convert an angry guest into a loyal customer. Thus, integrating such systems gives hotels also the opportunity to build a loyal customer base (Aggarwal, 2011).

Lastly, social media offers companies the opportunity to engage with their customers and create a dialogue and a relationship with them (Evans & McKee, 2008). Once a company has created an account on a social media platform, it has the opportunity to interact with customers by producing content (O'Connor, 2011). Generally, consumers will be skeptical towards overtly commercial content or messages (Aggarwal, 2011). Rather, content should be relevant and engaging and foster dialog between the brand and the consumer (O'Connor, 2011). Suggestions in doing so include offering insider tips, local weather or restaurant suggestions (Aggarwal, 2011). Probably any recommendation about events in a city will appeal to travellers. Challenging users to take a quiz and poll (Withiam, 2010) or the application of activities such open-ended questions or fill-in the blank posts can also help heighten interaction (Aggarwal, 2011). There are several features and affordances of social media that can help a brand to invite interaction and engagement (Aggarwal, 2011). Brands can make use of various design features that can make a page more appealing and engage users more to a page, for example (Withiam, 2010). However, social media utilization also come with shortfalls which include spread of false information (Bute et al., 2014), damaging

company reputation (Buted et al., 2014), disclosing trade secrets (Buted et al., 2014) and spammers (Benevenuto et al., 2008; Hu, Tang & Liu, 2014).

2.7 Social Network Sites

Social network sites are generic terms for sites that allow users to connect with others with similar backgrounds and interests (Weinberg, 2009). According to Boyd and Ellison (2007) social network sites are web-based services that allow individuals to construct a public or semi-public profile within a bounded system, articulate a list of other users with whom they share a connection, and view and traverse their list of connections and those made by others within the system. The nature and nomenclature of these connections may vary from site to site (Boyd & Ellison, 2007). Kaplan and Haenlein (2010) postulate that in the social networking sites the focus is put on the users by enabling them to create personal profiles including information such as photos, video and audio files. Users can connect with friends and colleagues, have access to profiles, and exchange messages with each other (Aggarwal, 2011). Examples of social networking sites include Facebook, Twitter, Myspace, YouTube, LinkedIn and XING (Kaplan & Haenlein, 2010).

2.7.1 Twitter (Microblogging)

According to Mills, Chen, Lee, and Raghav Rao (2009) Twitter is a microblogging site, which allows people to post brief updates of up to 140 characters that, can supply up-to-the-minute information, instant responses to questions or wider issues of the moment and links to websites. Microblogging is a communication service which enables users to post short messages into an initially undirected message stream (Riemer & Richter, 2010). Twitter has become the largest micro-blogging site on the Internet. About 19% of all Internet users use Twitter or a similar service for microblogging (Fox, Zickuhr, & Smith, 2009), and strategic

communicators recognize its ability to reach a large number of stakeholders, as Twitter has become the most-used social media application in official public relations, advertising, and marketing campaigns (Riemer& Richter, 2010). Currently, Twitter has approximately 300 million monthly active users. Some business benefits of Twitter include the following:

Communication

Riemer and Richter (2010); Israel (2009) and Sommerfeldt and Taylor (2011) contend that the most observable use and benefit of Twitter is communication. Tweets can inform global audiences about your business's news and successes, events promotion and discounts due to its super broadcasting power (Micek& Warren, 2009). Evans, Twomey and Talan (2011) and Sommerfeldt and Taylor (2011) Twitter can be used to drive audiences there. It can also be used to comment on industry news or developments. These communications should aim to inform and engage followers, building trust, rapport and lasting relationships.

Brand visibility and recognition

The ultimate aim of all brands is to achieve top-of-mind recall with audience (Aaker, 1996, Dolak, 2008).Micek and Warren (2009) posit that Twitter allows businesses to build a presence where people virtually congregate on a daily basis. This incites audiences to think of your business when they need a product or service. Additionally, because Twitter is about two-way communication, it feels personal. It is a fantastic medium for personifying a brand, making contact more attainable in the eyes of stakeholders (Dolak, 2008).

Attract Customers

According to Micek and Warren (2009) Twitter has become proponent of Permission marketing where businesses can appropriately and persuasively attract new customers instead

of chasing them. In tweeting information that is useful, relevant and engaging, companies invite customers who are interested in the brand (O'Connor, 2011). Currently, Twitter has 284 million monthly active users (Tyner, 2014). It can be argued that instant posting service is used mostly on mobile phones (80% of Twitter active users) than on PCs. There are about 500 million Tweets sent by day. Also, the language barrier is not a problem – the website supports more than 35 languages (Tyner, 2014).

Monitor Trends

Israel (2009) and Kaplan and Haelein (2011) observe that businesses and brands can stay abreast of information and trends by paying attention to the conversations going on Twitter. Conversations taking place on Twitter are taking place in real time and are coming directly from the mouths of consumers, clients, influencers and thought leaders (Kaplan & Haelein, 2011). Using this information to guide business, services and product innovations can prove to be a valuable advantage over competitors (Micek & Warren, 2009).

2.7.2 Facebook

Facebook is the largest social network platform on the internet, translated in over 70 languages (Facebook, 2012). Facebook was launched in February, 2004 by Harvard undergraduate Mark Zuckerberg, to give people the power to share and make the world more open and connected. In October, 2012 Wall Street Journal reported that Facebook had reached 500 million active users July 2010 making Facebook one of the fastest-growing sites in history (Wall Street Journal, October 4, 2012). The social networking website Facebook now has over 1.39 billion active users across over 47,000 regional, work-related, collegiate and high school networks (Pew Internet, 2015). According to Hoffman (2009) it took radio 38 years to reach a target audience of 50 million, but for Facebook took it took two years.

Aggarwal (2011) argues that users spend on average 20 minutes a day on Facebook engaging in the site. Facebook can be broken into four main parts: profiles, groups, pages, and events. Profiles are how people represent themselves to others (Aggarwal, 2011). Users make their profile pages unique to their own style, interests, and creativity (O'Connor, 2011). Groups are created by users, and allow users to take part in smaller communities within Facebook that support certain interests or beliefs that are shared by others (Aggarwal, 2011). Facebook recently overtook Google as the most visited site in the world, with one out of every seven minutes online spent on Facebook. It has definitely acquired a massive and highly engaged audience (Dabner, 2012). The average Facebook user spends approximately seven hours per month on Facebook (O'Connor, 2011).

Regarding the online activity, more than 2 billion posts are liked and commented on per day (Aggarwal, 2011). After ten years of existence, Facebook has undoubtedly proven its power to help people communicate more efficiently and has become a powerhouse of marketing activity (Dabner, 2012). This is due to the wide number of engaged users on the site and the simplicity of connecting them directly (Aggarwal, 2011). On a business perspective, Facebook can be extremely useful in finding new customers from over 1.39 billion users on Facebook, 50% of each are active every day (O'Connor, 2011). There is real-time feedback on user interaction with posted information (Aggarwal, 2011). Building online communities of fans, and digging into gold mines of demographic information, through the use of Facebook Pages, Facebook is free of charge-so it lowers the cost of operation (Kaplan & Haelein 2011; Dabner, 2012). According to Boyd and Ellison (2007) Facebook makes it simpler to communicate with multiple people at one time. After ten years of existence, Facebook has undoubtedly proven its power to help people communicate more efficiently and

has become a powerhouse of marketing activity due to the wide number of engaged users on the site and the simplicity of connecting them directly (Mahmood, 2012; Dabner, 2012).

2.7.3 YouTube

In February of 2005, Steve Chen, Chad Hurley, and Jawed Karim founded YouTube (Varga, 2009). The site was created as a forum for people to create and share short video clips online (Varga, 2009). According to Woletz (2008), YouTube is a video-sharing service that lets users upload files to YouTube servers, where they are available online. Videos can be informational, entertaining, persuasive, or purely personal. One of an emerging class of social applications, YouTube allows users to post and tag videos, watch those posted by others, post comments in a threaded discussion format, search for content by keyword or category, and create and participate in topical groups (Woletz, 2008). Varga (2009) contends that YouTube is known to be user generated content and rank among the most successful Web 2.0 platforms or tools. Siersdorfer, Chelaru, Nejdil, & San Pedro (2010) state that registered users can upload their videos to the server, share them with the world, watch all other videos uploaded to the site and interact with the community. However unregistered users can also watch videos, but cannot upload and share their content to interact with the community (Siersdorfer et al., 2010).

2.7.4 Flickr

Van Alstyne and Brynjolfsson (2005) argue that with the advent of the Web 2.0 various social resource sharing platforms arose which allow their users to easily organize and share digital resources. Well-known examples of such platforms are Delicious for bookmarks, Flickr focusing on photos and YouTube for videos (Woletz, 2008; Siersdorfer et al., 2010). Flickr was launched in February 2004 by Ludicorp, a Vancouverbased company founded by

Stewart Butterfield and Caterina Fake. The service emerged out of tools originally created for Ludicorp's Game Neverending, a web-based massively multiplayer online game (Woletz, 2008). Flickr proved a more feasible project, and ultimately Game Never ending was shelved (Leuthard, 2014). Flickr is a Web 2.0 technology that allows users to create photo sets and collections to manage content, and participate in topical groups to cultivate a sense of community (Siersdorfer et al., 2010). Leuthard (2014) posits that Flickr provides the tools, but the value derives from the contributions of the user community-photos, comments, ratings, and organization-and the connections that the site facilitates between individuals.

Flickr also provides a range of privacy settings, giving users considerable control over how their photos can be used (Tyner, 2014). In terms of communication Flickr provides a variety of information about the photo: who uploaded it and when, what groups it has been submitted to, its tags, who commented on the image and when, how many times the image was viewed or bookmarked as a “favorite” (Marlow, Naaman, Boyd, & Davis, 2006). Clicking on a user’s name brings one to their photo stream, which shows the latest photos they have uploaded, the images they have marked as their “favorite,” and their profile, which gives information about the user, which includes a list of their contacts and the groups they belong to (Tyner, 2014). Clicking on the tag shows user’s images that have been tagged with this keyword, or all public images that have been similarly tagged (Tyner, 2014). Finally, the group link brings the user to the group’s page, which shows the photo pool, group membership, popular tags, discussions and other information about the group (Leuthard, 2014).

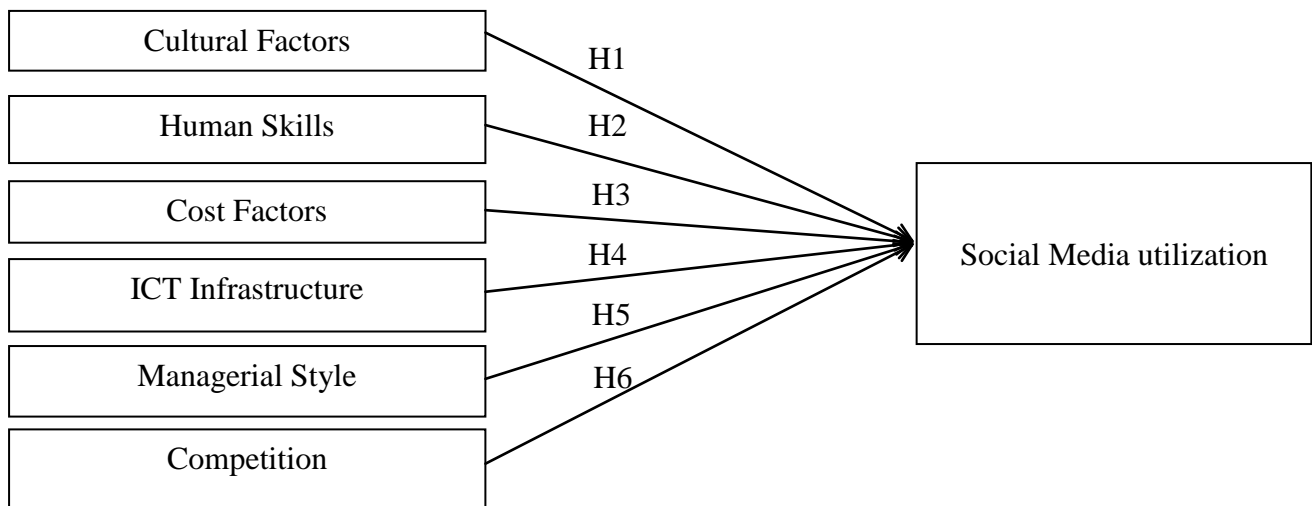
2.7.5 LinkedIn

LinkedIn is a Web 2.0 application. It may also be referred to as social software or an online community (O’Rielly, 2005; Tyner, 2014). LinkedIn is a world-wide social networking

service that was started in 2002 and officially launched in 2003. The main purpose of LinkedIn is to provide business opportunities for professionals from all over the world through organizing and expanding one's professional network (Kanter, 2015). The network addresses both employers and employees, and it mediates a potential for people to find new resources in addition to being found and given opportunities as a resource (Kanter, 2015). Users can search for jobs, clients or partners; they can distribute listings, discuss business issues and make themselves more visible in their own industry (Thew, 2008; Gerard, 2011). LinkedIn users are allowed to create a profile where they put down their qualifications and interests, very much like a résumé (Thew, 2008). Any member of LinkedIn will, through searching for the same qualifications, be able to find someone's profile. In addition it is possible to send out invitations and search for former colleagues and classmates, as well as other acquaintances. The users create the content and manage the information on their own (Tyner, 2014). In January 2008 LinkedIn had grown to include over 17 million members, representing 150 different industries (Thew, 2008; Gerard, 2011). From March 2007 until March 2008, LinkedIn had a growth of 319%, making it the fastest growing social networking service available (Thew, 2008). LinkedIn users may choose between free and premium accounts. The latter gives access to better tools for searching and communicating, making it easier to get in touch with new people (Tyner, 2014; Kanter, 2015). LinkedIn has more than 6,800 full-time employees with offices in 30 cities around the world. LinkedIn started off 2012 with about 2,100 full-time employees worldwide, up from around 1,000 at the beginning of 2011 and about 500 at the beginning of 2010. LinkedIn operates the world's largest professional network on the internet with more than 347 million members in over 200 countries and territories and currently available in twenty four languages (Tyner, 2014; Kanter, 2015).

2.7.6 The Conceptual Framework

The conceptual framework gives a representation of the research study by emphasizing patterns of elements and their interrelation with key concepts of the research (Fisher et al., 2010). The essence of conceptual framework is to help present the ideas in a more concise form through diagrams for easy understanding. The conceptual framework for this study is adapted from Bulankulama, Khatibi, and Herath (2014). The framework captures the factors influencing social media adoption in the hotel industry which includes cultural factors, cost factors, human resource, ICT infrastructure, managerial style and competition. These factors will lead to social media utilization, and then the utilization leading to social media utilization outcomes.



Adapted from Bulankulama, Khatibi and Herath (2014)

2.8.0 Social Media Utilization

Social media utilization in this study refers to the presence of hotels on social media platforms, the level of utilization, visibility and the level of engagement with customers

(O'Connor, 2011; Aggarwal, 2011; Evans & Mckee, 2008). The social media channels use in this study includes Facebook, Twitter, LinkedIn, YouTube and Flickr.

2.8.1 Cultural factors

Culture according to Hofstede (2001) is the collective programming of the mind that distinguishes the members in one group or category of people from another. Herbig and Dunphy (1998) argue that existing cultural conditions are factors of diffusion of an innovative technology. This suggests that technology adoption may be influenced by cultural differences. Again, culture influences attitudes and behavioural intention towards technology and innovation, which have been shown to affect decision to adopt technology (Eseonu & Egbue, 2014). According to Eseonu and Egbue (2014) the differences in infrastructural and other institutional supports, and cultural and social norms, technology driven development in developing countries such as Ghana and Nigeria, varies significantly from developed countries such as the US and UK. The successful distribution of an innovation occurs in five stages according to Rogers (2003). Knowledge should drive innovation and recipients must be persuaded to form a positive or negative view of the innovation. The potential adopters then make a decision to adopt or reject the innovation. They implement their decision and go through the final stage of confirmation in which they seek information to affirm their decision. This process is also influenced by cultural differences (Rogers, 2003). In conclusion Schlagwein and Prasarnphanich (2014) found that societal culture impact on the organizational adoption of social media use by organizations. Again, according to Lekhanya (2013) cultural factors influence the utilization of social media as a communication tool.

2.8.2 Human Skills

Nguyen (2009) argues that employees are significant assets to organizations, and seriously affect the firm's survival. It can be argued that users of IT are valuable resource for firms (Caldeira& Ward, 2003), which should be developed to contribute to the success of the organization in the area of IT knowledge, training, attitude and intention toward IT, and participation and involvement in adoption process (Caldeira& Ward, 2003). Premkumar and Roberts (1999) posit that as users' awareness of information telecommunication technologies are increasing, it will positively influence the process of adopting social media technologies. Delone and McLean (2003) posit that the success of implementing innovation is predicated on human resource factors. Understanding what determinants affect innovation implementation success is important since these factors can arise during all phases of the technology planning and installation process (Kavangh&Thite, 2009). Human factors such as user adaptation, acceptance, training, and on-going support are as critical as the technical aspects of the implementation process (DeLone& McLean, 2003). For example, DeLone and McLean (2003) have offered an updated model of information systems success asserting that individual level variables such as system usage, system quality, and information quality influence the success of the organization's IT implementation initiative.

2.8.3 Cost Factors

Santarelli and Sterlacchini (1990) posit that firms can meaningfully succeed depending on their innovative efforts and the quality of its capital stock. Technology adoption greatly depends upon the amount of planned capital expenditure and the firm's ability to secure capital for technology adoption (Kerr & Newell, 2003). Thus, while capital is likely to provide opportunities for technology adoption activities in the firm, cost of capital is a major concern that prevents the firms from making technology investment decisions and developing

adoption activities (Kerr & Newell, 2003). The cost of capital refers to the general cost-related problems associated with advanced technology adoption, the cost of technology acquisition, equipment purchase, and development and maintenance expenses (Baldwin & Lin 2002).

2.8.4 ICT Infrastructure

According to Andonova (2006) fixed telephone lines, mobile cellular telephony services, internet penetration rate, broadband internet services, computers, and international internet bandwidth constitute ICT infrastructure. Information technology infrastructure includes networks; management and provisioning of large-scale computing, electronic data interchange and shared databases, and research and development to identify emerging technologies (Davenport, Hammer, & Metsisto, 1989). It has been argued that the development of information and communication technology (ICT) provides leapfrogging opportunities for developing countries. Ghana has not been left out in this revolution. According to the Data Development Group of the World Bank, ICT infrastructure in Ghana is progressing better than other low-income countries and above the 1.1% average for Sub-Saharan Africa. Jan, Abdullah and Momen (2015) postulate that technological advancement in the Information and Communication technologies (ICT) make it possible for people to interact virtually. ICT is one of the many factors that have influenced users' adoption of Social Networking. Millions of people worldwide are using Social Networking daily (Jan, Abdullah & Momen, 2015). There are thousands of Social Networking Sites available in many countries with different languages for various purposes (Hawkin, Bulmer & Eagle, 2011). The newer advanced technologies include Smart mobile phone and the broadband Internet, thus technological advancement has indirectly revolutionized peoples' daily

activities, pattern of interaction, behaviour and life style (Jan, Abdullah and Momen, 2015).
ICT is a supporter of innovation in the hospitality industry (Mihalic&Buhalis, 2013).

2.8.5 Managerial Style

Rizzoni (1991) explains that CEO is the main decision maker, the characteristics of the CEO are crucial in determining the innovative attitude of the business. This is because the CEO's qualities are the determinants of the overall management style of the business (Rothwell, 1977). Management style is one of the critical antecedents to organizational effectiveness (Quang, 2002). Management style is simply construed as a way to manage an organization (Rothwell, 1977). It is the general approach of a manager in dealing with people at work and exercising of authority over subordinates in an effort to reach organizational goals (Quang, 2002; Hartzell, 2006). Likert (1967) classified four approaches of management that constitute a continuum of participative, paternalistic, exploitative and autocratic, and consultative management style. Furthermore, Minzberg (1973) considered entrepreneurial and strategic planning as forms of management styles adopted by managers in organizational entities. In recent times, commonly exhibited styles of management includes authoritarian, coercive, authoritative, democratic, affiliative, permissive, indifferent, coaching, pacesetter, visionary, bureaucratic and defensive styles of management (Effere, 2005). Yang, Lee and Lee (2007) argue that management style factors, such as the CEO's attitude toward and interest in ICT, ICT evaluation period and initial implementation time, and the CEO's age and attitude toward change are important to promote ICT adoption.

2.8.6 Competition

According to Leue, Jung and Knowles (2013), competitive pressure is the level of competition within the environment the organization operates. Kimberley and Evanisko (1981) explain

that successful business approach is to build a competitive advantage in the marketplace. It is generally believed that competition necessitates innovation adoption and increases the probability of adoption of IT (Kimberley & Evanisko, 1981). A number of studies have shown that competitive pressure influences the adoption of IT (Leue, Jung & Knowles, 2013). Competitive pressure is generally perceived to have a positive influence on the adoption of IT (Gatignon & Robertson, 1989) and is one of the widely mentioned reasons for organizations to adopt IT. According to Leue, Jung and Knowles (2013) increased pressure of competition is the major reason for firms to engage in social media.

CHAPTER THREE

CONTEXT OF THE STUDY

3.0 Introduction

The purpose of this chapter is to provide contextual background information of the study. The chapter provides information on the Ministry of Tourism, Ghana tourism federation, Ghana hotels association, and the overview of the Ghana Tourism sector and impact of tourism on the Ghanaian economy.

3.1 Technology Penetration in Ghana

According to Bartlett (2002), information and communication technology (ICT) refers to systems for producing, storing, sending and retrieving digital files. These files can contain text, sounds and images, both still and moving (Ibid). Human engagements all over the world are being transformed by information and communication technologies (Alemna& Sam, 2006). Alemna and Sam (2006) contend that in reaction to international policy changes in the ICT industry, Ghana was among the first African countries to reform its ICT sector. In responding to Global ICT policy changes, Ghana enacted the needed legal and regulatory frameworks to support the growth of the sector (Ibid). Frempong and Atubra (2001) explain that since 1990, the telecommunication sector has seen major liberalization from successive governments. This was to enable the private sector to participate in the provision of services to expand access and coverage, introduce value-added services and boost consumer access to the state-of-the-art technology. According to Frempong (2005) the Ghana government liberalized the telecom sector, based on a 5 year accelerated development programme introduced in 1994. The reason was to increase teledensity from 0.31 percent to about 1.5-2.5 percent through provision of public and private payphones; improve public access in rural and urban areas; expand coverage of mobile services; promote Ghanaian ownership of

telecommunications companies; and retain overall public regulatory control of the sector through the creation of a single agency (Ibid).

The Accelerated Development Programme achieved an increase in teledensity from 0.34 lines to 1.16 lines per 1,000 inhabitants, public phones from 0.001 to 0.16 per 1,000 inhabitants (Alemna & Sam, 2006). Alemna and Sam (2006) explain that Westel, a second national operator was licensed alongside FM and TV stations. Ghana Government (2003) introduced ICT4AD policy in the latter part of 2003. The policy was to accelerate the development of Ghana through the deployment and exploitation of ICT within the economy and society (Ibid). The overall of ICT4AD was to engineer an ICT-led socio-economic development process with the potential to transform Ghana into a middle-income, information-rich, knowledge-based and technology-driven economy and society (Ghana Government, 2003). Alemna and Sam (2006) posit that access to telephone services improved considerably in the early stages of liberalization, and until recently landlines dominated the telecoms landscape in Ghana and have had a sustained growth. The mobile phone market has been one of the fastest growing sectors of ICT in Ghana. Frempong (2005) argue that, in spite of the success of mobile telephony, there is a high demand for landlines, with more than 180,000 people on the waiting list at the end of 2002. Cobbinah (2003) posits that the coming of new wireless and satellite-based solutions is pegging the country to take advantage of ICT innovations. Over the same period the use of computers and internet service providers increased. National Communications Authority (2006) provided a total of 114 companies with licensed to provide internet services in the country.

3.2 Policy Environment

Frempong and Atubra (2001), explain that the liberalisation of the telecoms sector makes Ghana one of the countries in Africa to have removed the monopoly of the incumbent telecoms operator. The aim was to introduce competition into the sector in an attempt to increase access to the service. One innovative milestone in the telecoms sector at the time was the declaration of the ADP which provided the policy framework for the development of the sector.

3.3 The Creation of Duopoly

Wellenius (1997) contends that duopoly was to promote competition in the fixed line telephone sub-sector so as to enable subscribers enjoy the benefits of competition such as more, better and less expensive services. So in trying to break the monopoly of the Ghana Telecom, westel was licensed in 1997. The Ghana Telecom and Westel were tasked to provide 250,000 and 30,000 lines respectively for a 5-year period. Again, Ghana Telecom was privatized following the Ghana government sale of 30% share to a consortium led by the Telekom Malaysia (Wellenius, 1997).

3.4 Establishment of National Communication Authority

The National Communication Authority was established by the NCA Act, 1996, Act 524 now replaced by the National Communications Authority Act of 2008, Act 769. The motive behind the establishment was to regulate communication through wireless, cable, radio, television, satellite and similar technology for orderly development and operation of efficient communication services in Ghana. Previously, Ghana Telecom was acting as the player and a referee, hence an independent regulatory body (National Communication Authority, 2006).

Objectives of the Regulatory body included:

- Promoting competition among persons engaged in the provision of communication services
- Protect operators and consumers from unfair conduct of other operators with regard to quality of communication services and payment of tariffs in respect of the services, and
- Protect the interest of consumers.

To achieve the above objectives, the Act spelt out a number of functions for the NCA, these include:

- Granting of licenses for the operation of communication system,
- Assigning, allocating and regulating the use of frequencies in the country in conformity with international requirements,
- Provision of guidelines on tariffs chargeable for provision of communication services, and
- Advising on policy formulation and development strategies for the communication industry.

3.5 Internet Penetration

Alemna and Sam (2006) explain that Ghana became the second country in Sub-Saharan African to have full internet connectivity in August 1995. Ghana is directly connected to the world's first submarine fibre-optic cable system, SAT-3/WASC/SAFE, which links Africa to Europe and Asia. Network Computer Systems Ltd (NCS), one of the first IT/ISP Companies in Ghana, established the first connection. NCS was given its own VSAT (Very Small Aperture Terminal) gateway as a result of the constraints experienced by Ghana Telecom

(GT) (now Vodafone Ghana). Nevertheless, the Internet sector's expansion has been seriously inhibited by a shortage of functional dial-up phone lines (Alemna& Sam, 2006). According to Alemna and Sam (2006), the National Communication Authority (NCA) had licensed 52 Internet Service Providers (ISPs) by 2002, although only about ten were operational at that time. In 2005, the ITU Basic ICT Statistics revealed very low internet penetration in Ghana. The number of internet users per 10,000 inhabitants increased to 172 in 2004, which was higher than the African average of 123.21 (Frempong, 2005).

At the end of 2008, the National Communications Authority (NCA) had licensed a total of 114 companies to provide Internet services in the country. Out of these, 36 had actually commenced business (National Communications Authority, 2006). Internet penetration in Ghana is relatively low. According to Statistics available from the International Telecommunication Union, (ITU), the number of Internet users in Ghana increased from 30,000 in 2000 to 1, 297,000 in 2011. Even though the increment in terms of absolute figures was encouraging, the penetration rate was 5.2%, which was lower than the African average rate of 11.5% (ITU, 2011). Ghana's internet usage as against its' population growth from 2000 to 2011 is presented in table 2.1 below:

Table 2.1: Ghana's internet usage as against its' population growth from 2000 to 2011

Year	Users	Population	% Penetration	Usage source
2011	2,085,501	24,791,073	8.4 %	ITU
2010	1,297,000	24,339,838	5.3%	ITU
2009	997,000	23,887,812	4.2%	ITU
2008	880,000	23,382,848	3.8%	ITU
2007	609 800	21 801 662	2.8%	ITU
2006	401,300	21,501,842	1.8%	ITU
2005	368,000	21,029,850	1.6%	ITU
2001	40,500	19,101,878	0.3%	ITU
2000	30,000	18,881,600	0.2%	ITU

Source:ITU (2011)

3.6 Mobile Telephony

Access to telephone services improved considerably in the early stages of the liberalization (Frimpong and Atubra,2001). With respect to the market, telephone penetration at the end of 2008 was 52.4%; composed of 99% mobile and 1% fixed. The equivalent access lines in service were Eleven Million, Five Hundred and Seventy Thousand, Four Hundred and Thirty (11,570,430) mobile; and One Hundred and Forty-Three Thousand, Nine Hundred (143,900) fixed (National Communications Authority, 2006). At the end of 2011, the penetration rate of mobile telephony was 75% equivalent to seventeen million (17,000,000) access lines (Frimpong, 2005).

According to Frimpong (2005), Ghana has one of the more competitive telecom markets in the region. The country was among the first to privatize the incumbent operator, and was a pioneer in developing mobile telephony and data services (Alemna and Sam, 2006). It was also among the first on the continent to connect to the internet. Although fixed-line infrastructure requires considerable investment, the vibrant mobile market has ensured that internet penetration is comparatively high. The government has made steady efforts in recent years to develop computer literacy and to extend internet availability through a network of

public access venues. Low user penetration in the early part of the century was largely due to the high cost of services, exacerbated by unreliable networks and a poor quality of service. However, in recent years international connectivity has increased dramatically: a fifth submarine cable which came on stream earlier in 2013 has helped reduce the cost of bandwidth to a tenth of that in 2007. Lower pricing has filtered down to consumers, with Ghana Telecom being one of several operators which have invested in national networks to extend broadband availability deeper into rural areas (National Communication Authority, 2013).

3.7 Mobile Market

National Communication Authority (2012) the mobile market is well served by six competing players. Since launching the first cellular mobile network in sub-Saharan Africa in 1992, Ghana has developed one of the continent's most vibrant mobile markets, with six competing operators including regional heavyweights such as MTN, Vodafone, BhartiAirtel (formerly Zain) and Millicom (Tigo). The entry of Nigeria's Globacom as the sixth player in 2012 has delivered another boost to the sector. Subscriber growth, however, has come at the expense of lower Average Revenue per User (ARPU). While the voice market is saturated, there is enormous growth potential in both subscriber and ARPU for mobile broadband services. Mobile broadband already accounts for the vast majority of internet connections in the country. Services based on HSPA technology have helped extend broadband availability. This has improved the growth potential of m-commerce and m-banking services.

MTN Ghana's Mobile Money service is very popular, complemented by its new 'ATM Cash Out' service. The launch of Mobile Number Portability in mid-2011 has also been a catalyst for competition between players, with the number of portings by mid-2013 having increased

21% year-on-year. The time taken to port a number remains very fast by international standards (Ibid). Myjoyonline (2013) reports that the number of active mobile phone lines in Ghana as at November, 2012 stood at 25,344,745, which is slightly higher than the estimated population of Ghana, which stood at 25,241,998. Based on the above data the mobile penetration in Ghana therefore stands at 100.41%.

3.8 The Ministry of Tourism (MOT)

The MOT was created in 1993 and was given the mandate to develop, promote and coordinate all tourism activities in Ghana. Since its creation, the functions of the ministry have been expanded to include the modernization of the capital city Accra which was later replaced with Diasporan Relations. Since 2013, the ministry is known as the Ministry of Tourism and Creative Industry. The MOT is the national tourism policy making body in Ghana with two implementing agencies – the Hotel, Tourism and Catering Training Institute (HOTCATT) and the Ghana Tourism Authority (GTA) which was formerly the Ghana Tourist Board (GTB). The ministry is headed by the Minister of Tourism. The president appoints the sector minister, who is then presented to Parliament for approval. The ministry has had four name changes since its creation:

- In 2003: The Ministry of Tourism and Modernization of the Capital city.
- In 2006: The Ministry of Tourism and Diaspora Relations.
- In 2009: The Ministry of Tourism.
- In 2013: The Ministry of Tourism, Culture and Creative Arts. (Ghanaweb.com)

3.8.1 The Ghana Tourism Authority (GTA)

The GTA was established in 2011 by the Parliament of Ghana Act 817 (Tourism Act, 2011) to be the main implementing body of the MOT. The GTA was established to replace the

GTB, which was established in 1973 by the National Redemption Council (NRC) Decree 224 as amended by the Supreme Military Council (SMC) Decree 80 in 1977. The functions of the GTA include, implementation of policies developed by the MOT, regulation of tourism enterprises, promotion and marketing of tourism, facilitation of tourism product development and the conduct of research into tourism to aid policy making. The functions of the GTA are carried out through regional and district offices (Ghana Tourism Authority, 2011).

3.8.2 The Ghana Tourism Federation (GHATOF)

HATOF is the umbrella organization for all the private sector bodies involved in the tourism sector of Ghana. Its formation started in 1995 with the coming together of individual trade associations including operators of hotels, car rentals, and tour operators among others. The objective of GHATOF is to champion the cause of the private sector in the tourism sector of Ghana. Membership status of GHATOF comprises of associations registered and licensed by the GTA as well as non-registered and/or unlicensed associations that are granted affiliates status. Members include; Ghana Association of Travel and Tour Agents (GATTA), Tour Operators Union of Ghana (TOUGH), Ghana Hotels Association, Tour Guides Association of Ghana (TGAG) and Ghana Traditional Caterers Association (GTCA) (GHATOF, 2007;Ghanaweb).

3.8.3 Ghana Hotel Association

The Ghana Hotel Association was formed in 2000 by all the hotels in Ghana. The purpose is to collate and articulate the concerns of its members and to influence tourism policies. The motto of the association is “AT YOUR SERVICE”. The association has its head office in the capital city of Ghana, Accra. Membership is opened to all hotels, inns, home lodges, guest houses, or other accommodation enterprises. The association is headed by the national

president as Chairman being ably assisted by the first vice-president in charge of finance and administration, second vice-president in charge of operations, national secretary, and assistant national secretary.

The association has the mandate of promoting the following:

Education and training

Training refers to a systematic approach to learning and development to improve individual, team, and organizational effectiveness (Appaw-Agbola, Afenyo-Dehlor&Agbola, 2011). Today the highly competitive market, in which business operates, requires a skillful workforce in order to remain a successful player in the competitive game of the hospitality industry. One of the main obstacles which occur in the workplace is the lack of training and development. Training is an essential process which should be cautiously designed and implemented within all firms. The overall aim of the association is to provide training and technical assistance to its membership. Empowering staff is one of the ways of training the staff. The most commonly used are the on-the-job and off-the-job training interventions. Specific courses for staff include safety at work, food and beverage service and mentoring. It was also identified that, staff are encouraged to go for further training to update their various skill levels (Appaw-Agbola, Afenyo-Dehlor&Agbola, 2011).

Quality Standards:

The level of quality, ranging from services and physical facilities should be provided across all areas with particular emphasis in the following areas: cleanliness, service, food, bedroom and bathroom. Research indicates that quality is of key importance but most times visitors expect the level of services and range of facilities to increase. The Ghana hotel association, as

part of their aim seeks to maintain quality standards in the hotel industry. (Ghana Hotel Association, 2000)

3.8.4 Contribution of the Tourism Sector

Tourism dominates the economies of many countries and regions, for example, 6.2% of Switzerland's GDP, and over 11% of the European Union's GDP are generated from tourism (Chang, Khamkaew, & McAleer, 2009). In 2006 tourism generated revenue which exceeded \$700 billion internationally (Ibid). Recreational and leisure tourism goes beyond revenue creation: it provides substantial employment opportunities, influences regional infrastructure, supports local industry, contributes to traffic congestion, influences freight movements, and encourages urban development (Chang, Khamkaew, & McAleer, 2009; Siaw & Ansah 2015). Siaw and Ansah (2015) argue that tourism industry has a dramatic impact on the world's economy and development.

According to UNWTO (2009) and Chang, Khamkaew, and McAleer (2009) tourism industry is one of the fastest growing sectors of the global economy, accounting for more than one third of the global service trade. Between 1995 and 2008, international tourist arrivals have grown by 4.3 per cent (Ibid, 2009). Globalization and constantly falling relative cost of travel have contributed to the rapid growth of the sector (UNWTO, 2010). UNWTO (2010) reports that in 1950 the travel industry recorded 25 million international tourist arrivals while there were 277 million in 1980, 438 million in 1990, 684 million in 2000, 904 million in 2007 and 922 million in 2008. Since 1990, international arrivals have increased by 4.3 per cent annually. UNWTO (2010) expects a rise of 4 per cent per annum over the next 20 years. During the past 25 years, international tourist arrivals have increased about one percentage point faster than global GDP in real terms. According to UNWTO (2010) after an increase in

2008 (US\$942 billion), international tourism receipts in 2009 decreased by 5.7 per cent in real terms to US\$852 billion. According to the UNWTO (2010) the year 2009 marked a momentous decline in tourism activity due to the impact of the 2008-2009 global economic crises and the insecurity that surrounded the H1N1 pandemic. International tourism recorded tourist arrival of (-4%) and international tourism receipts of (-6%) (Ibid).

However, in 2010, international tourism recovered strongly with an increase in international tourist arrivals of 7% to a record 940 million, while international tourism receipts growing slowly at 5% to reach US\$ 919 billion (euro 693 billion) (UNWTO, 2010). UNWTO (2012) reports that international tourist arrivals reached a record 982 million, an increase of 4.6% on 2010, while receipts grew by 3.8% to US\$ 1.030 billion (€ 740 billion). Contrary to previous years, growth in arrivals in 2011 was slightly faster in advanced economies (+4.8%) than in emerging ones (+4.3%), due to largely strong results in Europe and the setbacks in the Middle East and North Africa. International tourism receipts grew by 4% in real terms in 2012, hitting a new record of US\$ 1,075 billion worldwide (euro 837 billion). This was reflected by the growth in international tourist arrivals, which also advanced 4%, and confirms the strong correlation between the two key indicators used in monitoring international tourism trends (UNWTO, 2013).

In 2013, international tourist arrivals grew by 5% to reach a record of 1087 million arrivals worldwide, up from 1035 million in 2012, when the 1 billion mark was exceeded for the first time ever. Despite a global economy in 'low gear', demand for international tourism exceeded expectations, with an additional 52 million international tourists travelling internationally in 2013 (UNWTO, 2013). International tourism receipts also growing 5% to reach 1087 million arrivals worldwide, up from 1035 million in 2012, when the 1 billion mark was exceeded for the first time ever. Despite a global economy in 'low gear', demand

for international tourism exceeded expectations, with an additional 52 million international tourists travelling internationally in 2013 (Ibid, 2013).

Christie, Fernandes, Messerli, and Twining-Ward (2014) observe that international tourists arrivals to Sub-Saharan Africa is growing, from a small number of 6.4 million visitors in 1990, the region attracted 30.7 million visitors in 2010. The region recorded an increase in tourist arrivals of 4.4%, while arrivals worldwide dropped to 3.8% between 2008 and 2009 (Ibid, 2014). Between 2009 and 2010, tourist arrivals to Sub-Saharan Africa increased 8 percent; the world average was 6.6 percent. Sub-Saharan Africa was the only region where the tourism sector grew during the world economic crisis, and the sector is expected to keep growing. Tourism is a job-intensive industry (UNWTO, 2011; Christie et al., 2014; Siaw&Ansah, 2015). WTTC (2012) reports that tourism has already created 5.3 million direct tourism jobs across Sub-Saharan Africa. The WTTC calculates that the total direct and indirect impact of tourism in Sub-Saharan Africa is 12.8 million jobs. In 2021 more than 16 million people are expected to be employed directly or indirectly as a result of travel and tourism (WTTC 2012).

3.8.5 Overview of Tourism in Ghana

Over the past two decades, Ghana has spent considerable amount of resources in promoting tourism on the international front to gain foreign exchange earnings (Asiedu, 1997). Ghana offers new and unique attractions, which includes rich African cultural heritage, rain forest tourism, and conference tourism, Euro-African historical and monumental sites of the inhuman trans-Atlantic slave trade (Asiedu, 1997; Teye, 2000; Sirakaya, Teye&Sonmez, 2002). No serious efforts were made to harness these resources before 1985. Tourism industry in Ghana received outstanding turning point in the year 1985 as a potential viable industry in the national economy (Sirakaya, Teye&Sonmez, 2002). According to Asiedu

(1997) tourism in Ghana was accorded a priority status under the national investment code of 1985.

The government established a Ministry of Tourism in 1993 to underscore its commitment to tourism development, and with assistance from the United Nations Development Programme (UNDP) and the World Tourism Organisation (WTO), had prepared a 15-Year Tourism Development Plan for the period 1996 to 2010 (Sirakaya, Teye&Sonmez, 2002). Ghana moved up from seventeenth in 1985 to the eighth position in 1998 among the top 20 leading tourism revenue-earners in Africa (WTO, 1999). It is currently the fastest growing sector in the Ghanaian economy with the prospects for outperforming mining and cocoa as the country's largest foreign exchange earner (Asiedu, 1997; Teye, 2000; Sirakaya, Teye&Sonmez, 2002; Hinson & Boateng, 2007; Fatima, 2015). Currently, tourism in Ghana is the fourth foreign exchange earner after cocoa, gold and remittances (Mensah, 2009; Euromonitor, 2014; Fatima, 2015). International tourist arrivals in Ghana increased steadily from nearly 114,000 in 1988 to about 348,000 in 1998, an average annual growth rate of about 20%. IDC (2012) posits that international tourist arrivals increased from 428 533 in 2005 to 930 000 in 2010, largely attributable to the expanding number of air connections between Accra's Kotoka International Airport and destinations worldwide, which rose from 12 in 2005 to 24 in 2011. Business tourist arrivals increased from 92,840 in 2005 to 184,639 in 2009, whereas conference tourist arrivals rose from 36,687 to 72,250 over this period. Tourism receipts grew at an average annual rate of 41.3%, from \$55.3 million in 1988 to \$285 million in 1998 (GTB, 1999).

According to GTB (2008) tourism earnings to the GDP of the country have been increased steadily for three consecutive years, from 4.9% of GDP in 2005, to 5.8% in 2006 and to 6.3% in 2007. According to IDC (2012) tourism is a rapidly growing industry in Ghana. The sector

has reported steady growth, with its turnover having risen from an estimated USD 836 million in 2005 to USD 1.88 billion by 2010. Both public and private investments in various tourism subsectors have expanded as well. The growth in tourism can also be seen in the expansion of activities in the hotel sector where the number of hotels approved and licensed by the Ghana Tourist Authority increased from only 273 in 1989 to 730 in 1998 (GTB, 1999). The number of rooms more than doubled from 4,851 in 1989 to 10,879 in 1998. In 2013 according to WTTC (2014) total tourism contribution to the GDP was 7.2% and was forecast to rise by 9.7% in 2014. Again, tourism total employment for 2013 was 124,500 jobs representing 2.3% of total employment and was expected to rise by 7.4% in 2014.

GTA (2009) reports that the number of hotels in Ghana increased from 1,345 with 18,752 rooms in 2005 to 1,775 with 26,047 rooms in 2009. The largest concentration is found in Accra, particularly in the 5-star, 4-star and 3-star categories. Narteh, Agbemabiese, Kodua, and Braimah(2013) argue that FDIs have been attracted into the country due to the discovery and drilling of oil in commercial quantities in the last quarter of 2010. . International arrivals into the country reached an all-time high figure of 802,779 at the end of 2009, and the sector contributed 6.7% to GDP (GTA, 2009). The highest arrivals came from the United States, Ghanaians living abroad, United Kingdom, and Nigeria (Ibid, 2009). According to the Ghana Tourism Authority, there were 188 one-star hotels, 147 two-star hotels, 26 three-star hotels, 5 four-star hotels and 1 five-star hotel at the end of 2009. All the four- and five-star hotels are located in Accra, the capital city. There were also 26,047 rooms with 31,702 beds by the end of 2009. In terms of room occupancy, five-star and four-star hotels have received the highest customers, averaging between 80% and 95% between 2006 and 2009 (GTA, 2009). In 2012, Industrial Development Corporation (IDC) reports that Ghana has 11 ungraded hotels, 6 two-star hotels, 13 three-star hotels, 11 four-star hotels and 1 five-star hotel.

CHAPTER FOUR

RESEARCH METHODOLOGY

4.0 Introduction

This chapter describes the research design and methodology of the study, including the population, sampling and sample, data collection and analysis, data-collection instrument, and ethical considerations. Quantitative researchers consult possible designs and select or develop one from the models available (De Vos, 2003). In this study, a cross-sectional design was adopted to solicit views from hotel managers, ICT managers, and marketing managers and all the staff or employees of various hotels on the factors that influence social media utilization and use by the hotel industry as a marketing communication tool.

4.1 The Purpose of the Research

This study sought to find out the factors that influence the utilization of social media as a communication tool in the hotel industry in Ghana, the extent of use of social media as a communication tool in the hotel industry and the possible outcomes of social media utilization in the hotel industry in Ghana.

4.2 Research Approach

There are three main approaches/techniques in conducting a research and these are the qualitative approach, quantitative approach and mixed method approach (Creswell, 2008).

This study employed quantitative method approach. Hair, Anderson, Tatham, and Black (1998), Alvesson and Skoldberg (2008) and Harwell (2011) explain that the quantitative study consists of standardized variables which describe people's experiences or opinions that are given numbers through usage of response alternatives that are determined before-hand. Christensen, Graas, and Haglund(2001) explain that the quantitative information is collected

through surveys, interviews and archive material, which is often presented in the form of tables, diagrams and graphs. Furthermore, it can be argued that the numeric focus allows the researches to analyse the variables in an objective way. Quantitative research measures the properties of phenomena systematically, using structured data-collection techniques, and requires that data collected be expressed in numbers; that is quantified (Babbie& Mouton 2003).

In terms of justification, Malhotra and Birks (2007), contend that quantitative research approach is used to find the relationships that exist between variables. This study sought to find out the relationship between the factors influencing social media utilization and extent of social media usage in the hotel industry. The study adopted a quantitative approach, using regression and simple descriptive statistics to analyse the results from the respondents (Hair et al., 1998; Creswell, 2008; and Palinkas et al., 2013). There are limited quantitative empirical studies regarding organizational perspectives on social media and its incorporation into marketing communications. This study will seek to empirically gather the perspectives of the organization on, the factors that influence the utilization of social media as a communication tool in the hotel industry.

4.3 Research Design

This study adopted a cross-sectional survey to elicit Managers perceptions of the factors influencing social media utilization as a communication tool in the hotel industry in Ghana. The study was conducted within the star-rated hotels in the Greater Accra Region. The study design, and the valid instrument used would help to find out the factors influencing social media utilization, the extent of use of social media, and the outcomes of social media utilization in the hotel industry. The following studies employed cross-sectional survey:

Hinson and Amidu (2006) employed cross-sectional survey in a study internet adoption amongst final year students of University of Ghana business school. Asase et al. (2009) came out with a cross-sectional survey of 660 households using structured questionnaire. Chien et al. (2013) conducted a cross-sectional survey in 2011 with 743 registered nurses randomly selected from four general hospitals in China. On their part Kiatrungrit and Hongsanguansri (2014) also adopted a cross-sectional study on the use of electronic media by secondary school students in Thailand. Again, Duke et al. (2014) research into the use of social media by state tobacco control programs to promote smoking cessation, which was also cross-sectional study.

4.4 Target Population

According to De Vos (2005) and Malhotra and Dash (2011) population can be defined as any complete group of entities such as people, organizations, institutions, or the like that share some common set of characteristics in agreement with the purpose of the study under investigation and about which researchers want to be able to draw conclusions and plan to generalize. The study focused on executives within the star-rated hotels in the Greater Accra region of Ghana. The objective of the study was to find out the factors that influence social media utilization in the hotel industry in Ghana. Again, the study sought to solicit the views of hotel managers, IT managers, marketing managers, account managers and all the top management of the various hotels included in the sample within the Greater Accra Region. Managers are in charge of policy and strategy, hence the justification for targeting managers as the population of the study.

4.5 Sources of Data and Data collection Method

Data were collected from primary source. The primary data were sourced from questionnaire. The questionnaire were self-administered and divided into two sections. Section A was made up of items that elicited information on the factors influencing social media utilization as a communication tool in the hotel industry in Ghana. The extent of social media utilization in the hotel industry. The level of engagement on social media platforms, and the outcomes of social media utilization and Section B contained bio data of respondents (Managers). The items were measured on a five point Likert scale- Strongly Disagree (1) point, Disagree (2) points, Neutral (3) points, Agree (4) points and Strongly Agree (5) points. In all, 150 questionnaires were administered to 150 managers from 30 hotels, 5 to each hotel. Out of the 150 questionnaires, 127 respondents returned the completed questionnaires representing 84% of the total number of questionnaires distributed were used for the analysis.

4.6 Questionnaire

This study made use of questionnaires as the main instrument for primary data collection. The questionnaire that was designed for this study was developed after considering the information gathered from the literature. The questionnaire was divided into two parts: Part A dealt with the factors influencing social media utilization as a communication in the hotel industry, the rate of social media utilization as communication tool, the presence of hotels on the various social media platforms and the level of engagement with the customers; the most frequently use social media platform for social media campaigns; and the outcomes of social media utilization- global reach, electronic word-of-mouth, disseminating information faster, etc. The questions asked were closed-ended questions with five-point Likert scale. The respondents were asked to mark (√) or cross (×) to identify the answer they chose. The statements were short, using simple and plain language. Respondents were guided by a short

statement that briefly explained what the respondents were required to do in each part. The part B dealt with the biographic data of the respondent.

Collis and Hussey (2003), contend that questionnaire is made to come out with the doing, thinking or feeling of selected group of individuals.

The self-administered questionnaires were used mainly because of the following strengths

(Kumar, 2005)

- Low-cost. Questionnaire is reasonably expedient and inexpensive compared with face-to-face interview, particularly when the sample is far away from the researcher.
- High anonymity. Questionnaire helps to gather accurate information when sensitive questions are asked.
- There is also less chance of influence or subjective bias by the researcher as the interviewer effect is eliminated.
- They are one of the most common methods of data collection, and are highly respected by researchers and are extremely useful as a method to reach a lot of people.

The main shortcoming of using questionnaire has to do with low return rates due to the lassitude of respondents in taking the time to complete the questionnaire, and flawed results owing to misinterpretation of the questions (Leedy&Ormrod, 2005).

4.7 Pre-Test

According to Saunders, Lewis, and Thornhill (2000); and Copper and Schindler (2001) pre-test of questionnaires is very important, it helps ensure the accuracy, correctness, appropriateness, reliability and validity before the final administration to obtain meaningful and quality information. To Saunders, Lewis, and Thornhill (2000) the main purpose of pre-

testing is to refine the questionnaire so that respondents will not have problems in answering the questions. Although the questionnaire was constructed from our research questions and an adopted model from literature, it was necessary to pre-test the research instrument to curtail any unforeseen ambiguity. Pre-testing in this study was done in two phases; the first phase which was the initial draft of the questionnaire was reviewed by three MPhil students in the marketing department and three PhD students in a face-to-face interview to assess the content and constructions. They checked whether the instrument was clearly worded, free from major biases, and appropriate for the type of information needed. The second phase of pre-testing was performed with two IT managers and four HR managers of some selected hotels to improve the questionnaire before agreeing on the final questionnaire with my supervisor. The final questionnaire was administered to managers of the sample hotels in the Greater Accra Region. Prior to the questionnaires administration letters and emails were sent to the Human Resource Managers of selected hotels, followed up with phone calls to book a date to send the questionnaires for administration.

4.8 Sample

The study adopted both probability and non-probability sampling techniques for this study. Simple random sampling was used to select the 30 hotels from 260 star rated hotels through the lottery system (Freedman, 2005). Simple random sampling has the power to reduce human bias and provides a sample that is highly representative of the population (Freedman, 2005). Purposive sampling was employed in targeting the hotel managers. The justification for using purposive sampling lies in the fact that, according to Mack, Woodson, MacQueen, Guest and Namey (2005) and Palinkas et al. (2013) purposive sampling may be used with both qualitative and quantitative research techniques. Those who are not suitable for the sampling study or who do not fit the bill would be eliminated, so only the most

suitable candidates remain and again, it saves time, money and effort (Patton, 1990). For example purposive sample was used in the following studies: Neupane and Thapa (2001) use survey to sample 223 households on the impact of agroforestry intervention on soil fertility and farm income under the subsistence farming system of the Middle Hills in Nepal. Also, Zhen, Zoebisch, Chen, and Feng(2006) use questionnaires to sample 270 households on sustainability of farmers' soil fertility management practices: a case in the North China Plain. Again, in 2002, Neupane, Shaarma, and Thapa(2002) use survey to sample 233 households on adoption of agroforestry in the hills of Nepal. Statistical analysis such as logistic regression analysis (Neupane et al., 2002) used purposive sampling.

4.9 Data Analysis

Based on the conceptual model which was adapted from Bulankulama, KhatibiandHerath(2014), this study adopted a multiple regression model which was used to assess the impact of each of the factors influencing social media utilization as predictor variables on the level of social media utilization as the response variable to enable the researcher achieve the first objective. For the second and third objectives, frequency tables and histograms were used to analyse available data.

4.9.0 Regression analysis

4.9.1 Assumptions

The least square method for regression analysis will be used and as such it is expected that the following assumption underlining the least square method will be strictly adhered to.

1. Linearity: The relationships between response and each of the predictor variables are linear in the parameters of the specific functional form chosen
2. Zero mean: Each conditional distribution of the error term has a mean of zero

3. Homoscedasticity: The variance of the conditional distribution of error term is constant for all such distributions where the variance is not constant; we have a situation of heteroscedasticity.
4. Independence: The values of the error term are serially independent; thus the values of error term are independent of each other and their covariance is accordingly zero
5. Multi-collinearity: The predictor variables are linearly independent of each other. They are non-multi-collinear
6. Normality assumption: The error term is normally distributed with mean 0 and a constant variance

4.9.2 Variables

SMU: is the dependent variable indication the level of utilization of social media

HS: independent variable showing the level of impact of human skills on social media utilization

CF: independent variable showing the level of impact of cost factors on social media utilization

ICT: independent variable showing the level of impact of ICT infrastructure on social media utilization

MS: independent variable showing the level of impact of management style on social media utilization

SC: independent variable showing the level of impact of cultural factors on social media utilization

Comp: independent variable showing the level of competition resource on social media utilization

RC: a dummy variable showing respondent category with the value 1 when respondent is a hotel Male and 2 otherwise.

4.9.3 Model specification

$$SMU_i = \beta_0 + \beta_1 HS_i + \beta_2 CF_i + \beta_3 ICT_i + \beta_4 MS_i + \beta_5 SC_i + \beta_6 Comp_i + \beta_7 RC_i + \varepsilon_i$$

4.9.4 Testing for Parameter Significance

The following hypotheses will be tested with respect to the parameters of each of the independent variables

Null hypotheses $H_o : B_i = 0$ Alternative hypothesis $H_o : B_i \neq 0$

The null hypotheses states that there is no significant relationship between any of the independent variables and the response variable against the alternative hypotheses that there is a significant relationship between any of the independent variables and the response variable.

4.9.5 Testing for Model Significance

It is very important to be sure that the estimated model for the multiple regressions is well fitted before it is used to make decision and future predictions. The parameters of each of the independent variables could appear to be significant but that is not enough confirmation that the model is good. There is therefore the need to test for the significance of the combined effects of all the independent variables used in the specification of the regression model. The following null and alternative hypothesis will be tested for the significance of the model

Null: $H_0: \beta_1 = \beta_2 = \beta_3 = \beta_4 = \beta_5 = \beta_6$ Alternative H_1 : At least one of $\beta_i \neq 0$. the p-value approach will be used to test the above hypotheses

It is worth stating that the coefficient of determination will also be used to estimate the extent to which the response variable is explained by the independent variables.

4.9.6 Model Diagnostics

Several assumptions underlining the use of ordinary least square method (OLS) in linear regression have been made, some of them are very important that it is required that they are satisfied before any meaningful analysis can be made. Outlined in the table below are the procedures that will be followed to verify these assumptions:

Table 4.2: Assumptions in Linear Regression

Assumption	Test
Normality	Jarque-Bera test
Heteroscedasticity	White heteroscedasticity test
Autocorrelation	Autocorrelation plot
Multicollinearity	Correlation matrix

4.9.7 Frequency Tables and Histograms

To achieve the second and third objectives, frequency tables as well as histograms will be used to do the analysis. A frequency table showing responses of respondent indicating their opinions on a five point Likert scale on the extent of usage of social media in the hotel industry in Ghana should give a clear picture on the level of adoption of social media in the industry. A histogram showing responses for various outcomes of social media adoption will also do well in helping the researcher to interpret the possible outcomes for adopting social media in the hotel industry.

4.9.8 Limitation of the study

There are a number of limitations within this study:

- Geography- the study was conducted within the hotel industry in the Greater Accra Region.

The study focused on only rated hotels in the Greater Accra Region.

CHAPTER FIVE

DATA ANALYSIS AND DISCUSSION

5.0 Introduction

This chapter deals with the analysis of data collected from the respondents. The chapter discusses the factors influencing social media utilization in the hotel industry, the extent of social media utilization in the hotel industry, the level of engagement on social media platform, the level of social media utilization in the hotel industry. In addition the data was used to determine the most frequently used social media platform for customer engagement, and the outcomes of social media utilization.

Table 5.1, below is a frequency table detailing the breakdown of each of the demographic variables into frequencies and percentages. Of the 127 managers sampled, 62 respondents (48.8 per cent) were males while 66 respondents (51.1 per cent) were females. With regards to age, 50 respondents (39.4 per cent) were between the ages of 18-30 years. 44 respondents (51.2 per cent) fell between the ages of 30-45 years, and 12 respondents (9.4 per cent) were 45 years and above.

In education, 44 respondents (34.6 per cent) were HND holders. 39 respondents (30.7 per cent) were Degree holders, 43 respondents (33.9 per cent) were Master's Holders, and only 1 respondent (0.8 per cent) had PhD. In terms of Position, 22 respondents (17.3 per cent) were IT managers, 44 respondents (34.6) were marketing managers, 20 respondents (15.7 per cent) were Human resource managers, and 20 managers (15.7 per cent) were Account managers. Again 21 managers (16.5 per cent) were Procurement managers.

Table 5.1: Demographic Variables

Variables	Frequency	Percent
Gender		
Male	62	48.8
Female	65	51.1
Age		
18-30	50	39.4
30-45	65	51.2
45+	12	9.4
Education		
HND	44	34.6
Degree	39	30.7
Masters	43	33.9
Doctorate	1	0.8
Position		
IT Manager	22	17.3
Marketing Manager	44	34.6
Human Skills	20	15.7
Accounts Manager	20	15.7
Procurement Manager	21	16.5

Source: Field Survey, March, 2015

5.1 Varimax Rotation and Reliability of the Exploratory Factor Analysis (EFA)

The twenty four (24) variables were later rotated using the Varimax rotation as the extraction method. The results revealed that twenty-three (23) variables loaded perfectly onto six factors; an indication that one (1) of the initial variables failed to meet the rotation criteria. Out of the remaining 23 variables, factor one had 4 variables all relating to culture; factor two had 4 variables all relating to cost; factor three had 3 variables all relating to competition; factor four had 4 variables with managerial style while factor five had 4 items all relating to Human resource. The final factor six had 4 items all relating to ICT infrastructure. On the basis of these, factors one, two, four and five were retained without modification while factor three was amended. The internal reliability of the seven factors was analyzed through Cronbach's alpha coefficient. Only factors that met the minimum value of 0.7 as suggested (by Cronbach) were accepted for further analysis. Also, item-to total correlation was set above 0.3 (Hair et al, 2010). On the basis of these processes, 23 variable items remained in

the final structure for further analysis. The results of the rotation for the independent variables have been displayed in table 5.2 below.

Table 5.2: Internal consistency and related decisions

	Loadings	No. of Items	Cronbach's Alpha
Factor 1-Culture		4	.847
Religion can influence social media utilization	.840		
Language can influence social media utilization	.875		
Level of education can influence social media utilization	.790		
Peer influence can also influence social media utilization	.840		
Factor 2-Cost		4	.795
Internet charges can influence social media utilization	.844		
Quality of internet service can influence social media utilization	.786		
Income levels can influence social media utilization	.840		
Pre-pay systems can influence social media utilization	.560		
Factor 3- Competition		3	.821
Growth of mobile networks can influence social media utilization	.809		
Quality of internet service providers can influence social media utilization	.866		
Quality of internet service providers can influence social media utilization	.866		
Factor 4-Managerial Style		4	.854
CEO's attitude toward IT can influence social media utilization	.640		
CEO's interest in IT can influence social media utilization	.844		
CEO's age can influence social media utilization	.786		
Management support can influence social media utilization	.740		
Factor 5-Human Resource		4	.821
Knowledge of staff can influence social media utilization	.845		
ICT skills of staff can influence social media utilization	.876		
Staff training on social media can influence social media utilization	.790		
Excellent delivery of services can influence social media utilization	.740		
Factor 6-IT Infrastructure		4	.875
Growth of ICT infrastructure	.844		
Availability of internet facility can influence social media utilization	.786		
Customers adoption of smart phones and tablets can influence social media utilization	.560		
Customers usage of internet can influence social media utilization	.740		

Source: Field Survery, March 2015

5.2 Reliability of the Dependent Variable

The reliability of the scales used for the dependent variable were also assessed and found to be appropriate. Three out of the four variables had high loadings and loaded perfectly on the dependent variable with a very excellent Cronbach's alpha of .879. This is an indication that the statements used for the dependent variable form a complete structure in describing social media utilization. The results have been summarized in table 5 below. From the table 5.3 Cronbach's alpha coefficient results, it is clear that all the scales for the independent variables as well as those for the dependent variable exceeded the conventional acceptable 0.6, and thus proved to be adequate for multiple regression analysis.

Table 5.3: Reliability of scales for dependent variables

Variables	Loadings	No. Items	Cronbach's alpha
Extent of social media utilization		4	.797
Extent of use of social media utilization as a communication tool in the Ghanaian hotel industry.	.879		
What is the presence of hotels on social media	.511		
The level of utilization of social media in the hotel industry.	.760		
What is the level of engagement on social media	.837		

5.3 Regression Analysis

Perceptions are often measured using Likert type questions which may not allow for any parametric analysis such as ANOVA and regression but asking several Likert questions under a single item and summing or taking average converts Likert type data to Likert scale data which could be analysed parametrically (Frost, 2013). The study adopted this approach by

asking four Likert type questions under each of the factors (Cultural, Cost, Competition, Managerial Style, Human Skills and IT infrastructure) and the dependent variables (Frost, 2013). A regression analysis carried out on the factors influencing social media utilization as a communication tool in the hotel industry revealed that the parameter estimates of COST, CULTURE, HUMAN SKILLS and IT INFRASTRUCTURE were significant. For instance cost has a coefficient of (-0.176) units indicating that when people's perception about cost changes by a unit, the impact on the Usage of Social media will change by (0.176). This estimate has a t-statistic of 3.747 and is significant at 5% level of significance since it has a p-value of 0.000 which is less than 0.05. COMPETITION and MANAGERIAL STYLE have positive coefficient indicating that higher levels of competition and better managerial attitude could really promote a higher level of utilization of social media in the hotel industry even though these estimates had p-values greater than 0.05 which means that they are not significant but the researcher sees the positive relation between the two factors and the level of usage as generally informative.

The regression equation is estimated based on the parameters is as shown below

$$SMU_i = 1.122 - 0.214HR_i - 0.082CF_i + 0.178ICT_i + 0.031MS_i + 0.072Comp_i - 0.175RC_i$$

The F statistic which is used to test for the significance of the entire estimated model by taking all the coefficients together is 0.000. With this value the null hypothesis that the coefficients are all together NOT significant IS REJECTED. The model also has an R-squared value of 23.17% indicating that only about 23% of the variability in the usage of social media has been captured by this model implying that a model with several predictor variables could perform better than this one.

Table 5.4: Regression Model for the factors influencing social media utilization

Variable	β	Std. Error	t-Statistic	Prob.
Constant	1.121673	0.299353	3.746996	0.0002
COST	-0.175569	0.042086	-4.171679	0.0000
CULT	-0.081674	0.030392	-2.687337	0.0079
COMP	0.071747	0.069067	1.038811	0.3004
HUMAN_SK	-0.213697	0.061469	-3.476478	0.0007
MGT_ST	0.030974	0.056437	0.548818	0.5839
IT	0.177687	0.051193	3.470951	0.0007
R-squared	0.231726			
Adjusted R-squared	0.203619			
S.E. of regression	0.445786			
Sum squared resid	32.59098			
F-statistic	8.244261			
Prob(F-statistic)	0.000000			

5.4 Model Diagnosis

The regression model was constructed and estimated based on certain assumptions, the researcher decided to perform a diagnosis to see if some of the assumptions were satisfied.

5.5.1 Normality Test

The study assumed that the errors in the model were normally distributed and decided to test for normality using the histogram and the Jarque-Bera statistic. In this test, the null hypothesis is that the errors are normally distributed. As shown below the histogram is not bell-shaped and the Jarque-Bera statistic of 9.376 is significant at 0.05 level of significance all confirming that the errors are not normally distributed. With a sample size of 127 respondents, the researcher held onto the central limit theorem and the law of large numbers.

With the law of large numbers the average of a random sample will converge to the population mean and the central limit theorem posits that the sample mean converges to a normal distribution

5.5.2 Heteroskedasticity Test

It is assumed that the variance of the disturbance term remains constant throughout the sample in which case they are homoscedastic or else heteroskedaticity exist. To verify this a null hypothesis.

Table 5.5Heteroskedasticity Test: White

F-statistic	9.110561	Prob. F(27,143)	0.0000
Obs*R-squared	108.1364	Prob. Chi-Square(27)	0.0000
Scaled explained SS	42.51099	Prob. Chi-Square(27)	0.0293

5.5.3 Assessing the Level of Correlation between Variables

Table 5.6: Assessing the Level of Correlation between Variables

	USAG	COST	CULT	COMP	HUMAN_SK	MGT_ST	IT
USAG	1						
COST	-0.34	1.00					
CULT	-0.24	0.29	1.00				
COMP	-0.14	0.63	0.32	1.00			
HUMAN_SK	-0.27	0.61	0.28	0.65	1.00		
MGT_ST	-0.06	0.43	0.20	0.68	0.67	1.00	
IT	-0.04	0.51	0.34	0.65	0.68	0.69	1.00

As shown in Table 5.7, the respondents were asked the question relating to the extent of social media utilization as a marketing communication tool in the Ghanaian hotel industry. Sixty respondents (47.3 per cent) indicated social media utilization in the hotel industry is very low. Thirty respondents (23.6 per cent) indicated social media utilization as a communication tool in the hotel industry is low, 10 respondents (7.9 per cent) were undecided, while 20 respondents (15.7 per cent) indicated social media utilization as a communication tool in the hotel industry is high. 7 respondents (5.5 per cent) said social media utilization as a communication tool in the hotel industry is very high.

Table 5.7:Extent of social media utilization as a communication tool in the Ghanaian hotel

	Frequency	Percent
Very Low	60	47.3
Low	30	23.6
Neutral	10	7.9
High	20	15.7
Very High	7	5.5
Total	127	100.0

Source: Field Survey, March, 2015

As shown in Table 5.8, the respondents were asked the question relating to the presence of hotels on the social media platforms. 8 (8.6 per cent) indicated that, the presence of hotels on social media platforms is very low. 21 (16.5 per cent) said they are undecided so far as presence of hotels on social media platforms is concerned. 76 respondents (59.8 per cent) said the presence of hotels on social media platforms is high, while 19 respondents (15.0 per cent) indicated the presence of hotels on social media platforms is very high.

Table 5.8: Presence of hotels on the social media platforms

	Frequency	Percent
Low	11	8.6
Neutral	21	16.5
High	76	59.8
Very High	19	15.0
Total	127.0	100.0

Source: Field Survey, March, 2015

From Table 5.8, the respondents were asked the question related to the level of social media utilization in the hotel industry. From the findings, it was observed that 48 respondents (37.8 per cent) noted that utilization is very low, 30 respondents (23.6 per cent) indicated that utilization is low. 14 respondents (11.0 per cent) were silent on the issue. While 20 respondents (15.7 per cent) said that the utilization is high, and 15 respondents (11.8 per cent) were of the view that the utilization is very high.

Table 5.9: Level of social media utilization in the hotel industry

	Frequency	Percent
Very Low	48	37.8
Low	30	23.6
Neutral	14	11.1
High	20	15.7
Very High	15	11.8
Total	127	100.0

Source: Field Survey, March, 2015

In Table 5.9, the respondents were asked the question relating to the level of engagement on social media platforms by the hotels. As it can be seen from the table below 43 respondents (33.9 per cent) indicated that the level of engagement is very low. 36 respondents (28.3 per cent) said low. So the overall level of engagement on social media platform by the hotels is very low.

Table 5.10:The level of engagement on social media platforms

	Frequency	Percent
Very Low	43	33.9
Low	36	28.3
Neutral	17	13.4
High	23	18.1
Very High	8	6.3
Total	127	100.0

Source: Field Survey, March, 2015

Table 5.11, the respondents were asked the question relating the most frequently used social media network for social media campaigns, as it can be seen, the table reports the mean and standard deviation of each of the social media networks. The most frequently used social media network for social media campaigns in the Ghanaian hotel industry is Facebook. It has the highest mean of 4.1813, followed by Twitter with 3.6023, followed by LinkedIn with 3.0292, then with YouTube 2.8596 lastly Flickr with 2.5556.

Table 5.11: The most frequently used social media network for social media campaigns

Social Media Network	Number	Mean	Std. Deviation
Facebook	127	4.1813	.90547
Twitter	127	3.6023	.97305
LinkedIn	127	3.0292	1.28075
YouTube	127	2.8596	.95988
Flickr	127	2.5556	1.12256

Source: Field Survey, March, 2015

Table 5.12, below shows the outcomes of social media utilization in the Ghanaian hotel industry. The table reports the mean and standard deviation of each of the outcomes of social media utilization. From the mean score, social media utilization helps hotel establishment in Brand building with highest mean score of 4.2281. It was followed by reaching global audience with a mean score of 4.0819, followed by Real-time information/speed of feedback with a mean score of 4.0526. On the lower side of the table spreading false information had a mean score of 3.0936, followed by Negative comments/ undue criticisms with a mean score of 2.8480, then Damaging Company's reputation coming last with a mean score of 2.6199.

Table 5.12: Outcomes of social media utilization

	Outcomes of social media utilization	Number	Mean	Std. Deviation
1	Brand building	127	4.2281	.75966
2	Reaching global audience	127	4.0819	.95441
3	Real-time information/speed of feedback	127	4.0526	.93471
4	Enhancing customer satisfaction	127	4.0468	.80303
5	Disseminating information faster	127	3.9532	.85964
6	Increasing visibility	127	3.9064	.78404
7	Obtaining feedback	127	3.8706	1.02960
8	Positive electronic word-of-mouth	127	3.8596	1.00186
9	Low cost of operation/cost effectiveness	127	3.8129	.90102
10	Spread of false information	127	3.0936	1.33395
11	Negative comments/ undue criticisms	127	2.8480	1.26966
12	Spammers	127	2.8070	1.29395
13	Exposing trade secrets	127	2.7310	1.20691
14	Damaging company's reputation	127	2.6199	1.22784

Source: Field Survey, March, 2015

5.6 Discussion of Major Findings

The extent of social media utilization in the hotel industry as a marketing communication tool.

The results indicate that the extent of social media usage in the Ghanaian hotel industry is low. The findings from this study are consistent with results from previous studies by O'Connor (2011) and Vidovic (2012) who found out that the hotels are not harnessing the full potential of social media; even when present on social media channels their use is very basic. That is hotels are thus, missing out on valuable opportunities to interact and engage

with customers (O'Connor, 2011). Though the social media usage in the Ghanaian hotel industry is low, the results also found that hotels have their presence on multiple social media channels. The big challenge is actually gaining visibility with the social media audience as revealed by O'Connor (2011). Even though Aggarwal (2011) contends hotels can increase their online visibility by participating in several social media channels. This study found that the hotels have high presence on Social Media platforms (72%), but are suffering from low levels of visibility, activity and engagement. The study also revealed that the most frequently used social media network for social media campaigns in the Ghanaian hotel industry is Facebook. It has the highest mean score of 4.1, followed by Twitter with 3.6, followed by LinkedIn with 3.0, then with YouTube 2.8 lastly Flickr with 2.5. The results confirm the findings of Buted et al. (2014) who found that Facebook, Twitter, LinkedIn, YouTube are the most frequently used social media channels by the hotel industry.

The objective (II) of this study sought to find out the factors influencing social media utilization in the Ghanaian hotel industry as a marketing communication tool.

The conceptual framework for social media utilization in this study was adapted from Bulankulama, Khatibi, and Herath (2014). The factors that influence social media utilization include the following Cost, Culture, Competition, Human skills, Managerial style and IT infrastructure.

A regression analysis carried out on the factors influencing social media utilization as a communication tool in the hotel industry revealed that the parameter estimates of COST, CULTURE, HUMAN SKILLS and IT INFRASTRUCTURE were significant.

Cost

The results indicate that Cost has a significant impact on the utilization of social media ($\beta = -0.176$, $p = 0.0000 < 0.05$). This is consistent with previous research which found that social media utilization is influenced by cost (Baldwin & Lin, 2002; Foster & Rosenzweig, 2010).

Competition and Managerial style

In contrast, Competition ($\beta = 0.071$, $p = 0.3004 > 0.05$ and Managerial style ($\beta = 0.0309$, $p = 0.5839 > 0.05$) were found to have no significant influence in the social media utilization in the Ghanaian hotel industry. This is inconsistent with literature findings regarding the use of social media (technology). A number of studies have shown that competitive pressure influences the utilization of innovation such as social media (Leue, Jung & Knowles, 2013). Yang, Lee and Lee (2007) argue that management style factors, such as the CEO's attitude and interest toward ICT, ICT evaluation period and initial implementation time, and the CEO's age and attitude toward change are important to promote technology utilization. Possible reasons for these outcomes could be due to the way management support technology innovations. Again, may be due to how the industry has been structured. With COMPETITION and MANAGERIAL STYLE having positive coefficient indicate that higher levels of competition and better managerial attitude could really promote a higher level of utilization of social media in the hotel industry even though these estimates had p-values greater than 0.05 which means that they are not significant but this study sees the positive relation between the two factors and the level of usage as generally informative.

Culture

The results found that there is a strong influence between culture and social media utilization ($\beta = -0.082$, $p = 0.0079 < 0.05$). The finding here is in harmony with previous research by

Herbig and Dunphy (1998) that suggest that existing cultural conditions are factors of diffusion of an innovative technology. This implies that technology utilization may be influenced by cultural differences (Eseonu&Egbue, 2014). According to Eseonu and Egbue (2014) the differences in infrastructural and other institutional supports, and cultural and social norms, technology driven development in developing countries such as Ghana and Nigeria, varies significantly from developed countries such as the US and UK.

ICT Infrastructure

The results indicate that ICT infrastructure has a significant impact on the utilization of social media ($\beta = 0.1776$, $p = 0.0007 < 0.05$). The findings support the work of Jan, Abdullah and Momen (2015) who found that technological advancement in the Information and Communication technologies (ICT) make it possible for people to interact virtually. In addition, ICT is one of the many factors that have influenced users' utilization of Social Networking (Fotis, Buhalis&Rossides, 2011). Millions of people worldwide are using Social Networking daily (Kaplan & Haenlein, 2010; O'Connor, 2011). There are thousands of Social Networking Sites available in many countries with different languages for various purposes (Hawkin, Bulmer & Eagle, 2011). The newer advanced technologies include Smart mobile phone and the broadband Internet. This technological advancement has indirectly revolutionized peoples' daily activities, pattern of interaction, behaviour and life style (Jan, Abdullah and Momen, 2015). ICT is a supporter of innovation in the hospitality industry (Mihalic&Buhalis, 2013).

Human Skills

The findings in this study further confirms that there is a link between human skills and social media utilization in the hotel industry in Ghana ($\beta = -0.214$, $p = 0.0007 < 0.05$). The findings

support the view that human skills influence technology innovation (Alvaro & Jose, 2011). Similarly, the result also confirms the findings of Bulankulama, Khatibi, and Herath (2014) who found that human skills is one of the most important factors influencing social media utilization in the hotel industry.

The final objective (III) sought to find out the outcomes of social media utilization in the hotel industry as a marketing communication tool.

The results indicate that social media utilization helps to build hotel brands. The findings support the previous research by Aggarwal (2011) and Buted et al. (2014) who found that Social media offers the opportunity to increase the amount of positive electronic word of mouth and to build a loyal customer base. Also, the results confirm previous research which found that Social media offers a company the opportunity to reach out and talk to its current and potential customers (O'Connor, 2011). Similarly, the results suggest that social media is the most cost-effective marketing communication tool today also confirming the works of Aggarwal (2011) and Mahmood (2012). Furthermore, the findings revealed that social media participation by the hotels help in reaching global audience (O'Connor, 2011; Buted et al., 2014).

CHAPTER SIX

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

6.0 Introduction

The goal of this study was to find out the factors that influence social media utilization as a communication tool in the Ghanaian hotel industry. With this discussion, we believe there are some critical take-away. Companies would have the opportunity to listen to their customers, and begin to exploring what a social media presence can and will mean to their industry. It is about engagement. It is about building the brand. And it is about embracing a new, swifter way of doing business.

6.1 Summary

In this thesis, the researcher analysed the following mediums: the extent of social media utilization, the most frequently used social media channel, the factors that influence social media utilization, and the outcomes of utilizing social media in the Ghanaian hotel industry.

The study revealed that Ghanaian hotels are present on multiple social media channels; overall their use of social media is low. Ghanaian hotels are suffering from low levels of visibility, activity and engagement and need to take substantial action if they are to fully exploit the potential of Social Media.

A regression analysis carried out on the factors influencing social media utilization as a communication tool in the hotel industry revealed that the parameter estimates of COST, CULTURE, HUMAN SKILLS and IT INFRASTRUCTURE were significant. Consistent with existing findings, the study revealed that these four constructs are necessary predictors of social media utilization in the Ghanaian hotel industry. With COMPETITION and MANAGERIAL STYLE having positive coefficient indicate that higher levels of

competition and better managerial attitude could really promote a higher level of utilization of social media in the hotel industry even though these estimates had p-values greater than 0.05 which means that they are not significant but this study sees the positive relation between the two factors and the level of usage as generally informative.

The study acknowledges that businesses can really benefit from social networks like Facebook, Twitter, and LinkedIn. Social media utilization helps to build hotel brands. The study revealed that social media offers the opportunity to increase the amount of positive electronic word of mouth and to build a loyal customer base. Similarly, the results suggest that social media is the most cost-effective marketing communication tool today. Furthermore, the findings revealed that social media participation by the hotels help in reaching global audience.

6.2 Conclusions

The study sought to find out the factors influencing social media utilization in the Ghanaian hotel industry among the star-rated hotels. In all 30 star-rated hotels within Greater Accra were selected for the study. Ghanaian hotels are suffering from low levels of visibility, activity and engagement and need to take substantial action if they are to fully exploit the potential of Social Media. Again, the parameter estimates of COST, CULTURE, HUMAN SKILLS and IT INFRASTRUCTURE were significant, predictors of social media utilization. The study then contributes to the literature on hotel marketing communication. It has been argued that theories developed in the Western societies do not always apply in developing countries (Thuy&Hau, 2010). In this instance, competition and managerial style were not significant predictors of social media utilization in the Ghanaian context. Social media have a better chance to build hotel brands, increase positive word of mouth and customer loyalty.

Again, constant engagement with customers will increase the visibility of hotel brands on the social media channels.

The three research questions were also answered in the course of the study.

RQ1: What is the extent of social media utilization as a communication tool in the Ghanaian hotel industry?

This question is answered by the fact social media is changing the way information and knowledge is shared in real time. Now organizations realize the need to engage customers on social media platforms. However, there is still a need to stay ahead of the rapidly shifting marketing and communications landscape by integrating social media into traditional strategies to reach out to B2B and B2C audiences (Aggarwal, 2011). According to the results of the study, the use of social media in the Ghanaian hotel industry is low. However, Ghanaian hotels have their presence on multiple social media platforms. Again, the results indicated that the visibility of hotels on social media is also low (O'Connor, 2011). The study also revealed that Facebook, Twitter and LinkedIn were the most well-known and popular social media sites frequently used for social media campaigns in the hotel industry.

RQ2: What factors influence the utilization of social media as a communication tool in the Ghanaian hotel industry?

This is answered by the regression results which revealed that, the parameter estimates of cost, human skills, cultural factors and IT infrastructure are the main factors influencing social media utilization in the Ghanaian hotel industry. However, the findings revealed that competition and managerial style were not significant predictors of social media utilization in the hotel industry in Ghana. But, the study explains that the factors: cost, cultural factors, IT infrastructure, human skills, managerial style, and competition should not be seen in

isolation, but rather as interacting factors influencing social media utilization in the Ghanaian hotel industry.

RQ3: What are the outcomes of utilizing social media as a communication tool in the hotel Ghanaian industry?

The outcomes of utilizing social media as a communication tool in the Ghanaian hotel industry are as follows;

1. Building hotel brands on social media channels
2. Electronic word-of-mouth
3. Low cost of operation
4. Reaching global audience
5. Increasing visibility on social media platforms.

6.3 Recommendations

1. First, there should be a social media utilization policy formulation that will get all stakeholders involved to promote social media awareness in the Ghanaian hotel industry.
2. Second, there should be a well-planned and organized procedure for implementing social media campaigns.
3. Third, management should facilitate and support social usage among internal and external customers to reduce cost of operation.
4. Fourth, there is the need to invest in IT infrastructure within the hotel industry to boost social media utilization.

6.4 Limitations and Future Research

Like all research, this study suffers from several limitations. First, the geographical scope of the study was very limited, examining only a single hotel market, which obviously affects the ability to generalize the study's findings. Future studies should include multiple markets, which will not only improve the validity of the findings. Second, the study focused on the rated hotels, future research can enlarge the scope to include small hotels. More research is needed to find out the factors influencing social media utilization in other sectors of the economy. Further quantitative research is needed to follow up on and validate the findings from the customers' perspective.

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Appendix 1: Questionnaire

UNIVERSITY OF GHANA BUSINESS SCHOOL DEPARTMENT OF MARKETING AND CUSTOMER MANAGEMENT UNIVERSITY OF GHANA, LEGON

This study is being conducted by an M.Phil. Marketing Student of the University of Ghana Business School on the topic “**Factors influencing social media utilization as a communication tool in the Ghanaian hotel industry**” from the Department of Marketing and Customer Management.

I humbly request you to fill the questionnaire below by ticking the most suitable option that applies to you. Please be informed that all the information that would be obtained through this questionnaire administration is purely for academic purposes only and a study to expand the borders of knowledge in the field and that, respondents are assured of uttermost confidentiality of information provided.

SD = STRONGLY DISAGREE D = DISAGREE N = NEUTRAL A = AGREE SA =STRONGLY AGREE
VL =VERY LOW L = LOW N= NEUTRAL H = HIGH VH =VERY HIGH

No.	Questions	SD 1	D 2	N 3	A 4	SA 5
	Factors influencing social media utilization as a marketing communication tool in the hotel industry					
	Cultural factors					
1	Religion can influence social media utilization					
2	Language can influence social media utilization					
3	Level of education influence social media utilization					
4	Peer influence can influence SMU					
	Cost factors					
5	Internet charges can influence social media utilization					
6	Quality of internet services can influence SMU					
7	Income levels can influence SMU					
8	Pre-pay systems can influence SMU					
	Competition					
9	Market liberalization can influence SMU					
10	Growth of mobile network can influence SMU					
11	Quality of internet services can influence SMU					
12	Charges from internet service providers can influence SMU					
	Managerial Style					
13	CEO's attitude towards IT can influence SMU					
14	CEO's interest in ICT can influence SMU					
15	CEO's Age can influence SMU					
16	Management support can influence SMU					
	Human resource					
17	Knowledge of staff can influence SMU					
18	ICT skills of staff can influence SMU					
19	Staff training on social media can influence SMU					
20	Excellent delivery of services					
	IT infrastructure					

21	Growth of ICT infrastructure					
22	Availability of internet facility can influence SMU					
23	Customers usage of internet can influence SMU					
24	Customers adoption of smartphone and tablets can influence SMU					
	General level of social media adoption in the hotel industry	VL 1	L 2	N 3	H 4	VH 5
25	Extent of use of social media as a communication tool in the Ghanaian hotel industry.					
26	What is the presence of hotels on social media					
27	The level of utilization of social media in the hotel industry.					
28.	What is the level of engagement on social media					
	The most frequently used social media network mostly use for social media campaign	VL 1	L 2	N 3	H 4	VH 5
29.	Facebook					
30.	Twitter					
31.	YouTube					
32.	Flickr					
33.	LinkedIn					
	Rank the following outcomes of social media utilization	VL 1	L 2	N 3	H 4	VH 5
34.	Obtaining feedback					
35.	Low cost of operation/ cost effectiveness					
36.	Reaching global audience					
37.	Positive electronic word-of-mouth					
38.	Increasing visibility					
39.	Brand building					
40.	Enhancing customer satisfaction					
41.	Real-time information/ speed of feedback					
42.	Disseminating information faster					
43.	Spread of false information					
44.	Spammers					
45.	Exposing trade secrets					
46.	Negative comments/ undue criticisms					
47.	Damaging companies reputation					

48. Gender: A. Male [] B. Female []

49. Which Age Group do you belong?

A. 18-30 [] B. 30-4 [] C. 45+ []

50. Highest academic qualification

A. HND [] B. Degree [] C. Postgraduate [] D. Doctorate []

51. Kindly, indicate your profession

A. IT Manager [] B. Marketing manager [] C. HR Manager [] D. Accounts Manager []

E. Procurement manager [] F. Others (specify).....

52. Nationality: A. Ghanaian [] B. Others Specify

Thank You Very Much