

**THE ROLE OF SOCIAL MEDIA IN PROMOTING ORGANIZATIONAL BRAND:
A CASE OF TELECOMMUNICATION ORGANIZATIONS IN TANZANIA**

Master's Thesis

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Eskişehir, 2021

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Master's Thesis

Master of Arts in Communication Design and Management

Supervisor: Dr. Çağlar GENÇ

Eskişehir

Anadolu University

Graduate School of Social Sciences

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JÜRI VE ENSTİTÜ ONAYI

SUMMARY OF THE STUDY

THE ROLE OF SOCIAL MEDIA IN PROMOTING ORGANIZATIONAL BRAND: A CASE OF TELECOMMUNICATION ORGANIZATIONS IN TANZANIA

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Department of Communication Design and Management

Anadolu University, Graduate School of Social Sciences, June 2021

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This study aimed at exploring the role of social media in promoting organizational brand of the telecommunication organizations. The study employed mixed methods of both qualitative and quantitative research approaches. Three research methods were used in conducting this study; content analysis, interview and online questionnaire survey. The study involved 870 Facebook posts from the four telecommunication organizations in Tanzania which were analyzed qualitatively. Also, 116 respondents were featured in this research whereby 16 respondents participated in the interview and the other 100 participants filled in the online questionnaire survey.

The results of the study reveal that, social media play the great role in promoting organizational brand of the telecommunication organizations. Through the posts shared on Facebook, organizations managed to make their organizational brands recognized by and shared information about organizations to their stakeholders. This study shows that, social media offer to organizations alternative way of branding the corporate brand in front of their stakeholders instead of relying on the mainstream media only. Further research is required on the roles of social media in the building of organizational brand from the perspective of the organizations' practitioners.

Keywords: Social media, Facebook, Organizational brand, Organizational communication, Telecommunication organizations.

ÖZET

KURUMSAL MARKALARIN DESTEKLENMESİNDE SOSYAL MEDYANIN ROLÜ: TANZANYA TELEKOMÜNİKASYON ŞİRKETLERİ ÖRNEĞİ

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Bu çalışma, sosyal medyanın telekomünikasyon kuruluşlarının kurumsal markasını teşvik etmedeki rolünü belirlemeyi amaçlanmıştır. Bu çalışma hem nitel hem de nicel araştırma yaklaşımlarının karışık yöntemlerini kullanmıştır. Bu çalışmanın yürütülmesinde üç tane araştırma yöntemi kullanılmıştır; içerik analizi, görüşme ve çevrimiçi anket. Çalışma, niteliksel olarak analiz edilen Tanzania'dan dört telekomünikasyon kuruluşundan 870 Facebook gönderisini içermektedir. Ayrıca, 16 katılımcının görüşmelere katıldığı ve diğer 100 katılımcının çevrimiçi bir anket doldurduğu toplamda 116 katılımcı bu araştırmaya dahil edilmiştir.

Çalışmanın sonuçları, sosyal medyanın telekomünikasyon kuruluşlarının kurumsal markasını desteklemede büyük rol oynadığını ortaya koymaktadır. Facebook'ta paylaştığı gönderiler sayesinde kuruluşlar, kurumsal markalarını tanınır hale getirmeyi ve kuruluşla ilgili bilgileri paydaşlarıyla paylaşmayı başarmıştır. Bu çalışma, sosyal medyanın ana akım medyaya güvenmek yerine kurumsal markayı paydaşların önünde markalaştırmanın alternatif bir yolunu sunduğunu göstermektedir. Sosyal medyanın kurumsal marka oluşturma konusundaki rolleri hakkında kuruluş çalışanlarının bakış açılarından daha fazla araştırma yapılması gerekmektedir.

Anahtar Sözcükler: Sosyal medya, Facebook, Kurumsal marka, Kurumsal iletişim, Telekomünikasyon kuruluşlar.

ABSTRACT

THE ROLE OF SOCIAL MEDIA IN PROMOTING ORGANIZATIONAL BRAND: A CASE OF TELECOMMUNICATION ORGANIZATIONS IN TANZANIA

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Social media has become a common norm in the human communication. This has gone far to the operations of organizational communication. Researches show the vast use of social media by organizations. However, literature show no study, particularly from the third world countries, which demonstrated the role of social media in building organizational brand. Therefore, the aim of this study was to explore the role of social media in promoting organizational brand of the telecommunication organizations in Tanzania.

This study used a mixed methods research design of qualitative and quantitative research. The study applied a qualitative content analysis on the 870 Facebook posts of four telecommunication organizations from Tanzania. The study used interviews and online questionnaire survey to 16 interviewees and 100 participants respectively who were the customers of the four organizations and liked those organizations' Facebook pages.

Social media was found to play significant role in promoting organizational brand of the telecommunication organizations through creating organizational brand recognition and organizational awareness to stakeholders. The results definitely answer the research problem as Facebook promoted the organizational brand of the telecommunication organizations. Further studies are needed to understand the roles of social media in promoting organizational brand from the perspective of organizations' practitioners.

Keywords: Social media, Facebook, Organizational brand, Organizational communication, Telecommunication organizations.

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DEDICATION

I would love to dedicate this work to my parents, *Abdallah* and the late *Imaculata*, and to *Kareem*.

STATEMENT OF COMPLIANCE WITH ETHICAL PRINCIPLES AND RULES

I hereby truthfully declare that this thesis is an original work prepared by me; that I have behaved in accordance with the scientific ethical principles and rules throughout the stages of preparation, data collection, analysis and presentation of my work; that I have cited the sources of all the data and information that could be obtained within the scope of this study, and included these sources in the references section; and that this study has been scanned for plagiarism with “scientific plagiarism detection” used by Anadolu University, and that “it does not have any plagiarism” whatsoever. I also declare that, if a case contrary to my declaration is detected in my work at any time, I hereby express my consent to all the ethical and legal consequences that are involved.

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Faridi Abdallah MNAKATU

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LIST OF ABBREVIATIONS

GDP – Gross Domestic Product

NBS – National Bureau of Statistics

OQS – Online Questionnaire Survey

SNS – Social Network Site(s)

TCRA – Tanzania Communications Regulatory Authority

TMCBSM – Theoretical Model of Corporate Branding in Social Media in industrial marketing

TTCL – Tanzania Telecommunication Company Limited

1. INTRODUCTION

1.1 General Introduction

Social media is considered to be the fastest growing and popular digital channel in the modern world (Toppi *et al*, 2012). Since its introduction, social media has attracted great number of users, especially through Social Network Sites (SNSs) due to their interactivity nature. This advancement has exponentially spread even to the third world countries despite having least development progresses. People massively jumped into the use of these new technologies in their day to day communications to the point that face-to-face communication has started to decline.

This development did not leave behind organizations. They have also appeared to take chances to leverage the benefits of social media in their daily operations. Organizations use social media for various purposes (Parveen, Jaafar, and Ainin, 2015; Zhang and Vos, 2014) such as branding, marketing, public relations, and communication with their stakeholders. Social media use in the business arena has attracted attention from both practitioners and academics (Leek, Canning, and Houghton, 2016). The attention of research focused on various aspects including the situations, the use, the impacts and the other contributions of social media to organizations.

In Tanzania, research studies in social media started to receive high attention in the past ten years. Most researchers focused on social media and interpersonal communication and/or relationships (Mpepo, 2017), organizations and the use of social media (Mushi, 2016; Mandari and Koloseni, 2016), use of social media for learning (Pfeiffer *et al*, 2014; Shembilu, 2013; Sedoyeka, 2016), and others. Therefore, this study was conducted with the aim to understand the role of social media, particularly Facebook, in promoting organizational brand and to add knowledge in the area of organizational communication and social media use from the third world country context, Tanzania.

In summary, this research study on the role of social media in promoting organizational brand consists of five chapters. Chapter One provides the foundation of the study with key concept of the study on the background to the study, research problem, research objectives and research questions, scope of the study, its significance and limitation.

Chapter Two covers theoretical framework, review of the related literatures on the study and the knowledge gap. Chapter Three presents the research design and approach of the study, the methods and tools of data collection and analysis that have been applied in this study, and ethical consideration. Chapter Four covers the findings presentation and discussion and Chapter Five presents the summary of the study, conclusion and recommendations from the study.

1.2 Background to the Study

The introduction of internet in the 1990s (Shih, 2011; Linke, 2011) brought about changes in the world. The human communication started to appear online. The invention of internet was later on followed by the massive innovation and introduction of social media platforms and social networking sites. This has made remarkable changes in human communication.

Social media development was achieved because of the presence of Web 2.0 (Parveen, Jaafar, and Ainin, 2015). The features and abilities of Web 2.0 have provided to people more chance to participate and make online exchange of information easily (Mandari and Koloseni, 2016). This online interactive communication has even affected face-to-face communication, making the online communication a priority among the people in the community.

Boyd and Ellison (2008) asserted that, the first social media platform to be developed and introduced for the public use was in 1997. That platform was SixDegrees.com. SixDegrees.com allowed its users to create profiles, list their friends and ability to surf the friend lists. This was the first social network site (SNS) that incorporated these features altogether in one website. SixDegrees.com existed up to late 2000 before its demise. The development of SixDegrees.com was later on followed by different social media platforms. Friendster, Cyworld, Facebook, Twitter and others started to influx in the community. These social network sites had, and still have, features that distinguished one another.

Social media have become a key change in human communication. The number of people who rely on social networking sites for news seeking and communication with friends

has been increasing worldwide (Pfeiffer *et al*, 2014; Shih, 2011, p. 12). This was achieved through the massive advancement of science and technology that simplified the emergence of SNSs which is the effect of Web 2.0 (Mandari and Kolosine, 2016; Bonson *et al*, 2012) and the interactivity nature of the technology that allows the discussion between the users (Toppi *et al*, 2012).

Like individual users, organizations too have appeared to take part in the social media platforms. Organizations have been using social networking sites for communication and Public Relations (Reitz, 2012), sales and marketing (Kwayu, Lal, and Abubakre, 2018), and branding of products and corporate/organizational brands (Walters and Jones, 2011). Social media provide benefits to organizations as they offer a chance to get direct and unfiltered feedback from the stakeholders through opinions, comments and regular interaction that are available in the social media (Reitz, 2012).

Social media use has been reported to rise every year in the developing countries including those in Sub Sahara Africa (Poushter, Bishop, and Chwe, 2018). This marks the opportunity for organizations and companies that operate in the area. Organizations have the chance to use social media platforms to reach their stakeholders through varying social media channels as their stakeholders are also the active users of those platforms.

Telecommunication companies in Tanzania are not lagged behind in using social media to communicate and engage with their customers and other stakeholders. Kwayu, Lal and Abubakre (2018) posited that, telecommunication organizations in Tanzania have social media accounts in every major social media platform such as Facebook, Twitter, YouTube and Instagram. Their presence in the social media platforms also attract different people to follow their accounts and participate in their posts.

Despite the evidence provided by different scholars on the use of social media by the Tanzanian organizations and telecommunication companies in particular, there was no study that had focused its attention on how social media play the role to the promotion of the organizational brand in Tanzanian context. Most studies focused on the presence (of organizations) in and the use of social media by the organizations (Mushi, 2016; Mandari

and Koloseni, 2016), their effects and organizational performance (Kazungu, Matto, and Massawe, 2017; Deus, 2013), and sales and marketing (Kwayu, Lal, and Abubakre, 2018).

Therefore, this research study explored how social media contribute to the promotion of organizational brand in Tanzania, the area which was not yet given attention before this study. This study is significant since, as Kwayu, Lal and Abubakre (2018) stated, the studies that come from the environment with challenges of low purchasing power, unstable electricity supply and internet and still organizations invest in new technology like social media turn out to be areas of interest to understand issues facing the organizations.

1.3 Statement of the Problem

Tanzania is witnessing an exponential growing of social media use both at an individual and organizational levels. This was promoted with the rise of internet access among the individuals in the country. As companies are supposed to be where their customers and stakeholders are, Tanzania's telecommunication organizations are not behind in taking part in the social media platforms.

Despite their presence on social media, there was no study that worked on to unveiling the roles of these new media in promoting the organizational brands of the telecommunication organizations in Tanzania. Therefore, this study was conducted to explore the roles of social media in promoting organizational brands of the telecommunication organizations in Tanzania, which is a developing country.

1.4 Objectives of the Study

This research study had both main objective and specific objectives as stipulated herein under:

1.4.1 Main objective

The main objective of this study was to explore the roles of social media in the promotion of organizational brand of the telecommunication organizations in Tanzania.

1.4.2 Specific objectives

The specific objectives of this study were:

- (i) To unveil the ways that telecommunication organizations in Tanzania use to promote organizational brand on Facebook
- (ii) To determine the customers' perspective on the impact of telecommunication organizations' activities on Facebook in promoting organizational brand.
- (iii) To find out challenges that telecommunication organizations in Tanzania face when promoting organizational brand on Facebook

1.5 Research Questions

This research was conducted to seek answers on the following research questions:

- (i) Which ways do telecommunication organizations in Tanzania use in promoting organizational brand on Facebook?
- (ii) How do customers perceive the telecommunication organizations' activities on Facebook in their recognition of the organizational brand?
- (iii) What challenges do telecommunication organizations face in promoting organizational brand on Facebook?

1.6 Significance of the Study

This study intended to understand the role of social media in promoting organizational brand. Social media have taken a huge part of human communication since they were introduced. This has appeared both in personal and organizational communication. Therefore, this study was significant as it focuses on this new area of communication that

emerged in the past twenty years and developed fast to its today's level. This study was significant to be undertaken since, first, basing on the literature reviewed in this study, no study has been conducted on the area of the roles of social media in promoting organizational brand in third world countries, particularly in Tanzania. Second, the findings of this study contribute to the body of knowledge especially on the areas of organizational communication and organizational brand, and social media and organizational communication. Third, the findings of this study were analyzed and discussed in comparison with other studies' findings that were conducted in other places of the world to see the similarities and dissimilarities of what was found in Tanzanian context, of which this adds a different perspective in the body of knowledge.

1.7 Scope of the Study

This study intended to explore the role of social media in the promotion of the organizational brand. The study used content analysis, interview and online questionnaire survey (OQS) as the research methods. The study was conducted in Dar es Salaam where the telecommunication organizations' headquarter offices are located. This study focused on the organizational brand and it did not cover the product brands, as that are not directly concerned with organizational brand.

1.8 Limitation of the Study

This study on the role of social media in promoting organizational brand was faced with constraints that hindered some of its operations. The study was limited with lack of consent from the telecommunication organizations which resulted to the change of some part of the target respondents for the interviews from the workers of the telecommunication organizations to the customers, as the companies were not ready to participate in the study. Financial challenge was also another limitation that the researcher faced as the research exercise required finances to fulfill it especially for transport, stationery and other necessary requisites to make this work successful. The researcher had to find other ways to minimize costs.

Also, online data collection was also challenging as it was hard to get proper respondents timely. This also affected the gender representation for both the interviews and OQS as male participants seem to be dominant in the study. However, the researcher decided to proceed with data analysis since gender was not the key factor of the study. Also, the ideas shared by the participants from both interviews and OQS may not cover the reality of all subscribers and followers of the telecommunication organizations in Tanzania as the sample size was small comparing to the number of subscribers and followers of the Facebook pages of the telecommunication organizations in focus.

2. LITERATURE REVIEW

2.1 Introduction

This research studied the role of social media, particularly Facebook, in promoting organizational brand of the telecommunication organizations in Tanzania. The study worked on to understand the ways which telecommunication organizations apply in promoting organizational brand on Facebook, the impacts of those organizations' activities on Facebook in promoting organizational brand, and the challenges that emerge in promoting organizational brand in the social media environment particularly on Facebook. The study was conducted in Dar es Salaam, Tanzania, the city that harbors the headquarter offices of the Tanzania telecommunication companies. This chapter covers the theoretical framework, definitions of the study's key concepts, related literature to the study and the research gap.

2.2 Theoretical Framework

This study was conducted under two theories; Theoretical Model of Corporate Branding in Social Media in industrial marketing (TMCBSM) and Cognitive Dissonance Theory. These two theoretical models guided the undertaking of this research study. The below analysis connects the models with this study.

2.2.1 Theoretical model of corporate branding in social media

The Theoretical Model of Corporate Branding in Social Media (TMCBSM) was designed and introduced by Toppi *et al* (2012). The Model illustrates the way organization operates in the social media environment to promote their organizational brand. The Model was designed to fit in for the industrial companies that deal with business-to-business market style. This study adopted this model to study the role of social media in promoting organizational brand.

The proponents of the Model have presented three aspects that cover on how social media can be used to uplift the organizational brand (see Figure 2.1 below). Those aspects are the stakeholders, message and interactivity. Any organization that operates in the social media environment for the sake of promoting organizational brand needs to consider these

three aspects. On stakeholders, Toppi *et al* (2012) argue that, corporate branding needs to address various stakeholders such as employees, customers, marketing partners and members of financial community instead of focusing only on to the end users (customers). This means that, as organizations have various stakeholders, they need to address all of them instead of only targeting on customers when they build their organizational brands in social media.

The second aspect is the message. On the message, the proponents of the model offer six components of corporate brand identity as the key messages in branding corporate brand. Those six components are brand vision and culture, positioning, personality, relationship, and presentation. Thus, in designing their communication messages, organizations are supposed to rely on these key message areas to promote organizational brand.

The third aspect is interactivity of which the message delivered by the brand should be interactive, two way communication. They are not supposed to be one way as that of mass media. Interactivity, as indicated through dotted lines in the Figure 2.1 below, provides ‘trialogue’ “discussion between the stakeholders with one another and with the company” (Toppi *et al*, 2012), that can easily exist in the social media platforms.

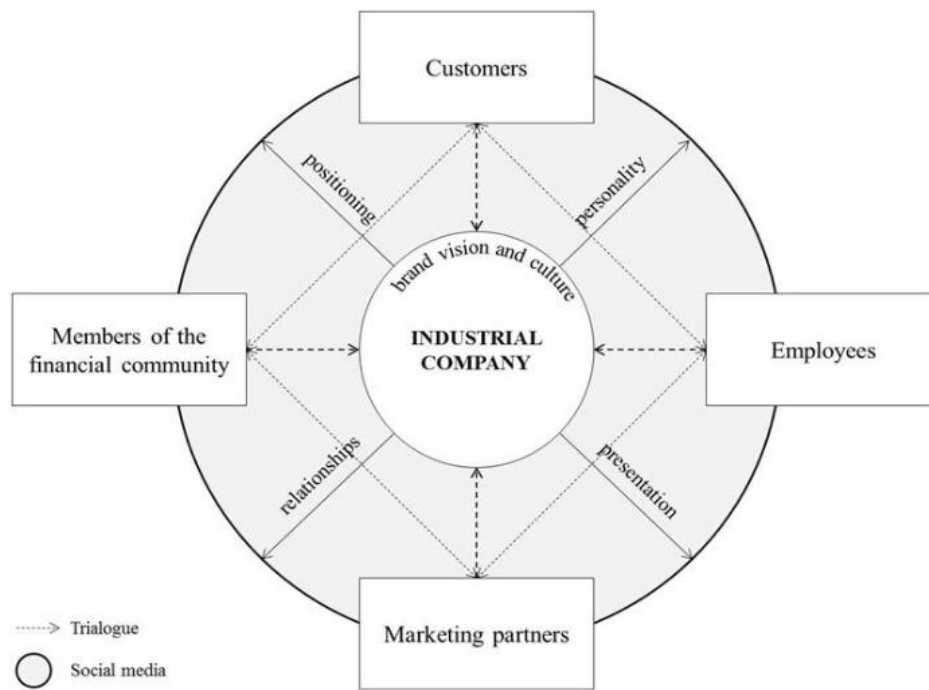


Figure 2.1: *The Theoretical Model of Corporate Branding in Social Media*

Source: Toppi *et al.*, (2012)

2.2.2 Dissonance theory

The Cognitive Dissonance Theory was introduced by a psychologist, Leon Festinger in 1957 in his Book, *A Theory of Cognitive Dissonance*. The theory was first used in the field of social psychology. But, later on, the theory started to be associated with mass communication and the media effects, particularly the theory was used to show the limited effects of the media to the audiences through the selective abilities. As individuals receive various information from different sources, they are expected to eliminate some of them and retain others (Baran, 2014; Sun and Guo, 2013; Festinger, 1957).

The theory was cemented on “three interrelated processes” of the receiver; (a) selective exposure, (b) selective retention, and (c) selective perception (Baran, 2014, p. 327-328). Selective exposure is the process when people choose to expose themselves to “information that support to (their) existing cognitions”, that is, attitudes and beliefs (Sun and Guo, 2013). Selective retention means “people remember best messages that are

consistent to their preexisting attitudes and beliefs” (Baran, 2014, p. 328). And selective perception implies people’s interpretation of the messages will rely on their prior attitudes and beliefs. This theory is relevant in the social media contexts where there is massive messages from many sources delivered to many audiences. Social media users need to have selective abilities for them to retain some of the information. Therefore, this study will apply this theory to test people’s recognition and retention of the organizational brand of the telecommunication organizations of which they liked their Facebook pages.

2.3 The Conceptual Framework

This study has three main concepts; brand, organizational brand, and social media. These three concepts are hereunder defined in general and the research provides its specific conceptual framework basing on the definitions.

2.3.1 Brand

The concept of brand has been widely and differently defined by numerous scholars. Kotler and Armstrong (2012, p. 231) defined brand as “a name, term, sign, symbol, or design, or a combination of these, that identifies the maker or seller of a product or service”. A brand is a crucial part of a “product and branding adds value to it”. Customers attach meaning to brands and develop brand relationships (ibid).

Churchill and Peter (1998, p. 240) also offered the meaning of a brand as “a name, term, design, or any other feature that identifies one seller’s good or service as distinct from other sellers”. It is a part of something that can be “spoken” or remembered by customers in market. They asserted that organizations use brands as the way to distinguish products in the minds of potential customers.

Therefore, for this study, a brand is a name, term, symbol, sign or a design, or combination of these features, that offers a differentiation of a product of one seller to the other in a market. Fifield (2008) clarified that, a brand is not just a physical perspective of a product. A brand goes further to the customer experience with the product or service, Word-

of-Mouth communication, advertising communications history of the product or service, brand owners' actions and the role of brand in customers' lives (Fifield, 2008, p. 287-288). In brief, a brand is what remains in customers' minds as feeling and experience of a product or service.

2.3.2 Organizational brand

Organizational brand is the image that one forms in the mind when he or she hears the name of the organization mentioned (Waters and Jones, 2011). Such a brand includes organization's logo, color combination, or slogan. They further posit that, organizational brand does not end up on the visual and auditory message, it goes further to the individual experiences, mission and organization's activities, and the success stories.

Aaker (2004) defined organizational brand as the brand that represents organizational association behind its (product) brand. It represents the credibility of the organization that is huge than the product brands the organization offers. The organizational brand consists of "rich heritage, assets and capabilities, people, values and priorities, a local or global frame of reference, citizenship programmes, and a performance record" (ibid).

This study adopts the definition of Waters and Jones (2011) as its operational definition and in this study, as indicated by Aaker (2004), organizational brand and corporate brand refers to the same meaning. Organizational brand is the master and significant brand beyond the product brand (Jones, 2010; Aaker, 2004). This means that, organizations need to maintain good organizational brands before focusing on product brands since a bad organizational brand has far negative effects to the product brand. Toppi *et al* (2012) argued that corporate brand is formed through two components; organizational brand identity and organizational brand image.

2.3.3 Social media

Kaplan and Haenlein (2010) defined social media as a group of internet-based applications that are built on the ideological and technological foundation of Web 2.0, and

that offer to users a space to design and share the User Generated Content (information) in an interactive manner. Social media are the platforms that allow users to create, modify, and exchange information among the individuals in a collaborative and participatory way. Web 2.0 is the foundation of the evolution of social media (Kaplan and Haenlein, 2010).

Social media are the “applications that offer services to communities of online users – blogs, social bookmarking, wikis, media sharing and social networks – that promote collaboration, joint learning and the speedy exchange of information between users” (Bonson *et al*, 2012). Social media are the results of the Web 2.0 technologies in the current online social environment.

The above two definitions demonstrate and insist that social media came into existence due to the development of Web 2.0 that facilitated their innovations. This too is supported by Mandari and Koloseni (2016). In their statement, they say:

“Currently, the web users are not just consumers but also creators and publishers of web contents. The ability of Web 2.0 has provided more chance to people to be involved in different online communication through easy exchange of information and in the fast way. Web 2.0 provides different tools which enable users to easily create collaborative websites, create personal accounts in existing social media tools and populate them with contents which can be consumed with others” (Mandari and Koloseni, 2016).

Such user contents created in social media have both positive and negative effects on others including the organizations, whether they take part or not in the social media. This means Web 2.0 and its results – Social media – have created great power to individuals to air and share their views as social media contents.

For this power of the Web 2.0, in the past twenty years, social media have received great attention among the users in their daily life. Kaplan and Haenlein (2010) classified social media into six types; blogs, social networking sites (e.g. Facebook), collaborative projects (e.g. Wikipedia), content communities (e.g. YouTube), virtual game worlds (e.g. World of Warcraft), and virtual social worlds (e.g. Second Life). This study centers its analysis on social networking sites (SNS), and Facebook as its focus social media platform. The study opted Facebook as the platform of its focus since, as supported by Shih (2011), it

is the social network site with the high number of users and its magnitude of users and uses are likely to increase in the coming years.

2.4 Telecommunication Industry in Tanzania

Tanzania Telecommunication Company Limited (TTCL) was the first company to operate in the Tanzania's telecommunication sector. TTCL, which is owned by the government of Tanzania, enjoyed the market monopoly of telecommunications until mid - 1990s when the government adopted the market liberalization policies (Kwayu, Lal, and Abubakre, 2018). Liberalization brought about the growth of the telecommunication sector with new companies entered the market (see Table 2.1). Currently, with TTCL, other companies that operate in Tanzania are (with brand/famous names in the brackets), Bhart Airtel (Airtel Tanzania), Vodacom Tanzania PLC (Vodacom Tanzania), Viettel Tanzania (Halotel Tanzania), Zanzibar Telecommunication Limited (Zantel), Millicom Tanzania (Tigo Tanzania), and Smile Tanzania.

Tanzania telecommunication sector is one among the powerful ones in the country. Tanzania Communications Regulatory Authority (TCRA) reported that, there are over 43 million telecommunication service (fixed line and mobile phone) subscribers in the country to seven (above mentioned) telecommunication companies (TCRA, 2019). This subscription marks the penetration of mobile phones and fixed line to be about 81% of the telecommunication reach in the country.

Table 2.1: *Tanzania Telecommunication Companies' Starting Year and Subscription*

Company/Brand	Starting year	Subscribers	Percent
Airtel Tanzania	2001	11,538,358	26%
Halotel Tanzania	2015	4,218,656	10%
Smile Tanzania	2013	970	0%
Tigo Tanzania	2003	11,675,809	27%
TTCL	1993	716,206	1%
Vodacom Tanzania	2000	14,392,174	33%
Zantel	2006	1,206,913	3
Total	-	43,749,086	100%

NB: The subscription stats are based on TCRA's June 2019 Operators' submissions (TCRA, 2019)

Telecommunication sector is considered to be one among the major Tanzanian economic foundations with the annual contribution of 8% to the national Gross Domestic Product (GDP) in the country (Sedoyeka, 2016). Telecommunication organizations provide voice, short message, internet, and mobile money services as their main products to their customers. Telecommunication organizations are the leading actors in the internet connection and data services provision in the market. The number of internet users in the country is more than 23 million, which is 43% internet penetration (TCRA, 2019).

Kwayu, Lal and Abubakre (2018) noted that Tanzania's telecommunication organizations are the active users of the social media platforms, having presence on every major social media platform. This proposition is supported by Mushi (2016) who found that, Vodacom Tanzania, as the research's case study, was using different social media platforms for corporate communication. The major social media platforms that are commonly used by telecommunication organizations in Tanzania are Facebook, Twitter, Instagram and YouTube. This study opted telecommunication organizations as its case study since these organizations are very active in participating on social media platforms in their daily operations.

2.5 Social Media Use in Tanzania

Tanzania has witnessed the growth of social media use from time to time (Poushter, Bishop, and Chwe, 2018; Kwayu, Lal, and Abubakre, 2018). The use of social media in the country has gone further even to teenagers in the secondary schools (Pfeiffer *et al*, 2014). As most of the internet users in Tanzania connect to internet with their mobile phones (TCRA, 2019; Sedoyeka, 2016), most of social media users rely on mobile phones to access their social media accounts (We Are Social and Hootsuite, 2019).

Majority of urban dwellers in Tanzania are using social media for different purposes (Mpepo, 2017). Sedoyeka (2016) pointed out that most Tanzanians use social media for research and education, information seeking and sharing, networking, and personal communication. We Are Social and Hootsuite (2019) reported that, there were about 4.9 million active social media accounts in Tanzania in 2018. Facebook, as the leading social network site, had about 4.3 million active accounts, the highest number of active accounts comparing to other social media platforms. Other social media platforms which are commonly used in Tanzania, with their active accounts in brackets, are Instagram (2.4 million), LinkedIn (690,000) and Twitter (139,000) having the least active accounts.

Social media use did not end up to individual users only, organizations are taking their place on these platforms. Government organizations (Mandari and Koloseni, 2016), telecommunication organizations (Kwayu, Lal, and Abubakre. 2018; Mushi, 2016), nongovernment organizations (Pfeiffer, 2014; Deus, 2013) microenterprise operators (Kazungu, Matto, and Massawe, 2017), news and media organizations and journalists (Bilal, 2014) have been reported to have active social media accounts and pages that handle communication with their stakeholders. This means that both public and private sector organizations have appeared to actively participate in the social media platforms in Tanzania.

Also, telecommunication organizations are widely using social media platforms, too. This was prompted by the growth of the internet that enabled the growth of social media use in both urban and rural areas, which appeared to be market opportunities for these companies (Kwayu, Lal, Abubakre, 2018). Also, Mushi (2016) found the widely use of social media for

both internal and external communication in the telecommunication organizations in Tanzania.

2.6 Social Media and Organizational Brand

In almost more than two decades, the environment of business changed due to the emerging of a new technology – social media (Shih, 2011, p. 11). Social media brought about new ways in business that required companies to take their way in the technology. Online sales and marketing, online advertising, organizational communication, public relations, and branding of both product and organizational brands on online platforms started to have massive attraction due to the social media presence. This is because, as Shih (2011, p. 11) asserted, “as companies....need to be where the customers are and communicate through the channels they prefer, and a growing number of people are preferring social networking sites”. Organizations’ presence in social media was a new way of the current dominant business environment.

Knowing this, Adrian Scott launched Ryze.com in 2001 to “help people leverage their business networks” (Boyd and Ellison, 2008). The network was introduced to help business people to cooperate instead of competing. This was the first step of a social network sites to focus on business, although the initiative did not receive positive actions from the stakeholders. Ryze.com was a good example and a way towards a modern business environment that requires organizations to take part in the social media platforms for marketing and branding their products and organizational brands.

Boyd and Ellison (2008) further noted that, from 2003 onward, the number of SNSs increased with varying targets and interests. Social network sites for professionals and business people (LinkedIn, Visible Path, and Xing), religious (MyChurch), travelers connected to buses (Couchsurfing), and activists (Care2) were all launched to connect people of the like interests. Facebook was first introduced as a platform for the college students but later on it was transformed into a corporate entity and started to accept registration of people from different places in 2006. Boyd and Ellison (2008) insisted that Friendster, MySpace and Facebook “shaped the business landscape”.

In business arena and for organizational communication, “the most commonly used platforms and services are Twitter, Facebook, LinkedIn and YouTube” (Leek, Canning, and Houghton, 2016). These social media platforms are commonly used by organizations because they managed to attract a great number of users who are, on the other side, the stakeholders of most of the organizations. This makes organizations to be obliged to be where their stakeholders are, that is in the social media environment.

As was it created in 2004 (Baran, 2014; Boyd and Ellison, 2008), Facebook introduced an important feature – Facebook Business Page – in November, 2007 (Linke, 2011) that allows organizations, brands, and individual public figures to create pages of their organizations, their brands or individual names or brands. This feature benefits the organizations in their organizational brands, product brands, Public Relations activities, marketing, and corporate communication. The Facebook Business Page feature has revolutionized the way organizations communicate about their brands online. Unlike in the previous eras, now organizations interact directly with their customers and branding their organizational brands has become a more direct activity instead of relying on radio, television and newspapers.

Research shows that organizations are now turning to social network sites such as Facebook, Twitter, and YouTube for upholding their organization brands (Waters and Jones, 2011; Ferguson, 2008). Social media, and SNSs in particular, provide features that allow organizations to interact with their stakeholders, share corporate level information, and promote their organizational brands through texts, pictures, videos, and even interactive applications and games.

Walters and Jones (2011) reported that, nonprofit organizations use YouTube videos to building organizational identity and brand. They found, among others, YouTube videos performed the roles of educating and informing the viewers about the programmes, services, and missions of the organizations. Their study even revealed an interactive and engaging nature of building organizational brand through comment sections of the social network sites.

As Toppi *et al* (2012) stated that organizational brand is constituted by organizational brand identity and brand image, Madsen (2016) found that coworkers, as part of the

organizational stakeholders, have contribution to the construction of organizational identity through social media. It was found that, internal social media of Jyske Bank of Denmark contributed to the building of the bank's organizational identity "when they (coworkers) challenged, negotiated and discussed organizational issues" on the internal social media platform (Madsen, 2016). The collective construction of the organizational identity promoted the sense of attachment and understanding of organization among the coworkers, which contributed to the positive perception of the organizational brand.

Some organizations, however, do not work directly on upholding their organizational brands through social network sites. In her study, Odhiambo (2012) found that, despite their engagement in online marketing through Facebook, Itronic, a reseller company in Finland, did not invest in promoting its organizational brand through the network. This was due to the selling of product brands which are strong and have power to attract customers. That is to say, some organizations rely on their product strength to introduce their organizations instead of directly work on promoting their organizational brands on social media platforms.

2.7 The Knowledge Gap

The reviewed literature revealed the massive use of social media among the organizations. The literature also confirmed that organizations use social media for the upholding of organizational brands. Few literature (e.g. Walters and Jones, 2011; Madsen, 2016) show the roles that social media play in promoting organizational brands, however they deployed one research method and focused on multiple issues. This study employed a mixed methods research (content analysis, interview, and online questionnaire survey) to come out with the findings of a single major target, the roles of social media in promoting organizational brand.

Also, the reviewed literature were mostly conducted in the developed countries. This study intended to add knowledge of the roles of social media in promoting organizational brands from the developing countries of Sub-Sahara Africa – Tanzania in particular, which the reviewed literatures have not covered. Therefore, this study provides a different context that was not previously worked on (Kwayu, Lal, and Abubakre, 2018).

3. RESEARCH METHODOLOGY

3.1 Introduction

This study intended to explore the roles that social media, particularly Facebook, play in contribution to the promotion of organizational brand. This chapter covers the research approach, research design that consists of area of the study, study population, data collection methods and tools, data analysis methods and tools, and ethical consideration. The methods presented herein under were used to make this study successful.

3.2 Research Design and Approach

This study was conducted under the mixed methods research design as presented by Creswell (2015). As highlighted by Creswell (2015, p. 36-37), the qualitative and quantitative data in this study were collected and analyzed separately, and then the results were integrated and presented herein under. The qualitative study was deployed to get data from Facebook Business pages of the telecommunication organizations and from some of the customers who liked those organizations' Facebook pages. The study also incorporated quantitative method to get data from the people using Facebook and who liked telecommunication organizations' Facebook pages. The study employed both qualitative and quantitative approaches to understand well the role of social media in promoting organizational brand (Wimmer and Dominick, 2011, p. 48). A mixed methods research design is also supported by Neuman (2006, p. 14), as he argued that, a researcher can use both approaches "in complementary way".

Neuman (2006, p. 81) presented three approaches in conducting social science research; "positivist social science, interpretive social science, and critical social science". This study is a positivist social science research. This study adopted a positivist approach because of the following five reasons, as posited by Wimmer and Dominick (2011, p. 116). First, the positivist researcher strives for objectivity and is separated from the data. Second, design of a study in positivist approach is determined from the beginning. Third, a researcher in positivist research tries to limit contaminating and confounding variables by conducting investigation in controlled settings. Fourth, in positivist research, measurement instruments

exist apart from the researcher, that is, another person could use the instruments to collect data in the absence of the researcher. And fifth, the positivist approach is used in research to test, support or reject a theory. On the part of analysis, this is a descriptive study conducted to understand the “role of a technology” – social media (Bhattacharjee, 2012, p. 6) in promoting organizational brand. The findings of the data were presented in a descriptive way basing on the thematic analysis.

3.3 Area of the Study

This study was conducted in Dar es Salaam where the telecommunication organizations’ headquarter offices are located. Dar es Salaam is the major commercial city of Tanzania which is located in the East part of the country. National Bureau of Statistics (NBS) reported that, Dar es Salaam has the population of more than five million residents, that is about 10% of Tanzania’s population which is 54.2 million (NBS, 2019). Dar es Salaam has five districts; Ilala, Kinondoni, Temeke, Ubungu and Kigamboni.

Dar es Salaam is the most developed region in Tanzania. Currently, Dar es Salaam has the biggest airport, Julius Nyerere International Airport (JNIA), the biggest port, the railways that goes upcountry and outside the country, and other infrastructural development. This makes this city to be the preference of most companies to establish their headquarter offices as the city is easily accessible with both domestic and international trips. Most of the telecommunication organizations’ offices are centered in Kinondoni district, at the area named “Sillicon Dar”, the area where most technology companies have their offices.

3.4 Population of the Study

A population is “the abstract idea of a large group of many cases from which a researcher draws a sample and to which results from a sample are generalized” (Neuman, 2006, p. 224). It is a group out of which a research draws a sample for a specific study and comes out with the results. Population is essential for any research study. Population can be subjects, variables, concepts, or phenomena (Wimmer and Dominick, 2011, p. 87).

For this study, a population consists of people (human sample) and social media posts. The study incorporated 116 people (respondents) who liked the Facebook Business pages of the telecommunication organizations in Tanzania. Also, this study involved 870 Facebook posts of the telecommunication organizations as its other sample for the study.

3.5 Sampling Procedure and Sample Size

Purposive sampling technique was applied in this study to get the sample for data collection. Purposive sampling is the sampling process of selecting samples basing on “specific characteristics or qualities, and eliminates those who fail to meet these criteria” (Wimmer and Dominick, 2011, p. 94). Neuman (2006, p. 222) stated that purposive sampling is applied when the population members are of “difficult-to-reach” and/or “specialized to reach”. This study involved organizations from telecommunication sector in Tanzania, which is one among the highly developed and serves majority of Tanzanians. The study featured respondents from online context which is challenging area to get the right sample.

This study included four telecommunication organizations from Tanzania. The organizations were selected basing on; (a) the highest number of subscriptions, (b) the active participation in social media, especially Facebook, and (c) the highest number of people who liked their Facebook Business pages. For these criteria, a researcher conducted a prior analysis of the websites and social media pages of all telecommunication organizations (see Table 2.1 and Table 3.1), and found Airtel Tanzania, Halotel Tanzania, Tigo Tanzania, and Vodacom Tanzania being qualified for the study. The study reviewed contents of 922 Facebook posts, out of which 52 posts were excluded because they concentrated on SIM Card registration campaign that was organized by the Tanzania Communications Regulatory Authority (TCRA). Therefore, this study considered 870 posts of the Facebook pages of the four telecommunication organizations in focus from January 1st to June 30th 2019, a period before the start of the research. The researcher reviewed all Facebook posts that were published on the week days (Monday to Friday) to understand the role of social media in promoting organizational brand. In the 870 Facebook posts, the types of the post contents were dominated by photo and text (647 posts) and video and text that were 168 posts (see

Table 3.2). The post content that appeared less were those that contained text only (1 post) and link only (1 post).

Table 3.1: *Tanzania Telecommunication Facebook Pages' Information*

Company/Brand	Presence on Facebook (since)	Page Likes
Airtel Tanzania	15 June 2011	1,164,099
Halotel Tanzania	8 May 2015	684,371
Smile Tanzania	31 October 2012	119,880
Tigo Tanzania	23 May 2011	1,522,568
TTCL	18 March 2010	70,645
Vodacom Tanzania	1 October 2010	917,112
Zantel	28 June 2011	501,201

Source: Facebook Pages of the organizations reviewed on February, 2020

Also, the study featured 116 respondents from among the Facebook users who liked the Facebook pages of the four telecommunication organizations mentioned above. The respondents were picked up and involved in the study basing on their active participation on Facebook pages of the telecommunication organizations in focus. The respondents were considered to be active when they interacted with the Facebook posts of the telecommunication organizations.

Table 3.2: *The Types of Post Contents in Reviewed Posts and their Percentage*

Nature of the post	Number of posts	Percent
Photo and text	647	74.4%
Video and text	168	19.3%
Video only	13	1.5%
Photo only (Photo or cover photo)	32	3.7%
Text and link	8	0.9%
Text only	1	0.1%
Link only	1	0.1%
Total Posts	870	100%

Source: Research data

3.6 Data Collection: Methods and Tools

This research was conducted under the mixed methods research techniques. The study used three research methods to collect data of varying sources. It deployed content analysis method to collect data from the Facebook Business Pages of the four telecommunication organizations under scrutiny. Another method that was used is interview. The interview was conducted to collect information from the people who liked the Facebook pages of the four telecommunication organizations involved in this study and the intent was to study their understanding of those four organizations' social media activities and the contribution of such activities to organizational brand. The last method was online questionnaire survey (OQS) that was applied to get knowledge from people who liked the Facebook pages of these four telecommunication organizations on their understanding of organizational brand image and organizational brand identity. The following subsections explain the data collection tools that were used by this study.

3.6.1 Content analysis

This research study used content analysis tool (see Appendix 1) to collect data from the telecommunication organizations' Facebook pages. Content analysis is “the technique for gathering and analyzing the content texts” (Neuman 2006, p. 322) “in a quantitative or qualitative manner” (Bhattacharjee, 2012, p. 115). This study analyzed the Facebook posts of the telecommunication organizations in a qualitative manner.

Bhattacharjee (2012, p. 115-116) suggested three steps in conducting research through content analysis method. First, the researcher begins by sampling a selected set of texts from the population of text for analysis. Second, the researcher identifies and applies rules to divide each into segments or chunks that can be treated as separate unit of analysis. And third, the researcher constructs and applies one or more concepts to each utilized text segment in a process called coding. This research followed these steps in collecting and analyzing the data from Facebook pages of the four telecommunication organizations from Tanzania.

Also, the researcher needs to understand the meaning of “visual text” before conducting content analysis study (Neuman, 2006, p. 326). For this reason, the researcher read different literatures regarding organizational brand and chose the areas of focus as specified in the Appendix 1. This study used Facebook pages' post as the unit of analysis (Bilal, 2014). Facebook post (or a post), in this context, is text (words), photo, video, or a website link, or a combination of (two or more of) these that is published on the Facebook Business page of an organization. Content analysis was used to answer research question one and complement on the other questions. As stated by Wimmer and Dominick (2011, p 159), “content analysis alone cannot serve as the basis for making statements about the effects of content on an audience”, this study, therefore, deployed other research methods – interview and online questionnaire survey (OQS) – to understand well the role of social media in promoting organizational brand.

3.6.2 The interview

Interview was also used to collect data for this study. The interview was a structured one with standardized questions (see Appendix 2) that guided a researcher to conduct the interviews. The follow-up questions were used by the researcher when clarification was necessary. The researcher interviewed 16 participants who liked the Facebook pages of the four telecommunication organizations in the focus. The interviews were recorded through a professional tape recorder and note taking was conducted through notebooks. The recorded interviews were then transcribed into text for data analysis. The interview was used mainly to answer research question one (to confirm the content analysis data), research question two and complementing parts of research question three.

3.6.3 Online questionnaire survey (OQS)

Finally, this research employed online questionnaire survey to measure the understanding of people who liked the Facebook pages of the telecommunication organizations in Tanzania on the organizational brand of the telecommunication organizations in focus. The researcher prepared the questions (in Appendix 3) in the Google Forms and shared the link of the questionnaire to the respondents through Facebook Messenger. The questionnaire consisted of 9 close-ended questions and 3 open-ended questions (see Appendix 3) to limit the respondents to stay in the topic. The researcher conducted a pilot study that involved 10 respondents (10% of the expected questionnaire participants) and refined the tool before starting the data collection exercise. The questionnaire was used to find out how challenging is the exercise of promoting organizational brand to answer research question three.

3.7 Data Analysis

As this is a mixed methods study, the analysis of data was conducted through both qualitative and quantitative techniques to understand the role of social media in promoting organizational brand. The qualitative data of this study were analyzed and presented in the thematic approach. The researcher first transcribed all the interviews and then read through all the transcripts and coded the themes and ideas that prevailed in the interview transcripts.

Data from content analysis were coded based on the messages and key aspects of the organizational brand revealed in the collected data. On the other hand, statistical analysis of quantitative data was made by using Google Forms tools that analyze the collected data once respondents have started submitting their responses. The results and findings of the study were presented basing on the themes, and by using description, tables, and figures for them to be well understood.

3.8 Ethical Consideration

This study adhered the ethical rules of social science research undertaking. It was conducted under the ethical rules of research as summarized by Frey, Botan and Kreps (2010) in Wimmer and Dominick (2011, p. 67) that, the respondents will have free choice to participate, their rights of privacy will be protected, the study will not harm them, and they will be treated with respect during data collection and in the report writing. To meet this, the study used proper labelling of respondents when quoting them or presenting their assertions in the report. Also, as this study directly involved people and organizations' contents, the researcher followed the Anadolu University rules and guidelines in conducting research. The researcher submitted a request for data collection to the Ethics Committee of the Anadolu University before starting data collection exercise. After receiving the Research Proposal Approval from the University (see Appendix 4), the researcher started to collect data.

4. FINDINGS AND DISCUSSION

4.1 Introduction

This research study was conducted to explore the roles of social media in promoting organizational brands of the telecommunication organizations of Tanzania. The study's specific objectives were to unveil the ways telecommunication organizations use to promote organizational brands on Facebook, to determine the customers' perspectives on the impacts of the telecommunication organizations' activities on Facebook in promoting organizational brand, and to find out challenges that telecommunication organizations face in promoting organizational brand. The study was undertaken due to the scant literatures on the area, particularly from the third world countries. This chapter offers the presentations of the results and discussion of the findings presented herein under. The first part will present the data found in the data collection process, and then that will be followed by the discussion of the findings.

4.2 Demographic Information

The study collected data from two sources, the one involved people (human sample) and the other that involved Facebook posts (nonhuman sample). The demographic information that will be provided herein under is about the people who participated in the interview and online questionnaire survey (OQS).

4.2.1 Gender of the respondents

The study involved 100 respondents who participated in the online questionnaire survey. There were 76 (76%) male participants and 24 (24%) female participants who filled in the online questionnaire survey. Figure 4.1A below shows the picture and percentage of these participants in a clear way.

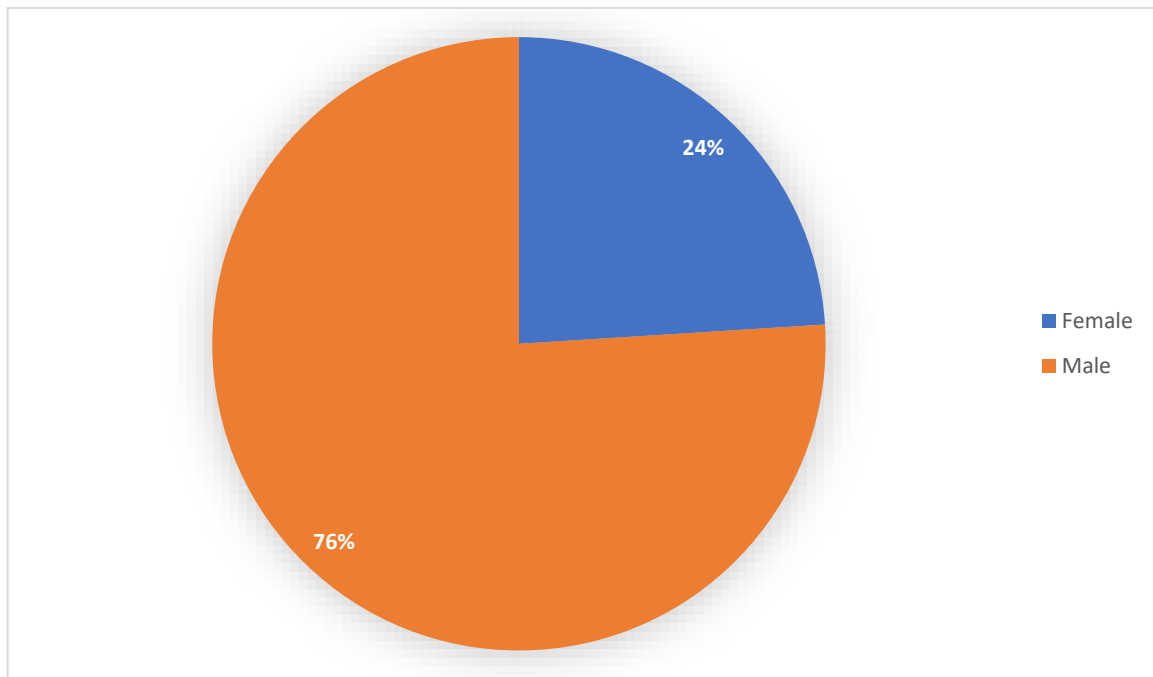


Figure 4.1A: *The Gender Information of the OQS Participants*

On the other hand, the participants in the interview were 16, whereby male participants were 12 (75%) and female participants were 4 (25%). Figure 4.1B below shows the summary of this information. The participants' gender ratio for both interviews and OQS was affected by the nature of the research method that based on the availability of the respondents who qualified for the study (who liked Facebook pages of the telecommunication organizations in focus and were active participants in the Facebook posts of the telecommunication organizations in Tanzania).

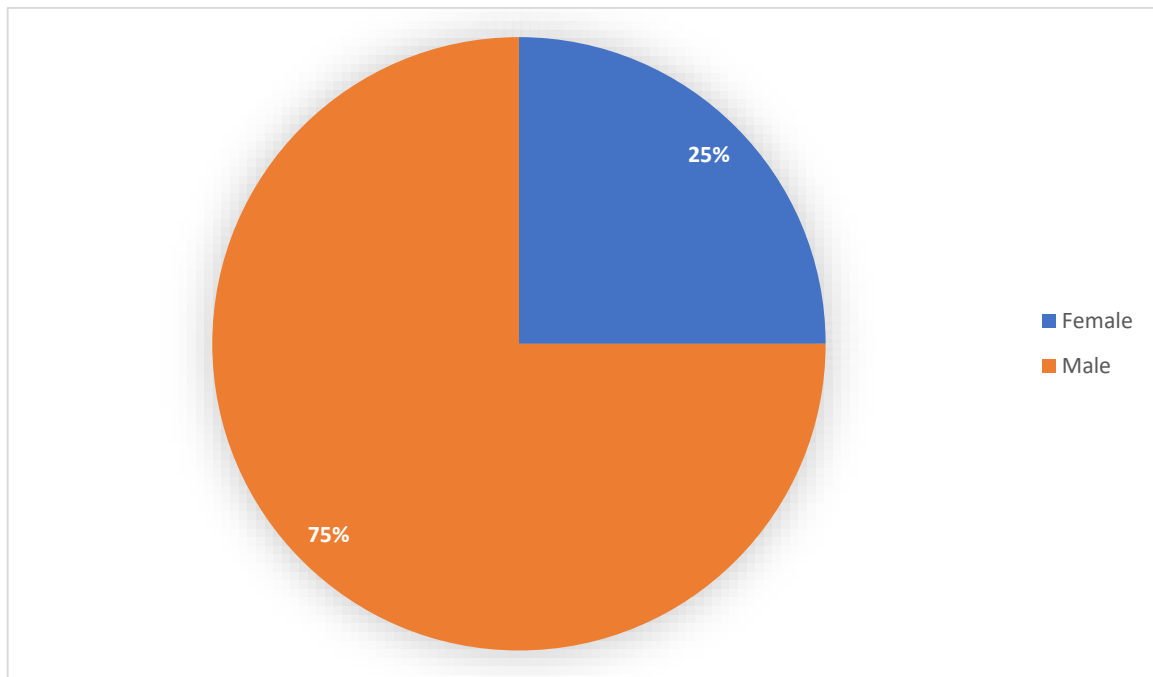


Figure 4.1B: *The Gender Information of the Interview Participants*

4.2.2 Age of the respondents

The respondents were asked to indicate their age basing on the age groups mentioned in the online questionnaire survey. The findings show that most of the respondents were youth between 18 to 34 years (85%) as it is shown in Table 4.1A below. The respondents who are more than 45 years were only 3 (3%). The findings reflect the reality that social media mostly attract the youth who frequently establish communication with their peers.

Table 4.1A: *The Age of OQS Respondents*

Age (years)	Female	Male	Total
18 – 24	7	11	18
25 – 34	14	53	67
35 – 44	2	10	12
45 and above	1	2	3
Total	24	76	100

On the other hand, all the interviewees were youth in the 18 to 34 years age group. This was affected by the availability of the respondents, which was influenced by the network of the respondents who participated in the study.

Table 4.1B: *The Age of Interview Participants*

Age (years)	Female	Male	Total
18 – 24	4	10	14
25 – 34	0	2	2
35 – 44	0	0	0
45 and above	0	0	0
Total	4	12	16

4.2.3 Level of education of the respondents

The study sought to understand the level of education from both the online questionnaire survey participants and the interviewees. The results show that many respondents of the OQS were either university students or graduates (77%), followed by the other colleges (certificates and diploma) and elementary level that each had 8 respondents which form 16% of the respondents. High school level had the lowest number of respondents (7%) as shown in Figure 4.2A here under.

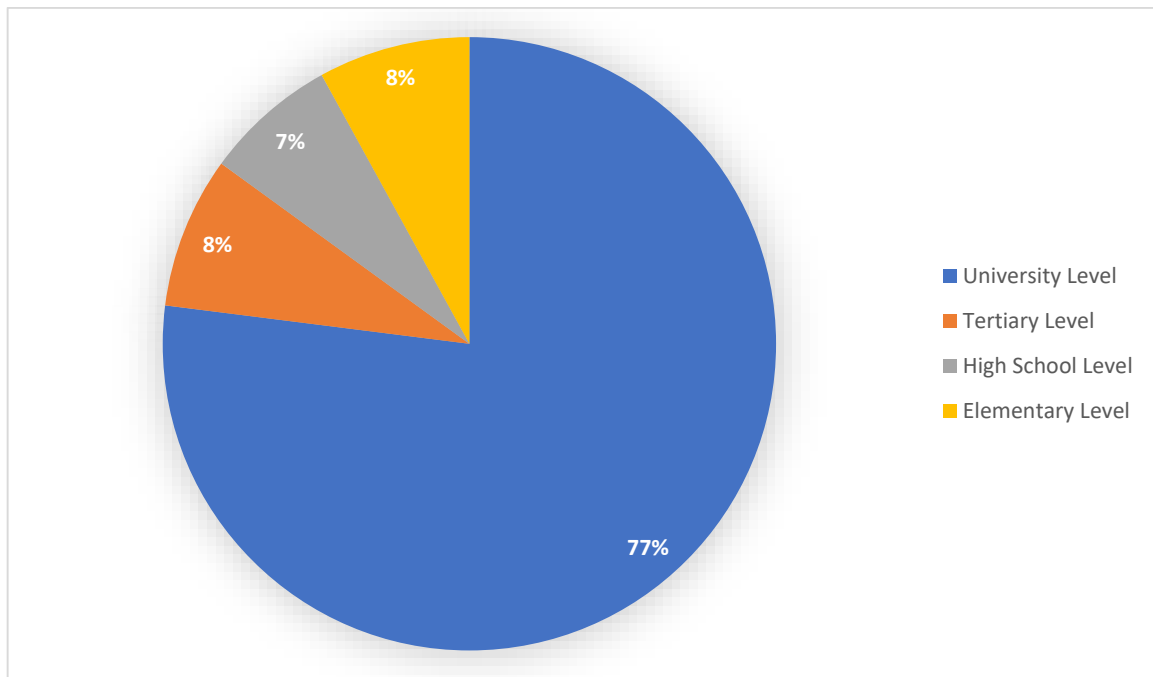


Figure 4.2A: *The OQS Respondents' Level of Education*

The interviewees' education level, as seen in Figure 4.2B hereafter, was dominated by the university students who were 13 (81.25%), one Bachelor Degree holder (6.25%), one Diploma graduate (6.25%) and one high school student (6.25%). This sample was affected by the way respondents were picked up for the study that is through participants' network.

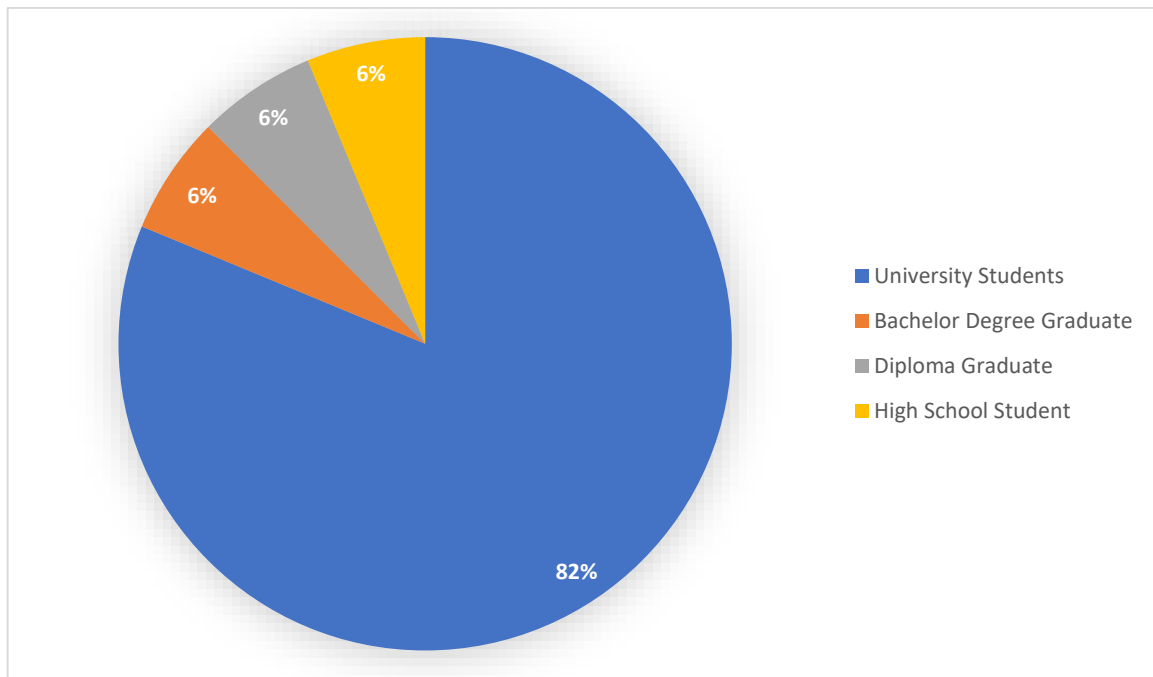


Figure 4.2B: *The Interviewees' Level of Education*

4.2.4 Place of the respondents

Respondents of OQS were also asked to share information about the place they reside. The findings, as indicated in Figure 4.3 below, show that 55% of the respondents were residing in Dar es Salaam followed by Dodoma (7%), Mbeya (5%), Mara (5%), Lindi (4%), and Mwanza (4%). Other 20% of the respondents came from Arusha (3%), Songwe (3%), Coastal Region (2%), Katavi (2%), Singida (2%), Tabora (2%), Geita (1%), Kagera (1%), Kilimanjaro (1%), Manyara (1%), Morogoro (1%), and Zanzibar (1%). The study failed to control the respondents' residence (to be only Dar es Salaam) because it was not easy to restrict respondents from other regions not to participate in the study and if the researcher would restrict those respondents from other regions the turnout would be low. On the other side, all interview participants were residing in Dar es Salaam during the time of the interviews.

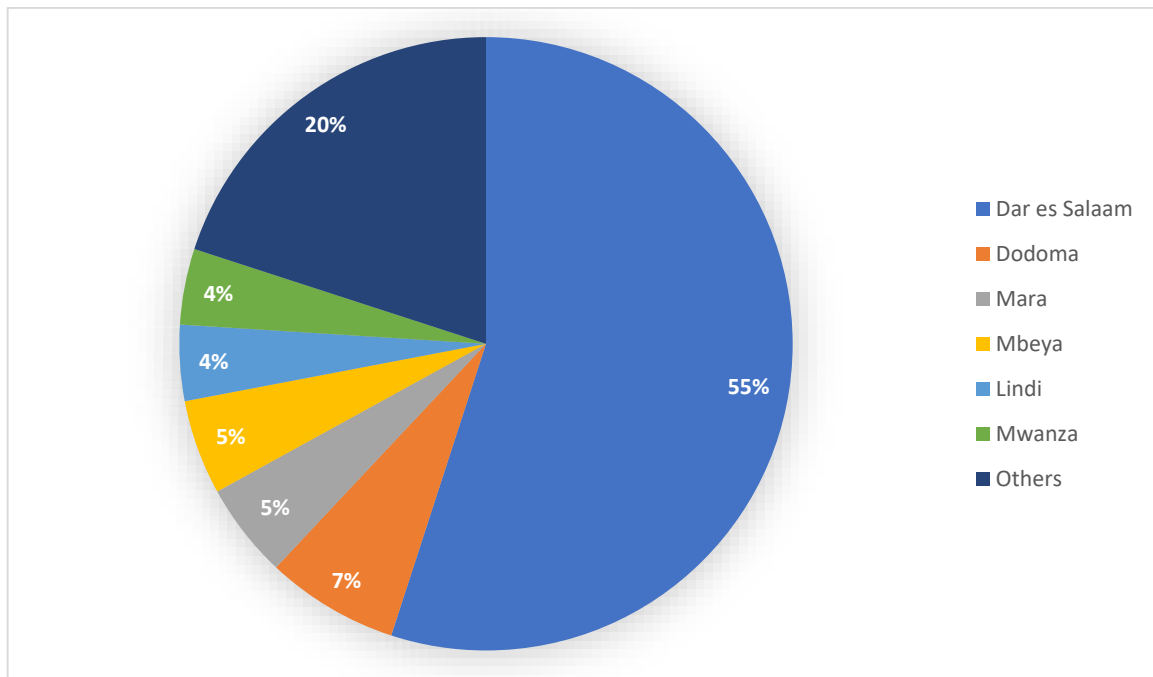


Figure 4.3: *Places of the Respondents*

4.2.5 Mobile phone usage

This research study asked the respondents to offer the information on which networks do they use for communication. This question was asked to both OQS participants and interviewees. The results, as seen on Figure 4.4 below, show that Tigo Tanzania and Vodacom Tanzania had high number of users with 66 and 63 out of 100 OQS participants and 10 for each out of 16 interviewees respectively. Airtel Tanzania had 45 out of 100 OQS participants and 6 out of 16 interviewees and Halotel Tanzania had 36 out of 100 OQS participants and 8 out of 16 interviewees. The data show that, respondents have the tendency of using more than one SIM card for communication which is influenced by the product offered by the telecommunication companies, the network availability and purchasing power of the subscribers.

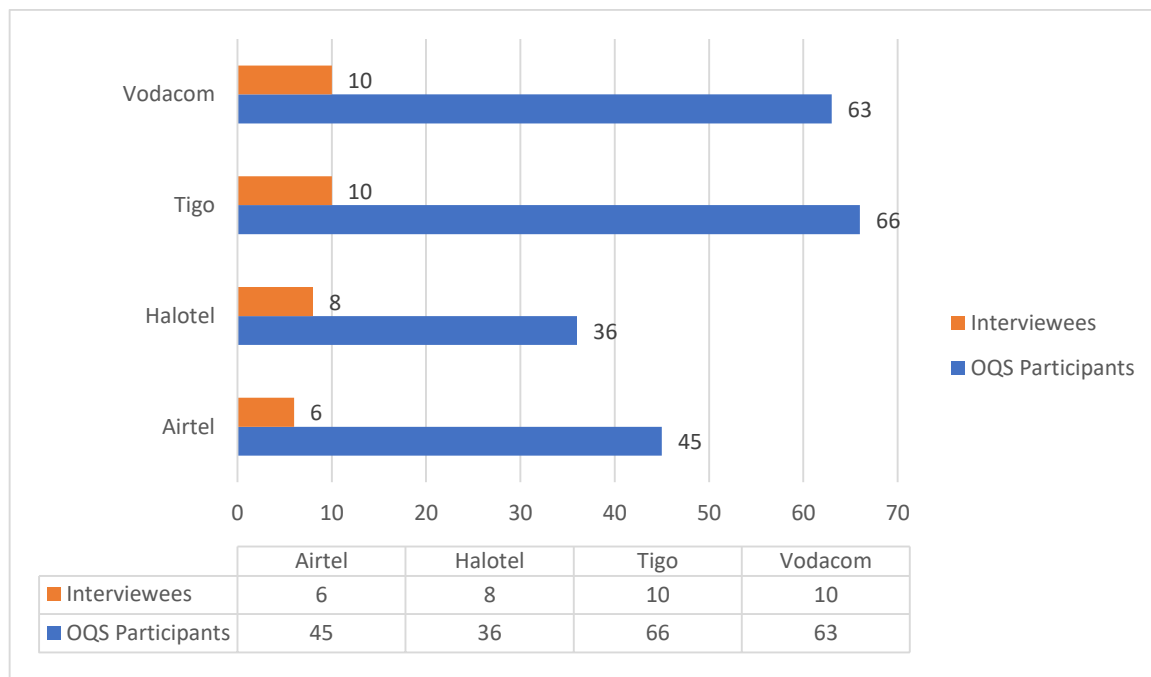


Figure 4.4: *The Mobile Use of the Respondents*

4.2.6 The page liked

The respondents were inquired to indicate which Facebook pages amongst the four telecommunication organizations (in focus) they liked. The results, as demonstrated on Figure 4.5A hereafter, from the OQS responses show that Vodacom Tanzania and Tigo Tanzania had the highest number of page-likes – 50 and 68 page-likes respectively. Airtel Tanzania and Halotel Tanzania had 37 and 25 page-likes respectively. The OQS page-likes results reflect the page-likes of these four organizations on their Facebook pages as Tigo Tanzania having the highest page-likes and Halotel Tanzania having the lowest page-likes as presented on Table 3.1.

On the other hand, the results of interviews show that Vodacom Tanzania had the highest page-likes (10), followed by Tigo Tanzania (9) and Airtel Tanzania (5). Halotel Tanzania had the lowest page-likes (4) as it is seen on Figure 4.5A below. In summary, the findings of the study demonstrate that page-liking of the respondents was influenced by the number of networks (SIM cards) a respondent uses.

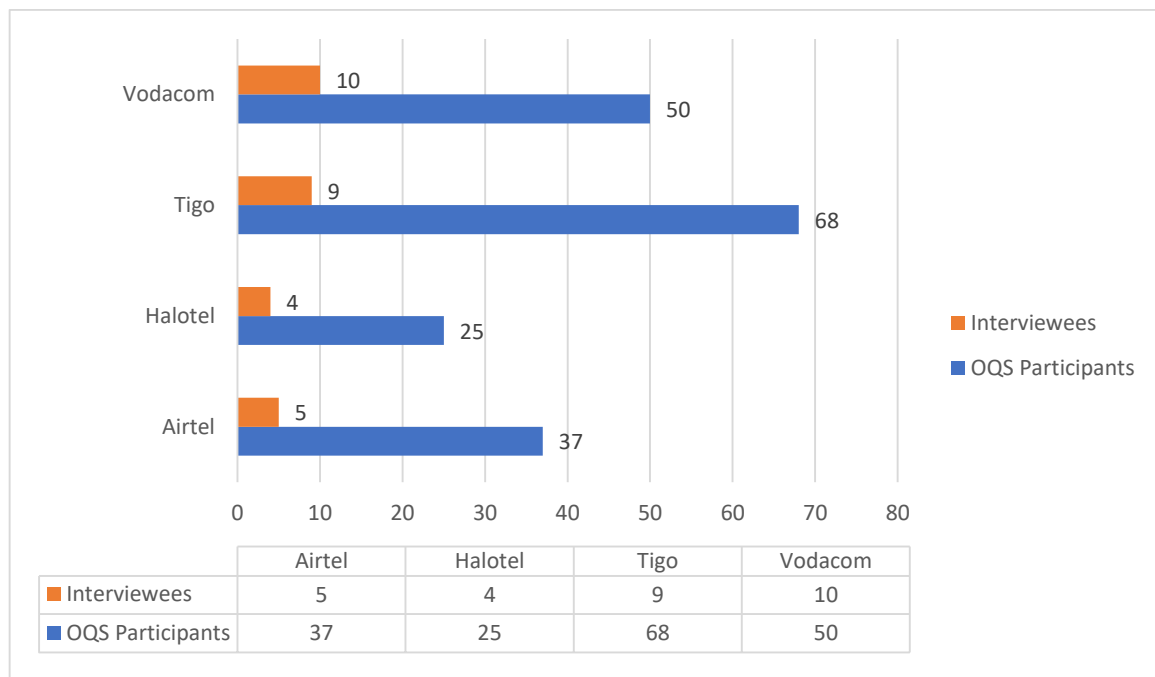


Figure 4.5A: *The Page Liked by Respondents*

In addition, most of the respondents (90%) from OQS have been following the pages' activities for at least one year up to more than six years (see Figure 4.5B). During the data collection, only 10% of the respondents had less than a year since they liked the Facebook pages of the telecommunication organizations. On the other side, a high number of interviewees (14) had at least a year up to more than 6 years since liking Facebook pages of the telecommunication organizations. Only 2 respondents (12.5%) had less than a year during the interviews.

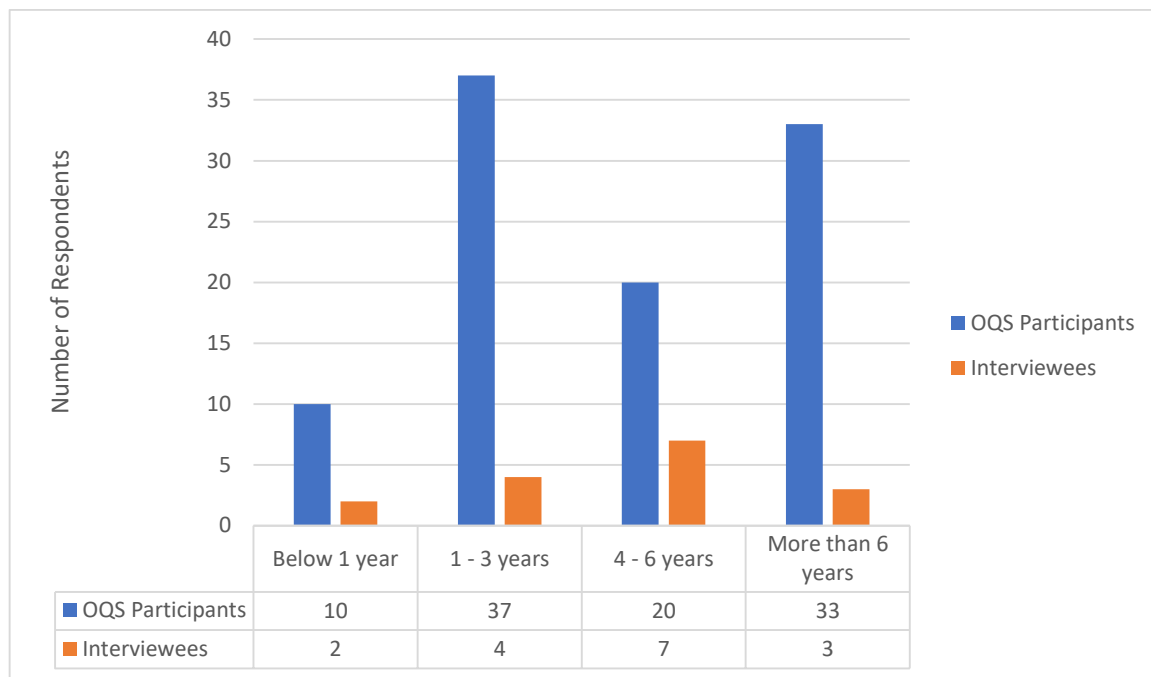


Figure 4.5B: *The Time since Respondents Liked the Facebook Pages (in Focus)*

4.2.7 Brand identification

Interview respondents were asked to mention the criteria that make them identify a brand and differentiate it from other brands of the same product or service (see Table 4.2 below). Most of the respondents (10) mentioned logo in their responses as the criterion that makes them to recognize a brand. This was followed by slogan (7 times) and brand name (5 times). Others that appeared in the responses of the interviewees are branding and advertising (4 times), brand color (4 times), experience (4 times), and outlook of the brand (4 times).

Table 4.2: *Brand Identification Criteria*

Brand presentation criterion	How many times appeared
Logo	10
Slogan	7
Brand Name	5
Color	4
Branding and Advertising (Strategies)	4
Experiences (Quality, Opinion of Others, Services)	4
Outlook (Labeling, Packaging)	4

4.3 Ways of Promoting Organizational Brand on Facebook

This study sought to understand and unveil the ways telecommunication organizations use to promote the organizational brand on Facebook. With this in mind, the researcher conducted a thorough review of the contents of the Facebook pages of the four telecommunication organizations from Tanzania. The study found the following ways as commonly used by the telecommunication organizations to promote organizational brand:

(i) Customers' engagement

The results of the study show that there are high engagement activities in the pages of the telecommunication organizations. In all posts reviewed, at least every post received reactions from the customers (post-likes, comments or shares). The companies are leading the engagement activities by placing posts that influence the customers to interact with them by using hashtags, tagging, prompting and action words, and links to grab the attention of the customers. Also, the study found that the telecommunication companies used Facebook to offer customer service support to their stakeholders. The existence of engagement in the Facebook pages of the telecommunication organizations is reflected in the interview transcripts too. Respondent 3 noted that, "on the pages people are allowed to share their opinions". This was later on emphasized by the Respondent 10 who, basing on his fellows' actions, experienced the engagement of the telecommunication organizations as he stated,

“they visit the (Facebook) pages (of the telecommunication organizations) and ask questions. Then they receive answers and services basing on their queries from the organizations”.

In addition, customers, apart from interacting with the telecommunication organizations, appear to have a customer-to-customer (C2C) interaction too. This helps them to discuss about the organizations and the services offered to them and share their experiences on the products, customer services and other stuffs.

(ii) The use of logo

Logo was also another common way that was used by the telecommunication companies to promote the organizational brand. The data show that, in most of the posts that contained images or videos (98% of the posts), the logo appeared consistently. Appearance of the logo was mostly placed at the same side of those images and videos and each organization having its preferable area to place their organizations' logos on the contents they shared. The presence of logo, as a way of promoting organizational brand, was also raised by the interview respondents in their insights. For instance, Respondent 15 stated that, telecommunication organizations use logos in their posts that promote the identity of the organizations and organizational recognition. He said that, “they (the posts of the telecommunication organizations) make me recognize the organizations as brands because...there is the logo of a specific company...that act(s) as the identity of the organization”. Therefore, the findings show that, logo is used as one of the ways to brand the organization through social media.

(iii) Focusing on the mission

The study found that the telecommunication organizations have been promoting the organizational brands by focusing in the mission statements of organizations. The posts, which were reviewed by this study, show that the contents of the posts were created basing on the mission statements of organizations concerned. With excluding the 51 posts that dragged customer attention, the mission statements of the telecommunication organizations prevailed in 819 posts that were shared on Facebook. On top of that, the organizations have been consistent to their core values as in all posts they seemed to adhere them. This insists

that, telecommunication organizations focus on promoting organizational brand even when their social media posts intended to raise their market shares.

(iv) Vision of the organizations

Vision was also spotted as the way that telecommunication organizations use to promote organizational brands on Facebook. The study's findings from content analysis demonstrate that, the organizations craft their Facebook posts with visions of the organizations. That is to say, the Facebook posts of the telecommunication organizations contained the concept and direction of what the organizations wanted to achieve through them. Vision appeared in almost 821 posts out of all posts reviewed.

The vision appeared even in the interviewees' responses. Respondent 16, for example, made a comment that, telecommunication organizations prepare their posts basing on their objectives. He posited that, "there is an experience from (he mentions the organization) network that is a standalone company, works for its aims and objectives, which are viewable (objectives) in their Facebook posts". Hence, the vision acts as the way to promote the organizational brand in the Facebook posts of the telecommunication organizations.

(v) The use of brand name and repeated references to it

The findings of the study reveal that, telecommunication organizations have the tendency of using brand name – mentioning and making references to it regularly. This was found in the interview transcripts whereby all respondents admitted to find a brand name or a reference to the organization on the posts of the telecommunication organizations' Facebook pages they follow. Their expression was followed with insistence that showed how organizations use brand names and references to their brand names or organizations as a way of promoting their organizational brands. This can be seen through the comment from Respondent 2, for instance, who indicated that telecommunication organizations mention the brand names particularly when they introduce their products. He said that, "I have found such posts (that refer to brand names) at times. Those posts unveil different organizations' steps on social media. Through Facebook, (the mentions appear) sometimes when they introduce their products like the packages, changes or the possibility of sending and receiving money". This means that the brand name is mentioned or referred to by the telecommunication

organizations to show possession of what is being offered or shared and the organization stands behind the services offered (organizational brand portrayal).

(vi) The presence of slogans

The results of the study indicate that, telecommunication organizations use slogans to boost their organizational brand on Facebook. The organizations apply the slogans in their posts regularly. Slogans were noticed in 208 posts out of all posts reviewed. The use of slogan by the telecommunication organizations was also highlighted in the interviews. Respondent 8, in explaining how the Facebook posts of the telecommunication organization make her to recognize organizational brand, noted that, “the slogans they (organizations) use have great positive impacts (on the organizational brand portrayal)”. This suggests that organizations use slogans purposely to brand their organizational brand images and identities through social media.

(vii) Corporate leaders’ coming out

Leaders as the corporate symbol of organizations were also used by the telecommunication organizations to promote their organizational brand. The findings show that, telecommunication organizations use leaders in their posts, both in the images and videos. Leaders appeared in the 94 Facebook posts of the telecommunication organizations out of 870 posts. The appearance of leaders is confirmed in the interview results whereby 12 (75%) respondents indicated to see the corporate leaders of the telecommunication organizations at least once in their Facebook posts. While 4 (25%) respondents denied to have ever seen the leaders on the organizations’ Facebook posts. On the other side, 68% of OQS respondents admitted to encounter posts that included the senior leaders of the telecommunication organizations while 32% of the OQS respondents reported that they did not see the leaders on the pages. The results of interviews and OQS indicate that organizations allow their leaders to come out present organizational issues through social media.

The appearance of leaders, though not regular, comes in the important events of branding the products and/or organizations. This is supported by the Respondent 9 who confirmed that, the leaders come out to offer specific information to the public. He said, “When the

telecommunication companies' leaders appear (on their Facebook posts) and offer information about the happenings or introduce a new product, their appearances impressed me". The appearance of leaders on the Facebook pages of the organizations bring positive image of the organizations to the public.

(viii) The use of public figures

The telecommunication organizations were also noticed to use the outsourced members to promote their organizational brands. The study found the presence of high use of the public figures and other non-employed members who were featured in different campaigns of the telecommunication organizations on Facebook. The outsourced members were spotted in 452 posts, more than half of all posts (870) that were analyzed for this study. The use of famous individuals was also raised by the interview participants. Respondents 8 and 10, in their statements in relations to the posts and recognition of organizational brand, confirmed the use of the public figures by the telecommunication organizations. Respondent 8 argued that, "through promotions, the people they (organizations) use to advertise about their organizations and their products (all contribute to organizational recognition)...they use famous individuals in their advertisements". On the other side, Respondent 10 stated that, "basing on the advertisements they share, people they (organizations) use to promote their organization, or advertisements may directly talk about the organization". Therefore, telecommunication organizations use the "famous individual" to promote their organizational brands on Facebook.

(ix) The use of brand color

The results of the study show that telecommunication organizations widely apply the brand color in their Facebook posts to promote organizational brands. The study found 859 Facebook posts (images and videos) that had color combination relevant to the brands of the telecommunication organizations concerned. This consistency of color combination of the brands promotes the remembrance of the brand easily to the customers and other stakeholders.

(x) Provision of communication contacts and information consistency

The study found the existence of sharing of the communication ways to reach the organizations (apart from the customer care numbers and Unstructured Supplementary Service Data [USSD] codes). The analysis revealed that, the telecommunication organizations have been sharing phone numbers, emails, Toll-Free Numbers and Paid Toll Numbers, and even the WhatsApp customer care numbers through their Facebook posts. Although few, these communication ways add value to the organizational brand, as this shows that the telecommunication organizations cater for the needs of different stakeholders and target all through their social media posts.

Furthermore, the information shared by the telecommunication organizations was found to be the same from social media to traditional media (radio, television, and newspaper). One respondent from the interviews reported that, there is consistency of information from what is being shared on social media to that, which is being shared to other mainstream media. In his words he said:

“I have encountered some experience because (I have experienced that) what is being posted on social media is, at the same time, the same as that, that is broadcast or advertised through other media (mainstream media). For example, you may find on newspaper the same posters as that appear on social media. But at the same time, when you follow a radio or television, you find the same content, as that you have seen on social media, is being broadcast” (Respondent 12).

This indicates that telecommunication organizations portray their organizations (and organizational brand) to be as fair, truthful and consistent in front of their stakeholders, which promote the organizations’ images and identities.

Moreover, the telecommunication organizations were found to be using timing of posting the contents (each organization had its selected time) and success story. Each organization had its own way and time of sharing their posts on their Facebook pages. Two organizations post only in the day time and the other two share their posts day and night. The telecommunication organizations also create their posts in an organized way that attracts their followers on social media. Respondent 11 explained the way Facebook pages of the telecommunication organizations present the posts. She said that, “I find them in an organized

way, their activities follow a certain process which means there are organizations behind”. This confirms that, telecommunication organizations present their organizations on Facebook in the special style that attracts customers’ recognition and attention to the organizations.

4.4 The Impact of Telecommunication Organizations’ Activities on Facebook in Promoting Organizational Brand

This study also intended to find out how Facebook brings about the impacts in promoting organizational brands of the telecommunication organizations in Tanzania. This was assessed through the interviewees’ responses regarding their perception on the activities conducted by the telecommunications organizations on Facebook. The study found out both positive and negative impacts of the activities of the telecommunication organizations on Facebook to their organizational brands. This is witnessed as presented below:

This study results demonstrate that Facebook activities of the telecommunication organization have far considerable impacts to the recognition of the organizational brands. The study indicates that, most of the interview respondents perceive positively the posts shared and interaction done by the telecommunication organizations in the Facebook pages. The activities, the findings show, contribute to the recognition of the organizational brands of the telecommunication companies. Respondent 2, for instance, posited that the posts shared by the telecommunication organizations contain information about the organizations that helps people to recognize the organizational brand. He argued that, “I recognize the organizations as brands because the posts they share on Facebook talk directly about the organization...that performs a particular matter and that matter targets the society and the posts shared are based on the particular organization”. This is supported by the Respondent 15 who went further on by telling the activities and what such activities contain with them. He noted that:

“When you review the posts of (a telecommunication company) there are various indicators that make one to recognize that those activities are conducted by the organization. There are people (public figures) who are commonly used in their advertisements. So, when you find such people in their posts and the messages they deliver about the products, the use of their logos and other stuffs, you get the picture in mind that, this came from the organization” (Respondent 15).

This evidence from the findings indicate that, the telecommunication organizations' activities on Facebook have a good impact to the uplifting of organizational brands of the institutions concerned.

Also, the study found that Facebook offers a playground to the telecommunication organizations to share information that raises awareness about their organizations and stimulating curiosity among the stakeholders towards familiarizing themselves with those organizations. Posts on Facebook supply varying information about organizations and their products and services. The findings indicate that, such information generates demand to get more knowledge about the organizations among the stakeholders. This is proved by Respondent 1 who put forward that the information shared by the telecommunication organizations creates demand to stakeholders to get more information about the organizations. She remarked that:

“The posts they share help them to be recognized (as brands) since they bear the company's name. But also, the posts show how their products are good for customers. Thus, people become more curious to find out (more) about the company” (Respondent 1).

This sounds that Facebook has great impact to telecommunication organizations' corporate brand as it creates a need to stakeholders to familiarize themselves about the organizations.

The study further found that, the posts of telecommunication organizations bring about good experience to their stakeholders. Interviewees reported to have good experiences from the posts shared and interaction offered by the telecommunication organizations on their Facebook pages. Respondent 11 stated that, the posts that deal with services and products and the engagements offer good experience to customers. She argued that, “those who run the Facebook pages and promote their product and services, and their regular engagement with customers on social media offer a good experience that these are big brands (organizations) before the customers”. Thus, this shows that the organizations' activities on social media portray the positive images and identities of the telecommunications organizations that results to the building and promotion of the organizational brands.

However, data show that, the activities of the telecommunication organizations on Facebook have raised some discouraging impact to the stakeholders. The presence of posts

that are not relevant to business and organization, which were also found in the content analysis, created some unwanted reactions to customers. This is reported in the interviews as Respondent 7 showed some disagreements on the activities of the telecommunication organizations on Facebook. He suggested that, “some posts on social media are shared just to draw customers’ attention (to the pages) and they do not directly touch customers’ interests (on the products and services)”. This shows the disagreement of the stakeholder on some of the activities the organizations perform on their Facebook pages, which he assumes to taking away the stakeholders from their target and interest.

4.5 The Challenges Faced by Tanzanian Telecommunication Organizations when Promoting Organizational Brand on Facebook

This research study further intended to determine the challenges that telecommunication organizations face when they promote organizational brand on Facebook. The study found a number of challenges that arose in the contents analysis, the interviews, and online questionnaire survey that the telecommunication organizations encounter in their use of Facebook for promoting organizational brand. Such challenges are presented hereunder:

4.5.1 Less use of success stories in the regular posts

This study’s findings show that there is low use of the success stories of the companies and their employees by the telecommunication organizations on their Facebook pages. From the 870 Facebook posts reviewed from the four telecommunication organizations, the study found just one post that had presented the success story of the organization. This means that, the telecommunication organizations miss an important opportunity of sharing and using their success stories to positively portray and promote the organizational brands through their Facebook pages. The organizations put their focus only the current projects and forgetting to tell their stories on the achievements of the organizations and their employees.

4.5.2 Uncontrolled customer to customer communication

The results of the study show that, there is the existence of customer to customer interaction and communication within the Facebook pages of the telecommunication organizations. Despite the presence of high engagement activities by the organizations, there is still a gap that leaves only customers to have their own conversations that damages the organizational brand of the telecommunication organizations. Out of the four telecommunication organizations, only one organization had a good intervention strategy of getting in when customers start developing their own conversations on the posts of that organization. The other three organizations had less and ineffective control of the customer to customer interactions, which leaves their organizational brand in danger of being damaged.

4.5.3 Some stakeholders are not aware of the organizational brand

The study further found that there is a good number of people who do not recognize the organizational brands of the telecommunication organizations. Despite the activities conducted by the telecommunication organizations on Facebook, there is a considerable number of people who have no idea of the organizational brands. The results from OQS show that, one third (33%) of the online questionnaire survey respondents showed disagreement that telecommunication organizations do not promote organizational brands through social media platforms. This is caused by the fact that, most of the posts of telecommunication organizations are designed to promote products and services than the organizational brands as found in the contents analyzed and both the insights of the interviewees and OQS respondents. Also, when OQS respondents were asked about what comes first in their mind when they come across with the telecommunication organizations' Facebook posts, 71% of the respondents indicated products and services while 29% chose organizational brand. This indicates a challenge to the organizations that needs them to work on to promote their organizational brands before their stakeholders on social media platforms.

4.5.4 Inappropriate comments and language

The findings of the study show that there are customers who interact with the telecommunication organizations' posts on their Facebook pages and comment issues that are not relevant to the context. The Facebook posts reviewed demonstrate the presence of the comments that also contain inappropriate language which in one way or another deteriorate the companies' images and drag away some stakeholders to participate in those conversations. Irrelevant comments and the use of inappropriate language among the customers affect the organizational brands as these actions sometimes attack the organizations or their products directly. This is the challenge that telecommunication organizations face on their Facebook pages.

4.5.5 Presence of posts that do not touch customers' interests

The study results show that, telecommunication organizations tend to share some posts that are not about products, services or organizations, but to cater for interaction and capture stakeholders' attention. The number of such posts (65) is high which affects the image of the organizations and discourage some customers. This leads to the discontent from some of the stakeholders who show it openly as Respondents 7 in the interviews demonstrated. He remarked that, such general posts do not touch customers' interest. Such dissatisfaction damages the images of the organizations which results to the challenges of promoting the organizational brand on Facebook and other social media platforms. This is due to the fact that, posts that are not relevant to the products/services and organizations may drag away from the pages some of the potential stakeholders who prefer to find significant information from the organizations' social media pages and/or accounts.

4.6 Discussion

This study's findings show that social media play significant roles in promoting organizational brand of the telecommunication organizations of Tanzania. Social media provide benefits both to organizations and their stakeholders /customers (Reitz, 2012). In the current study, the respondents reported to have a good level of recognition of the

organizational brand that resulted from the telecommunication organizations' activities on Facebook. This means that, what organizations do on social media platforms has great impact to the organizational brand image and brand identity. Also, the study found that, Facebook offers a room for the telecommunication organizations to share information regarding the organizations' mission, vision, and even products and services. The findings are consistent to what Waters and Jones (2011) found on their study that non-profit organizations were sharing information of programmes, services and mission of the organizations on their YouTube videos. They also revealed the appearance of missions and core values in the videos of non-profit organizations they reviewed which happened to be a common matter even in the Facebook posts of the telecommunication organizations in Tanzania. On top of that, this study's findings indicate the consistency of information from social media to that shared on mainstream media.

The study further shows that Facebook provides to organizations a chance to get direct and unfiltered feedback from the stakeholders as the telecommunication organizations engage with their stakeholders through posts and even in their message boxes. This is a benefit to the organizations as Reitz (2012) noted that through social media organizations can get benefits through feedback and other discussions. The interactivity as a way of promoting organizational brand was also found by Vernuccio (2014) who conducted an exploratory study that involved organizations from different developed countries. Vernuccio's study presented the views that, organizations use social media with the aim of building corporate brand through interactivity. Waters and Jones (2011) confirmed that, "images of the brand and organizational identity in the social media realm are largely shaped through conversations and interactions with individuals outside the organization through shared information and word-of-mouth efforts." Thus, the interactivity and information shared by organizations and their stakeholders are key to the promotion of organizational brand.

On top of that, the study found that Facebook creates variety of experiences to the stakeholders of the organizations. The presence of engagement and interaction between organizations and their stakeholders and among stakeholders themselves through the Facebook pages of the organizations offer good experiences to stakeholders. The engagement

also offers chances to employees, as among the stakeholders, to participate in creating and building the organizational brand images of their respective organizations in online environment. The contribution of employees to the organizational brand image was also found by Madsen (2016). However, her study involved internal activities of the organizations, employees had positive contribution to the organizational brand images. The engagement of stakeholders builds relationship between organizations and their stakeholders, which is beneficial to the organizational brand. Parveen, Jaafar, and Ainin (2015) asserted that social media are highly used by the organizations to “develop a good relationship with customers” and to ensure organizations have “effective communication” with their stakeholders. In brief, corporate brand “brings the stakeholders together both internally and externally” with one vision (Jones, 2010).

On the other hand, the study found the use of famous individuals to be dominant in the Facebook activities of the telecommunication organizations. Despite the presence of leaders in some posts, the famous people, who are outsourced, appear in most of the Facebook posts of the telecommunication organizations. The organizations use them to incorporate their stories to boost organizations’ stories. This finding is similar to what Waters and Jones (2011) found as the non-profits were using the “outsiders’ words and stories to help build their image”. The current study’s findings indicate that, organizations seem to not prefer using internal individuals to tell organizations’ stories on social media platforms. Also, less use of success stories prevailed in the data of this study. Only one post out of all reviewed posts was used to present success story of organization. This means organizations do not invest much time in sharing the successes they achieved to their stakeholders through social media. This finding is similar to what Waters and Jones (2011) found in their study of Non-profit organizations that used YouTube to share their videos but they were not posting the information regarding the success stories in the managerial level. This consistency demonstrates the tendency of organizations and companies that avoid to share their success stories on social media.

In spite of the use of various corporate brand representative ways, the results demonstrate that, some of the stakeholders have no knowledge about the organizational brands. The study’s findings reveal that, telecommunication organizations have the high use

of varying corporate icons such as brand name and color, vision, mission, logo, slogan, and even sharing of contacts on their Facebook posts, however, there is a significant number of people who do not recognize the organizational brand of the organizations concerned. This was particularly affected by the focus of the organizations on the products and services promotion on their Facebook posts. The study also found the commenting style and uncontrolled interaction of customers that is likely to damage organizational brand. The results indicate the existence of the customer to customer conversations that are not interfered by the organizations. Moreover, there was the presence of comments that contained words and phrases that are in a language which is not appropriate for public consumption. This commenting style and the failure of organizations to interrupt and redirect customers and other stakeholders' conversations may affect the organizational brand of the organizations involved.

The findings, however, support both theories that were used in this study. On the Theoretical Model of Corporate Branding in Social Media in industrial marketing, the study's findings show that, the posts of the telecommunications organizations were crafted to target varying stakeholders of these organizations such as customers, marketing partners, employees, and financial community. Also, the organizations created their contents with all message aspects outlined by the model's proponents. Toppi *et al* (2012) proposed that, the message of the organizations should consist of brand vision and culture, positioning, personality, relationship, and presentation which were common in the posts of the telecommunication organizations. Moreover, the posts of the telecommunication organizations were interactive and supported the 'dialogue' – conversations of organizations with stakeholders, and stakeholder to stakeholder were clearly seen in the posts of the telecommunications organizations on Facebook. Therefore, "social media offer an interactive platform for dialogue between users, including individuals and companies" (Zhang and Vos, 2014).

On the other hand, the study also supported the Cognitive Dissonance Theory. Despite the presence of numerous information on Facebook, the customers and stakeholders applied their selective abilities as proposed in the theory. The stakeholders liked the Facebook Business pages of the telecommunication organizations of Tanzania (selective

exposure), opted to be following their posts and remembering the significant matters regarding the organizations (selective retention) and associated those posts of the telecommunication organizations with the organizations concerned and their personal lives (selective perception). This proves that, the two theories were compatible with this research study.

In summary, the findings confirm the previous studies despite this study being conducted in the third world country's context. This consistency implies that, the activities of the organizations in the social media platforms are more or less the same on the promotion of organizational brand. This study adds to the body of knowledge the insights from the third world country's environment which was not studied before.

5. CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This study was conducted with the aim of exploring the role of social media in promoting the organizational brand. The study had three specific objectives. The first specific objective was to determine the ways that telecommunication organizations in Tanzania use to promote organizational brands on Facebook. The second specific objective of this study was to find out the customers' perspective on the impacts of the telecommunication organizations' activities on Facebook. The last specific objective was to unveil challenges that telecommunication organizations face in promoting the organizational brand on Facebook. This chapter presents the research summary, conclusion, and recommendations.

5.2 Research Methodology

This study used mixed methods research design. It involved both qualitative (content analysis and interview) and quantitative (online questionnaire survey) research methods to collect data. The content analysis was used to gather data from the Facebook pages of the four telecommunication organizations in Tanzania; Airtel Tanzania, Halotel Tanzania, Tigo Tanzania, and Vodacom Tanzania. The analysis involved 870 Facebook posts that were shared by the telecommunication organizations from January 2019 to June 2019 with the exclusion of those posted on Saturdays and Sundays and those that contained SIM cards registration campaigns. Interviews were conducted to 16 participants while online questionnaire survey (OQS) was used to collect data from 100 respondents through Google Forms. The interviews and OQS incorporated participants who liked the Facebook pages of the four telecommunication organizations mentioned above.

The study was conducted under two theories; Theoretical Model of Corporate Branding in Social Media (TMCBSM) in industrial marketing and Cognitive Dissonance Theory. The study adopted the TMCBSM model for analyzing the Facebook posts of the telecommunication organizations while Cognitive Dissonance Theory was applied in measuring and revealing the understanding of the OQS and interview participants on the

organizational brand basing on the Facebook activities of the telecommunication organizations.

5.3 Summary of the Findings

The findings of the study show that, telecommunication organizations use various ways to promote organizational brands. In their Facebook posts, the study found that, telecommunication organizations apply logos, missions, visions, slogans, brand names and references to them, and the brand color to promote their organizational brands. Other techniques that are used by the telecommunication organizations to uplift their organizational brands are the customers' engagement, appearance of corporate leaders and their messages, the use of famous people, and sharing of communication ways to suit the stakeholders of different cadres. On top of that, these organizations conduct their activities on Facebook in an organized way and posting behavior follows the schedule of the time which varies from one organization to another.

The study also demonstrates that the activities of telecommunication organizations on social media have great impact on the organizational brands. The results show that, the Facebook activities of these organizations result to the recognition of organizational brand, create curiosity to stakeholders to seek more information about the organizations, and promote customers' experience with the organizations which uplift organizational brands. However, the Facebook posts that do not talk about products services or organizations (stakeholders' interests) discourage a portion of stakeholders who show discontents to such activities.

Furthermore, the results of the study reveal that, telecommunication organizations face varying challenges in promoting organizational brands. The organizations encounter inappropriate language and comments, less use of success stories, existence of uncontrolled customer to customer communication, sharing of posts that do not target customers' interests, and presence of customers who are unaware of the organizational brand despite following the Facebook pages of the telecommunication organizations.

5.4 Conclusion

This research was conducted to explore the roles of social media in promoting organizational brand of the telecommunication organizations in Tanzania. The findings of the study indicate the presence of varying roles that social media play in the promotion of the organizational brand such as the recognition of the organization, raising awareness about the organizations, engagement and interactivity that build relationship between organizations and their stakeholders, and creating experiences to stakeholders which build organizational brand. The study's findings support the theories that were adopted for the study. This research study contributes to the body of knowledge as it has come with the findings from the third world country's context which show consistency to other studies conducted in developed countries' contexts.

5.5 Recommendations of the Study

Basing on the findings of this study, this research proposes recommendations to the practitioners of telecommunication organizations (and other organizations that engage themselves in social media activities) which, if they consider to apply, may bring positive changes in their efforts to promote their organizational brands. The recommendations are hereunder presented:

The study suggests to organizations to use more organization's success stories in their social media pages. Telling organization's success stories to stakeholders makes them to be aware of what has been achieved by the organizations and builds a positive organizational image to them. Organizations should find ways to fill this gap and make sure their achievements are properly shared through social media platforms.

Also, this study recommends organizations to maintain and increase the engagement activities on social media and find proper ways to intervene in customer to customer conversations on the organizations' business pages. Engagement with stakeholders, apart from solving their queries, helps to create relationships, offers good experiences and builds closeness between organization and its stakeholders. All these are necessary for uplifting corporate brands of the organizations. Also, organizations need to make proper follow ups

on the customer-to-customer conversations and intervene to ensure such discussions on their pages create positive results to their organizational brand. Thus, organizations need to extend their engagement behavior to raise their organizational brands.

Furthermore, organizations should use more senior members from the management and other internal employees to tell stories of the organizations. This study suggests that, organizations should opt to use internal members to share organizational stories instead of relying on famous individuals. Senior corporate leaders can lead the efforts to build organizational brand image and identities by regularly coming out and share organizational issues through social media. Junior workers too need to participate in telling organizational issues to the stakeholders on the organizations' social media platforms.

Finally, organizations should reduce the numbers of posts that are not for business and organizational brand promotion. The tendency of sharing many posts that are too general discourages the stakeholders and may chase away some of them from following what organizations share on social media. Thus, organizations should decrease the number of posts that do not talk about organization or its products and services and increase the ones that will attract their stakeholders.

5.6 Area for further Research

This study was conducted to explore the role of social media in promoting organizational brand. The study used telecommunication organizations in Tanzania as its case study with mixed methods of qualitative and quantitative research approaches. Basing on the findings, this study suggests areas for further research to add knowledge in the area of organizational communication. As this study had small sample, further research is required to be conducted with the involvement of more posts for content analysis, the use of more interview and survey participants with a control and balance of gender and age of the participants. The results of such study will offer a more implication of the results of this study. Also, the future study could address this issue with involvement of the workers of the telecommunication organizations by gathering and revealing their insights on the role of

social media in promoting organizational brand. This might add a different perspective to the body of knowledge.

As this study was conducted only on Facebook, another area where research may be focused on by considering the activities of these organizations (or other organizations) on other social media platforms and making a comparative analysis to find out which social media platform has far greater impact in promoting organizational brand. In addition, this study involved giant companies that operate for the profit in the sector of telecommunication with huge capital to invest in all significant areas including branding in social media with workers who have proper expertise to achieve the preferred targets. The future study can be conducted to understand the role of social media in promoting organizational brands of small organizations, companies with small capital for operations and non-profit organizations in third world countries. Such research will be of interest and will bring a new perspective on the area of organizational communication.

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APPENDICES:

APPENDIX 1: Content Analysis Tool

This tool will be used to review the Facebook posts basing on the parts outlined herein under that were shared on Monday to Friday from 1st January 2019 to 30th June 2019.

Type of the Post: _____

Date of the Post: _____ Time of the Post: _____

Content Review

Vision	
Mission	
Logo	
Slogan	
Core Values	
Corporate Reps	
Engagement	
Website/news links	
Others (contacts, brand color, success stories)	

APPENDIX 2: The Interview Tool

These interview questions are to be answered by the customers of the telecommunication organizations in Tanzania who are using Facebook and liked one or more of the Tanzania telecommunication organizations' Facebook pages.

Date and Time of Interview: _____ Place: _____

Interview Questions

Part One

1. Name of the respondent: _____
2. Gender of the respondent: _____
3. Respondent's level of education: _____
4. Respondent's Age: _____

Part Two

5. Which networks do you use?

.....
.....

6. Do you follow ("like") any of the telecommunication organizations' Facebook pages? If yes, please mention them.

.....
.....
.....

7. How long have you been following such pages?

.....
.....

8. What makes you to identify a brand (whether organizational or product brand)?

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.....

.....

9. Have you ever found telecommunication companies' senior leaders on their Facebook pages? How frequently did you find them?

.....

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10. Have you ever come across of a mention/reference of organization as a brand on the telecommunication organizations' Facebook pages?

.....

.....

11. Does Facebook posts of the telecommunication organizations take you to recognize their organizations as brands? Kindly explain.

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12. Basing on the Facebook posts of the telecommunication organizations, what experience made you to recognize telecommunication organizations as brand?

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13. What do you recommend for the telecommunication companies to apply to intensify their efforts to promote organizational brand on social media?

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APPENDIX 3: Online Questionnaire Survey Tool

This questionnaire is circulated to measure the understanding of organizational brand among the people who liked the Facebook Business pages of the telecommunication organizations in Tanzania. The responses for this questionnaire will be treated with confidentiality and the findings will be used for purpose of this research study only. For the purpose of this study, organizational brand is the identity and image of the organization that is represented by the logo, name, slogan, color combination, or combination of these features that represent organization. It also involves the experiences that remain in one's mind.

Please fill in this questionnaire only if you liked the Facebook Business pages of telecommunication organizations in Tanzania. Your participation is highly valued. Thank you.

Are you willing to participate?

- (a) Yes (a) No

1. What is your gender?

(a) Female

(b) Male

2. What is your age range?

(a) 18-24 years old

(b) 25-34 years old

(c) 35-44 years old

(d) More than 45 years old

3. Where do you reside?

(a) Dar es salaam

(b) Other place (please mention)

4. What is your level of education?

- (a) Elementary level (up to Form Four)
- (b) High School level
- (c) Tertiary level (vocational, certificate and diploma)
- (d) University level

5. Which network among the following do you use? (You can choose more than one)

- (a) Airtel Tanzania
- (b) Halotel Tanzania
- (c) Tigo Tanzania
- (d) Vodacom Tanzania
- (e) Other (please mention)

6. Which Facebook Pages of the following telecommunication organizations have you liked?
(You can choose more than one)

- (a) Airtel Tanzania
- (b) Halotel Tanzania
- (c) Tigo Tanzania
- (d) Vodacom Tanzania

7. For how long have you been following the telecommunication organizations' Facebook pages? (Choose one)

- (a) Below one year
- (b) One year to 3 years
- (c) Four years to 6 years
- (d) More than 6 years

8. When you encounter the Facebook post of the telecommunication organization, what comes first in your mind? (Choose one)

(a) The organization

(b) The products

(c) Other (please mention)

9. Have you ever seen any corporate leader of the telecommunication organizations or their messages on the telecommunication organizations' Facebook Pages?

(a) Yes

(b) No

10. If you responded "Yes" in the previous question, what picture did you get? (Please explain)

.....

11. Do you think telecommunication organizations promote their organizational brand on social media? Please explain.

.....

.....

12. What actions do you recommend to telecommunication organizations that will increase your recognition of their organizational brand?

.....

.....

APPENDIX 4: Ethics Council Approval

Evrak Kayıt Tarihi: 14.02.2020	Protokol No: 14506	Tarih: 27.02.2020
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ANADOLU ÜNİVERSİTESİ
SOSYAL VE BEŞERÎ BİLİMLER BİLİMSEL ARAŞTIRMA VE YAYIN ETİĞİ KURULU
KARAR BELGESİ

ÇALIŞMANIN TÜRÜ:	Yüksek Lisans Tez Çalışması
KONU:	Sosyal Bilimler
BAŞLIK:	Kurumsal Markaların Desteklenmesinde Facebook'un Rolü: Tanzania Telekomünikasyon Şirketleri Örneği
PROJE/TEZ YÜRÜTÜCÜSÜ:	Dr. Öğr. Üyesi Çağlar GENÇ
TEZ YAZARI:	Faridi Abdallah MNAKATU
ALT KOMİSYON GÖRÜŞÜ:	-
KARAR:	Olumlu

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Certificate Registration Date: 14.02.2020	Protocol No: 14506	Date: 27.02.2020
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ANADOLU UNIVERSITY
SOCIAL AND HUMAN SCIENCES RESEARCH AND PUBLICATION ETHICS COUNCIL
DECISION CERTIFICATE

TYPE OF STUDY	Master's Thesis Study
SUBJECT	Social Sciences
TITLE	The role of Facebook in promoting organizational brand; A Case of Telecommunication Organizations in Tanzania
THESIS SUPERVISOR	Dr.Lecturer Çağlar Genç
THESIS AUTHOR	Faridi Abdallah MNAKATU
SUB-COUNCIL OPINION	--
DECISION	Positive

Signed
Prof.Dr. Emel ŞIKLAR
(Chairman- Faculty of Economics and Administrative Sciences)

Signed Prof.Dr. T. Volkan YÜZER (Vice Chairman- Open Education Faculty)	Signed Prof.Dr. Esra CEYHAN (Faculty of Education)
Signed Prof. Hayri EŞMER (Faculty of Fine Arts)	Signed Prof.Dr. M.Erkan ÜYÜMEZ (Chairman- Faculty of Economics and Administrative Sciences)
Signed Prof.Dr. Handan DEVECİ (Faculty of Education)	Signed Prof.Dr. Oktay Cem ADIGÜZEL (Faculty of Education)

Translation Date: 20.03.2020

I hereby certify I'm fluent and competent both in English and Turkish languages and this document is true and accurate English translation of Turkish document.

Certified Translator
Erkan Uysal



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