Interrogating the Major issues Tigo Ghana Handles/Manages on Social Media Each Day

Yoni Paa Quecy Howard[1] | Isaac Wereko[2] | Monalisa Armah[3] | Peter Wonders Kankam[4]
School of Communication | African University College of Communication

Abstract

This article is to interrogating the major issues tigo ghana handles/manages on social media each day in Ghana. This study of social media use in organisations is important especially to managers/practitioners of public relations using internet-mediated communication. The study would assist managers/practitioners using online communication technology to understand how stakeholders are affected and perceive their online engagements and how it influences stakeholders' relationship with an organisation. Again, this study will give deeper insights into relevant issues such as enhancement of products/services and customer care that needs attention of managers of internet-mediated communication in organisations to successfully manage issues; turning issues of potential threat into opportunities for the organisations' and stakeholders' benefit in the wake of social media usage. Also, the study increases awareness in managers of internet-mediated communication about the trends in social media use in organisations and improve the level of knowledge needed in managing online issues. Furthermore, this study will give practical information on best practices and communication strategies managers of internet communication platforms require to assist them in dealing with stakeholders'/customers' desire/expectation to have online interaction with an organisation. This study will add to existing literature on social media use in organisations. Finally, the study will assist strategic management decision for organisations to invest more into online managing of issues in the advent of social media.

Keywords: Major issues Tigo Ghana Handles/Manages Social Media, Public Relation, Organizational Issues, Telecommunication in Ghana

1.0 INTRODUCTION

Heath has defined issue management as "a strategic set of functions used to reduce friction and increase harmony between organisations and their publics in the public policy arena" (Heath, 2005, p. 460). It is usually an effort on the part of an organisation to gain a favourable view on the side of its stakeholders. Issue management began as a tool for business executives, and its initial development strongly paralleled the closely linked activity of strategic planning (Jaques, 2009c). Managing issues was actually a proactive action imbedded in business strategy. But whereas strategic planning was rapidly adopted by business executives as a core activity, and has remained largely as it was first conceived, issue management has changed dramatically over the same period and has yet to be comprehensively endorsed in the executive lexicon (ibid). This notwithstanding, organisations cannot deal with an issue-free environment as they serve their target market. There is always going to be an issue to address as organisations interact with customers/stakeholders.

Jacque (2012) asserts that issue management has reached a point where it could either fade out of fashion or continue evolving into new forms. Basically, different approaches are adopted by organisations to address issues they face daily. Among influencing factors in dealing with issues management, social media cannot be struck out. Issues management is said to have gone through several stages that have influenced how it is handled. Affordability and reach could be compelling factors that led to the adoption of social media in issues management by both organisations and customers/stakeholders. Anyone at all, just with the access to the internet can have access to social media. Titley (2003) commented, "resources that were once the preserve of governments and large corporations, such as access to intelligence and an ability to communicate and mobilise (both globally and instantaneously), are now available to anyone for the price of a cup of coffee in a cybercafé" (p. 86).

Dama Academic Scholarly Journal of Researchers | Published by: Dama Academic Scholarly & Scientific Research Society

| https://damaacademia.com/dasjr/ | August 2022 | Pages: 24-45 | Volume 7 | Issue 08 |

It is likely that the drive for people to use the social media in our contemporary times is likely to expand with increasing population. With the drive for social media usage, people would desire to find the presence of whatever service or product they use on the internet so they get to know more about those products and services. Cornelissen (2006) reinforces this by stating that there is a widespread belief in the professional world that in today's society the future of any one company depends critically on how it is viewed by key stakeholders such as shareholders and investors, customers and consumers, employees, and members of the community in which the company resides. Social media can influence what a person thinks of an organisation due to various information they get from social media.

Issues management has three (3) main themes in what is considered to be an issue. The themes are 'expectation gap theme,' 'disputation gap theme' and 'impact theme' (Jacques, 2009a). However, issues management themes had some controversies. Cited in Jacques (2012), the 'expectation gap theme' began to lose popularity, particularly in the scholarly literature, because it is passive and lacks the proactive bias which should characterise issue management. Some early scholars including Sethi (1979) prefer the alternative term 'legitimacy gap' (ibid). The term 'legitimacy gap' is used to suggest that, what the organisation is deemed to do is binding by law or contractual agreement. 'Legitimacy gap' is seen to be specific, rather than 'expectation gap' which is seen as vague to define. Jacques (2012) argues that there have been diverse opinions on the 'disputation theme' and on 'impact theme' as well, regarding what an issue should entail. The disputation theme arises when there is a contestable stand on a particular issue between two stakes, while impact theme refers to issues that can have a potential to affect an organisation adversely, eventually (ibid).

There has been a revival of interest in the expectation gap theme, greatly accelerated by the more recent rise of social media. The democratising force of social media is commonly understood to have created equal grounds between those with power and those affected by the exercise of power (Jacques, 2012). All around the clock and world, since the internet is open, anybody at all is able to get on the internet to set the agenda for people's attention on social media. But a more specific implication for the future of issue management is the way in which social media is changing stakeholder expectation, as well as the nature and extent of the expectation gap of stakeholders (ibid). Individuals or groups continue to have new desires with every passing day. As a result, they make more demands with social media. They have the liberty to say or follow issues that interest them without actually minding its potential effect on an organisation.

Moreover, a number of public relations scholars and professionals have maintained that organisations should make more efforts to discover problems in their initial stages, before they affect the organisations. These problems can evolve into issues, possibly crises, which may be critical to the organisations' survival (J. Grunig & Repper, 1992; Lauzen, 1995b; Stoffels, 1994). To monitor and pick issues at their early stages, environmental scanning is very essential. Grunig and Grunig (1992, 2000b) underlined the importance of environmental scanning which is a unique contribution to an organisation's public relations. Environmental scanning which social media aids to accomplish, brings outside perspectives to a decision-making process. Obviously, social media has that potency to bring information from outside to inside of an organisation's environment. Information is being churned out by stakeholders that organisations could draw a great insight from on social media.

Issues management also helps organisations to gain harmonious relationships with their stakeholders under turbulent environments; therefore, issues managers are responsible for the response to these issues for decision making (Heath, 1997). It is very likely that an organisation could face a major turbulence from time to time, in such event organisations need to act hence early management of issues is advantageous to organisations. The impact of emerging technology is certainly a driving force in the social media evolution, although Kent, Taylor and Veil (2011) have warned that there is a risk of "getting caught up in the short term quick-fix age of technology while ignoring the potential for technology to shift issues management practice back to its ethical roots" (p. 539).

Addressing issues from the perspective provided by social media, stakeholders are now reviving and reconfiguring the traditional expectation gap, and there is every expectation that this development will continue to expand and increasingly define the role of issue management (Jacques, 2012). Broom & Smith (1979) conceptualises four public relations roles of practitioners: expert prescriber, communication facilitator, problem-solving process facilitator, and communication technician. Social media is

Dama Academic Scholarly Journal of Researchers | Published by: Dama Academic Scholarly & Scientific Research Society

https://damaacademia.com/dasjr/   August 2022   Pages: 24-45   Volume 7 | Issue 08

strategically helping in achievement of the four roles of public relations practitioners. Therefore, instead of seeing social media as a negative quick fix tool for issues, an organisation could still make it a strategic tool, applying all the ethical demands in using social media to manage issues.2.0 LITERATURE REVIEW

This chapter examines journal articles, books and other materials relevant to social media and issues management. The review of literature is sub-categorised under the following headings: social media, social media use in organisations, social media's impact on customer relationship management (crm), issues management, social media and public relations, the telecommunication industry in Ghana, and profile of Millicom (Tigo) Ghana. The theories that undergirded this study are also presented in this chapter.

2.0 LITERATURE REVIEW
2.1 Issues Management Theory

Issues management theory is defined as a strategic set of functions used to reduce friction and increase harmony between organisations and their publics/stakeholders in the public policy arena (Heath, 2005). Jacques (2009a) postulated three (3) main themes for what is considered an 'issue' in issues management. The Three distinct constructs/themes of 'issue' are: The disputation theme – an issue as a public dispute or contestable difference of opinion between parties; The expectation gap theme – an issue as a gap between the actions and performance of an organisation and the expectations of its stakeholders and the public; and The impact theme – an issue as an event, trend or condition which creates, or has the potential to create, a significant impact affecting the organisation (Jaques, 2009a).

The three themes of an 'issue' give a holistic perspective of what can be called an issue. An issue may not always be a problem. To start with, the disputation theme implies that any difference or variation in opinion/view on the same issue between two or more entities such as an organisation and its customers/stakeholders qualifies that to be an issue under the theme of disputation. What qualifies an issue to be called a dispute is when there is a misunderstanding on one particular thing from different parties. Again, the expectation theme has it that, just as can be compared to a kind of contract there is an unspoken, unwritten or non-legally binding action or deeds that almost every customer/stakeholder would cherish or would expect that an organisation they do business with or affects or is affected by their actions and inactions does something favourable for them as a kind of appreciation or reward for them.

A case in point is when organisations give free offers, discounts, and does social responsibility activities to support people and communities. In that case, expectations by customers/stakeholders become fulfilled. In addition, the impact theme suggests that an issue can come to being as a result of any action or inaction from either an organisation or its customers/stakeholders that may eventually impact the organisation negatively. For example, an unsuspecting comment given on an organisation's social media platform by an internal/external stakeholder can attract negative responses across the internet that could bring a problem to an organisation.

2.2 Critiques of Issues Management

The disputation theme had little support. It can be attributed to the fact that there are many disputes in business and society which would not be classified as 'issues' in the sense of applying the full application of formal issue management. "In other words, while every issue involves matters of dispute, not every dispute constitutes an issue" (Jacques, 2009a, p. 3). Similarly, the expectation gap theme began to lose popularity, especially in the scholarly literature, because it is passive and 'lacks the proactive bias' (difficult to tell what the expectation of customers/stakeholders might be) which should characterise issues management (ibid). Sethi (1979) for example, prefer the alternative term 'legitimacy gap'.

Eventually, the impact theme gained considerable support and currency during the 1990s. A key limitation it has is that it is less applicable to community/NGO groups, which sometimes elect to participate in an issue which they feel impacts society as a whole rather than impacting their (community/NGO) particular organisation (Jacques, 2009a). Once issues management increasingly transcended corporate world to these non-corporate groups, this limitation became more visible. There has been a revival of interest in the expectation gap theme, greatly accelerated by the more recent rise of social media (ibid). Jacques (2012) for example, remarks that social media have provided an open

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https://damaacademia.com/dasjr/   August 2022   Pages: 24-45   Volume 7 | Issue 08

environment of freedom for those in control and those being controlled. "Social media affords a widening gap in expectation to be raised by stakeholders on different issues, and this effect on issues management is likely going to be enormous" (Jacques, 2012, p. 3).

Arguing from the tremendous influence of social media, stakeholders are now redefining conventional expectation gap, and there is every indication that this progression will continue to expand and increasingly give meaning to the role of issues management (Jacques, 2012). Hence, so long as social media is causing a revival and reframing of expectations of stakeholders, organisations have no choice to relent in optimising the use of social media to their advantage and that of stakeholders as issues management seeks to achieve.

Accordingly, issues management should be handled well by organisations, bearing in mind the critical essence of relationship building and reducing tension between them (organisations) and its stakeholders as far as managing issues can do. From the three constructs of what is classified as an 'issue', organisations should take note that against the criticism levelled on the constructs of 'issue' anything at all that is said or posted/tweeted on social media can pose a threat when not managed well. Action needs to be taken to find whoever is behind any information given on social media. The given information needs to be verified for positive, negative or neutral tone behind it and proper management steps taken to manage the issue. All posts by organisations should be evaluated using responses it receives on social media.

2.3 Relationship Management Theory

Relationship Management is the process of managing the relationships between an organisation and its internal and external publics/stakeholders (Ledingham, 2003). The study on relationship management has become one of the most important research topics in recent years (Broom, Casey, & Ritchey, 2000; Ledingham & Bruning, 2000; Hon & Grunig, 1999; Huang, 2001; Hung, 2000a). As it still stands today, management of both internal and external publics and stakeholders are very critical to any organisation's success. It is believed that the first scholar to utter a strong rationale for developing a public relations theory focused on relationships was Ferguson (1984). Ferguson's claim was that by emphasising relationships instead of the organisation, the organisation's publics, or the communication process, it would be possible to study the relevance of these relationships. An organisation can determine for itself a negative or positive impact on itself from the level of quality of relationships it had built with stakeholders.

Broom, Casey and Ritchey (1997) conclude that it would be difficult for public relations scholars to advance a relationship-centred theory of public relations before the concept of relationship could be explicitly defined. Ledingham and Brunig (1998) made an attempt to answer what relationship means in relation to an organisation. They claimed that: "Organisation-public relationship is the state which exists between an organisation and its key publics, in which the actions of either can impact the economic, social, cultural or political wellbeing of the other," (Ledingham and Brunig, 1998 p. 62). Also, relationship management in the field of public relations relates to the mutually advantageous relationships between organisations and their key publics because the relationship is developed, maintained, and expanded over time(Hung, 2001).Scholars across different disciplines agree that whether it is interpersonal or professional relationships, both are characterised by a set of expectations two parties have of one another's behaviour that are derived from the nature of the parties' connection (Hung, 2001). Different relationships will necessitate what kind of expectation one can hold of the counterpart involved in it.

Organisations can take great advantage to develop and maintain relationships that will help itself, stakeholders, and publics. Though managing communication strategies and implementing outputs are key to public relations, relationship management theory stresses the essence of public relations to be the ability to build mutually beneficial relationships with the publics/stakeholders that can enhance or hamper an organisation's chances to achieve its goals (Ledingham & Bruning, 2000). Interestingly, during the popular acclamation period of relationship management theory among many public relations scholars as a theory specific to public relations (Ledingham & Brunig, 2000), communication alone was believed by some scholars to effectively manage relationships. Grunig (1993), however, held that organisation-public relationships are both symbolic and behavioural. He argued, "when symbolic (communication-based) relationships are divorced from behavioural (grounded in actions and events) relationships, public

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https://damaacademia.com/dasjr/   August 2022   Pages: 24-45   Volume 7 | Issue 08

relations practitioners reduce public relations to the simplistic notion of image building which offers little of value to the organisations they advise because they suggest that problems in relationships with publics can be solved by using the proper message-disseminated through publicity or media relations – to change the image of an organisation," (p. 136).

Apparently, the understanding by Grunig (1993) of the nature of organisation-public relationships seems to be true to Gruning & Grunig (1992) claim. They argue that the two-way symmetrical model, which uses communication to negotiate mutual agreements with publics, to resolve conflicts, and to build mutual understanding and respect between an organisation and its publics, provides the greatest value to an organisation's effectiveness (Grunig & Grunig, 1992). Two-way asymmetrical model is better when compared to the other three models: press agentry model, the public information model, and the two-way asymmetrical model of public relations (Grunig & Hunt, 1984). To have good ties between an organisation and stakeholders, certain indicators must hold true to a large extent. Hence, Hon and Grunig (1999) suggested the following as critical to maintaining organisational-public relationships:

Access: the organisation and stakeholders in the relationship should have access to each other's decision-making processes; they respond and willingly communicate with each other when they have complaints or questions instead of resorting to a third party.

Positiveness: the organisation and stakeholders in the relationship engage in non-aligned activities that make the relationship more enjoyable for the other parties involved.

Openness: organisations and stakeholders are willing to be open about thoughts and feelings.

Assurance: both organisations and stakeholders make effort to assure the other party that they and their concerns are justified while also making the effort to show commitment to the relationship.

Networking: organisations build networks and alliances with the same groups with which their publics and stakeholders have alliances.

Sharing of tasks: organisations, publics and stakeholders work together to resolve mutual or separate problems. In addition, Hon and Grunig (1999) also suggested the following four measureable predictors of the quality of successful organisational-public relationships:

Control Mutuality: the extent to which stakeholders and organisations agree to the rightful power to influence one another. Both must have a level of control, even though some degree of power imbalance is natural in organisational-public relationships.

Trust: stakeholders or organisation's must have some level of confidence in and willingness to be open to the other. Underlying dimensions of trust are integrity, dependability and competence to do what one says will do.

Satisfaction: this is the extent to which stakeholders or organisations feel to be favourable toward the other as a result of positive expectations about the relationship being met. Also, in a satisfying relationship, the benefits outweigh the costs. Satisfaction also results when one party believes the other party is making a sincere effort to maintain the relationship.

Commitment: The extent to which stakeholders and organisations in their relationship believe and feel that it is important to invest energy in maintaining and developing the relationship.

Hung (2001) claims that while all four scales are considered integral to measuring the quality of relationships between organisations and their key stakeholders, trust has emerged as particularly relevant, given the crises throughout financial institutions, public companies, and economies in general, during the past decade (1990-2001). Similarly, Hon and Grunig (1999) argue that organisations tend to make better decisions when they are willing to listen and engage collaboratively with key publics prior to making final decisions instead of using communication tactics to persuade publics to support the organisation's decisions after they already have been made.

In effect, trust can be said to be a very golden opportunity for all organisations to seek in all endeavours as they build a mutually-beneficial relationships with their customers/stakeholders or publics. Building a long-lasting and mutually beneficial relationship therefore should be beyond mere tactics of using communication as a tool. Social media as a tool has the ability to be used to show genuine relationship in both words and actions to manage issues that confront organisations and stakeholders (Hung, 2001).

Heath (2005) argues that issues management is a strategic set of functions used to reduce friction and increase harmony between organisations and their publics/stakeholders while Ledingham (2003)

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https://damaacademia.com/dasjr/   August 2022   Pages: 24-45   Volume 7 | Issue 08

also asserts that relationship management is the process of managing the relationships between an organisation and its internal and external publics/stakeholders. That implies that the organisation has a greater role to play in building and maintaining the relationship that should and continue to exist between the organisation and its stakeholders. It is also expected that issues will continue to arise in organsiations' relationship with their stakeholders. Since any relationship demands a kind of expectation from parties involved, effort needs to be made to fulfil those expectations. Jacques (2009) affirms that some scholars have criticisms against all the three constructs of what an 'issue' entails, be it the "disputation theme", "impact theme" or "expectation gap theme".

Fong and Yazdanifard (2014) found that in recent times, social media have unquestionably altered the way big companies and multinational corporations communicate with their customers/stakeholders. Communication especially on social media can be used to manage a good number of issues due to the dynamic communication effect social media provide. Organisations using communication to manage relationships could presuppose` that when issues are well managed on social media then both organisations and stakeholders stand to benefit eventually.

3.0 RESEARCH METHODOLOGY

This chapter focuses on the approach adopted in gathering data for analysis of the study. The population, sampling technique and sample size are discussed. Justification for the approach adopted is also provided. Again, the chapter discusses the categorisation and coding process employed for the establishment of the major themes of the study.

3.1 Research Approach

A qualitative research approach was adopted for this study. The qualitative approach emphasises the importance of participant's views and also stresses the setting or context under study (Creswell, 2008). Research using qualitative approach therefore focuses much attention on those who are affected or affecting others or situations in a given study. According to Denzin (2010), qualitative research approach provides complex textual descriptions of how people experience a phenomenon. In the view of Merriam (2009), qualitative researchers are interested in understanding the meaning people have constructed, that is, how people make sense of their world and the experiences they have in the world. This implies that in qualitative studies, researchers give constructed meaning of the participants a paramount interest to the research. According to Hancock, Ockleford and Windridge (2009) qualitative research is concerned with developing explanations of social phenomena. That is to say, it aims to help to understand the world in which we (people) live and why things are the way they are.

That means since social interactions differ from one situation to the other, it is only qualitative approach that can underscore the special meanings which are embedded in social interactions. Qualitative research approach also concerns itself with the social aspects of our world and seeks to answer questions about why people behave the way they do; how opinions and attitudes are formed; and how people are affected by the events that go on around them, (Hancock et al., 2009). On their part, Parkinson and Drislane (2011) maintain that qualitative research is a kind of research that uses methods which result in a narrative, descriptive account of a setting or practice. This study finds the qualitative approach appropriate because of its interest in understanding the importance, relevance and effects of the Tigo Ghana experiences as a result of using social media to manage issues in their day-to-day operations.

3.2 Research Design

Research design is a very critical factor in undertaking any research work. It is the general principle that guides the study and is a holistic approach to investigating the topic understudy (Dawson, 2002).

3.2.1 Qualitative Content Analysis (QCA)

"Qualitative Content Analysis (QCA)is an approach of empirical and methodological controlled analysis of texts within their context of communication, following content analytic rules and step by step models, without rash quantification," (Mayring,2000:2). According to Patton (2002:53), "QCA is any

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qualitative data reduction and sense-making effort that takes a volume of qualitative material and attempts to identify core consistencies and meanings." Hence from the assertion by Mayring (2002), it can be said that unique contexts give unique meaning to texts for its analysis. In this study, attempt was made to investigate the various issues/themes embedded in Tigo Ghana's issues management on social media. Lee, Tisdale and Diddams (2012), for example have identified four roles social media play that are considered quite of public relations practice. These, they indicate as follows:

1. Technician role practitioners are more likely to use social   media in one-way (unidirectional) information dissemination.
2. Expert prescribers are more likely than practitioners enacting other organisational roles to use social media for non-aligned purposes.
3. Communication facilitators are more likely than practitioners enacting other organisational roles to use social media for dialogic social media utilisation.
4. Practitioners enacting the problem-solving facilitator role are more likely than practitioners enacting other organisational roles to use social media for organisational change (p.15-21).

Qualitative Content Analysis goes beyond merely counting words or extracting objective content from texts to examine meanings, themes and patterns that may be manifest or latent in a particular text (Zhang & Wildermuth, 2009). The procedure allows researchers to understand social reality in a subjective but scientific manner. The themes extracted from the posts (comments/messages, pictures, videos, sounds) on social media platforms (Twitter and Facebook) of Tigo were interrogated to understand the various themes present in Tigo Ghana's issues management.

According to Mayring (2000), qualitative content analysis is very scientific because it follows a laid down and diverse procedures. The dominant procedures noted by Mayring (2000) are deductive and inductive Qualitative Content Analysis. However, within the framework of qualitative approaches it would be of interest to develop/formulate the aspects of interpretation and the categories as near as possible in terms of the material/data been investigated (ibid). Patton (2002) has said that qualitative content analysis involves a process designed to condense raw data into categories or themes based on valid inference and interpretation. The content analysis in this study used the process of inductive reasoning, by which themes and categories emerge from the data through the researcher's careful examination and constant comparison. Weber (1990) agrees that QCA is mainly inductive. This study was based on the inductive procedure since it involves developing the aspects of interpretation and the categories as near as possible to the material/data obtained.

3.3 Population
The target population of this study is the entire telecommunication companies in Ghana namely, MTN, Vodafone, Tigo, Airtel, Glo, Expresso, Surfline, Broadbadhome/Zipnet and Blu. The last three are all data service providers only.

3.3.1 Sampling Technique
According to Palys (2008), the adoption of the sampling technique of a study is dependent upon the nature of one's research objectives. Owing to the objectives of the study, the purposive sampling technique, which according to Palys is virtually synonymous with qualitative research, was employed. "Purposive sampling is a form of sampling in which decisions concerning the individuals to be included in the sample are taken by the researcher, based upon a variety of criteria which may include specialist knowledge of the research issue, or capacity and willingness to participate in the research," (Palys, 2006: p.116). The researcher used personal judgment to select subjects that are considered information-rich to be representative of the population. Personal judgment is a nonrandom technique that does not need underlying theories or a set number of subjects (Tongco, 2007). The technique of judgment sampling is used by researchers to decide what needs to be known and sets out to find people who can and are willing to provide the information by virtue of knowledge or experience, (Bernard 2002, Lewis & Sheppard 2006). According to Baxter and Jack (2008), convenience is at the core of qualitative research. They assert that availability of participants who will provide data for the study is an important consideration in purposive sampling.

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The researcher purposively sampled Tigo Ghana since it was very willing to participate in this research above all the other telecommunication companies. Tigo Ghana also extensively engages its stakeholders on diverse and multiple social media platforms for special effects. Again, the company prides itself as being a digital brand which means that most of the activities including issues management are handled on digital space.

3.3.2 Sample Size

Ghana has nine (9) main telecommunication companies namely, MTN, Vodafone, Tigo, Airtel, Glo, Expresso, Surfline ,Broadbandhome/Zipnet and Blu. Surfline, Broadbandhome and Blu are involved in data service only. Although all of thesehave social media platforms and engages stakeholders/customers on them, Tigo's willingness to participate and provide data for this research led to its selection for this study. The Corporate communication team, mainly the Head of Digital Communication and the Public Relations Officer who are in charge of the social media communications were sampled together with selected (18) posts from Facebook and Twitter that also captures complete interactions/information between Tigo and its stakeholders on social media. This sample size was to help the researcher to conveniently handle data. For, Baxter and Jack (2008) have indicated that convenience is at the core of qualitative research.

3.3.3 Unit of Analysis

Kimani (2009) defines unit of analysis as the smallest element or indicator of the phenomenon of interest in a content analysis. While Zhang and Wildermuth (2009) say it is the basic unit of text to be classified during content analysis. The unit of analysis might be a single word, a symbol, a theme, a story or an entire article. The unit of analysis for this study included the tweets, comments, updates, pictures, audios and videos on social media (Twitter and Facebook) of Tigo Ghana and its stakeholders.

3.4 Coding and Categorisation

Lindlof and Taylor (2002) define codes as linkages between the data and the categories posited by the researcher. They explain that codes serve as shorthand devices to label, separate, compile and organise data (ibid). "Categorisation is the process of characterising the meaning of a unit of data with respect to certain generic properties," (Lindlof & Taylor, 2002, p. 214). The focus of this study was to interrogate how Tigo Ghana uses social media to manage issues. The coding scheme designed for this study was generally based on the major themes embedded in the social media posts. The themes in this study were therefore established from transcripts and later coding and categorising online (posts/tweets) contents. The themes included:

1.   Corporate Social Responsibility
A)   Relationship building/management
B)   Environmental scanning
C)   Entertainments

2.   Corporate ability
A)   Information

3.4.1 Coding Process

Issues management is said to be a strategic set of functions used to reduce friction and increase harmony between organisations and their publics/stakeholders in the public policy arena (Heath, 2005). From this explanation provided by Heath (2005), it implies that all engagements on Tigo's social media in managing issues is aimed at reducing friction and increasing harmony between Tigo and its' stakeholders. Lindlof and Taylor (2002) assert that data must be subjected to several sessions of close reading to find several ideas, formations or instances in the data that relates to each other in such a way as to keep them under categories. The study is based on the inductive procedure of Qualitative Content Analysis. The idea was to formulate a criterion of definitions derived from theoretical background and research questions which determined the aspects of the textual material taken into account to form various issues/themes (Mayring, 2000). Codebooks are essential to analyzing qualitative research.

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According to DeCuir-Gunby, Marshall & Mcculloch (2011), a codebook can be said to be a set of codes, definitions, and examples used as a guide to help analyse interview data. MacQueen et al (2008) recommend that each codebook entry should contain the code, a brief definition, a full definition, and guidelines to know when to use the code, guidelines for when or when not to use the code. In achieving this, a coding sheet (as shown on Appendix I and II) which is used to record information as given in the codebook to reduce or re-organise data, was used. In order to establish the major themes in the posts, the researcher investigated the nature of comments, audio, visual implications and/or the subject matter of every post. The selected texts were queried and interpreted to formulate major themes. The categories and coding agenda (as shown in Appendix I) were revised thrice more to ensure the reliability of the study. Such themes, for instance, included "relationship management", "entertainment", "information giving/receiving" and "environmental scanning."

3.4.2 Coders

Qualitative Content Analysis lays emphasis on the need for coders to be trained in order to maximise validity (Mayring, 2000). According to Babbie (2004), a coder is someone trained by the researcher, to locate the variables and interpret the codes. Two coders who are undergraduate students in University of Education, Winneba (Department of English Education) were taken through the themes in order to serve as guides during the coding process. Again, Mayring (2000) states that inter-coder reliability must be tested in order to reduce errors as a result of the varying backgrounds of the coders. This also acts as a check on the subjectivity levels of coders. The coders were asked to code different selected posts, either updates or follow up comments by Tigo Ghana and stakeholders online. This was used to serve as a test for reliability and it was supervised by the researcher. The coders agreed on 9 posts out of 10 used for the test.

Turner (2006) and Mayring (2000) stipulate that 0.7 coder agreement is acceptable. That is:

Percentage of Agreement = Number of Agreement over (Total number of Agreement + Disagreement) times 100%

$$\text{Percentage of Agreement} = \frac{Number\ of\ Agreement}{Number\ of\ Agreement + Number\ Disagreement} \times 100\%$$

Therefore, 9 agreements represent 0.9 coder agreement on the scale of whole number one (1).

10 agreements minus (-) 1 disagreement out of total sample = 90% agreement in percentage or (0.9 out of a scale of 1)

$$\text{Percentage of Agreement} = \frac{Agreement}{Agreement + Disagreement} \times 100\%$$

$$\text{Percentage of Agreement} = \frac{9}{9+1} \times 100\%$$

$$= \frac{9}{10} \times 100\%$$

$$= 90\% \text{ (0.9 out of scale of 1)}$$

3.5 Data Collection
3.5.1 Interviews

Wragg (2002) notes that this instrument allows the interviewer to ask initial questions, followed by probes meant to seek clarification of issues raised. Zhang & Wildermuth (2009) assert that Qualitative Content Analysis goes beyond merely counting words or extracting objective content from texts to examine meanings, themes, and patterns that may be manifest or latent in a particular text. Interviews with the Head of Digital Communication and the Public Relations Manager of Tigo Ghana were used to collect data.

3.5.2 Distanced Virtual Ethnography

Evans (2013) refers to Distanced virtual ethnography as research which is constituted by the evaluation of sources such as texts, images, or emoticons and the observation (but not participation) of social interactions in online spaces. The Internet is an open context for social interactions where practices, meanings and identities are intermingled (Figaredo, Beaulieu, Estalella, Gómez, Schnettler and Read, 2007). To answer part of the research questions, the study adopted the distanced virtual ethnography. The data that was needed for this study was information that was already published and

available on the social media platforms of Tigo Ghana. In this way, Slater (2000) explains that data can be located and archived from the internet without having the data recorded and transcribed as the traditional ethnographer would need to do.

In order to locate the issues/themes embedded in Tigo's posts, the researcher archived the selected posts from the social media platforms of Tigo Ghana. Again, in order to interrogate the kind of relationship or expectation fulfillment or gap–filling between Tigo Ghana and its stakeholders, posts considered to be under same issues were categorised and analysed. Selecting online posts can be done without sacrificing the need for the researcher to participate within the environment (Evans, 2013). Morton (2001) intimates that traditional ethnography involves the researcher embedding himself/herself within a community under research, but that is not necessary for researchers using the internet as the location for community as a field of study.

Unlike what happens in traditional ethnography where the immersion in a specific locality and participant observation are still the cornerstones of ethnographic research, Evans (2013, p. 3) notes that the concept 'field' in virtual ethnography is altered in an extreme manner, "since the field is now text on a screen and the group of people involved in the community can be scattered worldwide in physical geography." The field is undefined and unclear, notwithstanding the fact that social media, empowered by technology, provides common space for all users. The researcher was therefore able to collect data for the study without necessarily getting involved and participating in the environment. However, the researcher observed closely interactions on Tigo social media platforms for six (6) months. The selected posts were archived for analysis.

3.6 Data Analysis
3.6.1 Textual Analysis

Cross (2012) indicates that when we perform textual analysis on a text, we make an educated guess at some of the most likely interpretations that might be made of that text. In any particular culture, at particular times, texts are interpreted as an attempt to make sense of how the people make sense of the world around them (Herman, Swiss & Sloop, 1997). Also, textual analysis investigates the forms of texts in order to explore a text's main elements and the functions they serve in the creation of meaning (Silverman, 2001). Mckee (2003) asserts that textual analysis is useful for researchers working in Media Studies and Mass Communication. This study therefore employed textual analysis to investigate the themes found on social media by Tigo Ghana in managing issues with stakeholders for meaningful participation.

3.7 Validity and Reliability of the Study

Merriam and Associates (2002) believe that reliability is particularly problematic in the social sciences simply because human behaviour is never static, nor is what many experience necessarily more reliable than what one person experiences. However, according to Brink (1999), validity in research is concerned with the accuracy and truthfulness of scientific findings. Creswell (2014) provides a list of eight primary verification procedures/strategies found to be easy and frequently used that researchers can use to validate their qualitative study. They are prolonged engagement and persistent observation; triangulation; peer review and debriefing; negative case analysis; clarification of research bias; member checking; rich thick description, external audits and transferability. Three of the verification procedures namely, triangulation, rich thick description and transferability was adopted for this study. Four types of triangulations were found by Lincoln and Guba (2000): data triangulation, investigator triangulation, theory triangulation and methodological triangulation. In this study, data triangulation and respondent triangulation were used (Kusi, 2012).

According to Guion, Diehl and McDonald (2011), data triangulation examines the consistency of different data sources within the same methodology. In this study, data was collected from interviews and posts on social media. Kusi (2012) posits that research participants can be given the opportunity to review the findings by asking them questions such as: "what do you think about the finding," "do you agree or disagree with my conclusion?" When response confirms findings, then validity is assured. Noble and Smith (2015) posit that rich, thick, verbatim descriptions of participants' accounts provide support for the findings. Thick description is a term used to characterise the process of paying attention to contextual

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detail in observing and interpreting social meaning when conducting qualitative research. This study provides detailed description of the findings of issues management by Tigo Ghana using social media. Noble and Smith (2015) refer to reliability as the consistency of the analytical procedures, including accounting for personal and research method biases that may have influenced the findings. In order to ensure reliability of the study, the researcher conducted a preliminary online content analysis and later conducted interviews. The researcher observed active followers/stakeholders online for some six (6) months. Data gathered was also subjected to rigorous interrogation before drawing conclusions for the study.

3.8 Access into the Field

The researcher took an introductory letter from his department, the Department of Communication and Media Studies, University of Education, Winneba, to the Head of Corporate Communications of Tigo Ghana to negotiate access. After two weeks a follow up call was made to ask for feedback. The researcher was then given access to commence data collection. A date was mutually scheduled and on the set date the researcher went to interview the Head of Digital Communication and the Public Relations Manager of Tigo Ghana. Also, as a result of the fact that this study is partly online research, it was necessary that the researcher gained access to the various social media platforms to be used in the study. The researcher therefore followed a series of steps in order to gain access into the field. First of all, the researcher followed and liked the various social media platforms used by Tigo Ghana. This was done since the researcher had personal social media accounts that gave him access to their social media platforms. Stakeholders' interactions with Tigo Ghana were also accessed from the social media sites since information on the social media there are permanent and can be archived.

3.9 Data Handling and Analysis

Data from the interviews were transcribed and after immersion into the data, issues/themes were developed to make meaning out of it (Creswell, 2008). To answer part of the research questions, the researcher made inferences from the transcription after several readings to make sense out of it. Tigo Ghana requested that the privacy of information given be protected. The researcher was given permission to do interviews, visit Tigo's social media and verify information from stakeholders online. Permission was granted for every data gathered from Tigo's social media. Analysis was done in three phases. The researcher read severally the posts on social media of Tigo Ghana for a deeper knowledge and understanding of the issues embedded in the posts/updates. After this, issues, scenarios, expressions and symbols pertaining to particular meaning(s) and suggested meanings were underlined and noted down. These underlined subjects were cross-matched to find similarities or differences in their meanings. The posts were re-read for the third and fourth times in order for the researcher to put the marked subjects into themes.

3.10 Summary

The above chapter discussed the research approach for the study. The chapter is organized as follows; research approach, design, population, coding and categorization, and data analysis. It elaborated on the categorisation and coding process employed for the establishment of the major themes for analysis. It also discussed the data analysis tool used for the research as well as the methods that were used to gather data for the research questions. Finally, the chapter presents the basis for the validity and reliability of the study as well as the ethical issues involved in the handling of data and analysis for the study.

4.0 DATA ANALYSIS
4.1 Introduction

In all, four issues/themes emerged from the analysis of 18 posts analysed out of 165 posts that appeared on Facebook and Twitter.The18 posts purposively sampled contained information that could be found in all the 165 posts covering all the areas of issues/themes found on Tigo's social media. The themes were *relationship building/maintenance*, *boundary spanning/environmental scanning, entertainment and information giving/requesting*.

The table below gives a breakdown on each social media platform and the number of posts representing the various issues within six months period of study (December, 2015 to May, 2016).

Table 1: Frequency distribution of the post of themes on FACEBOOK by Tigo

Issues/Themes	Representation by Post	Percentage (%)
Information/Adverts	47	64.4%
Environmental Scanning	10	13.7%
Entertainment	9	12.3%
Relationship building	7	9.6%
Total	73	100%

Source: Courtesy Tigo Ghana's social media compiled by researcher

Table 2: Frequency distribution of the post of themes on TWITTER by Tigo

Issues/Themes	Representation by Post	Percentage (%)
Information/Adverts	53	57.6%
Relationship building	23	25%
Entertainment	9	9.8%
Boundary Spanner	7	7.6%
Total	92	100%

Source: Courtesy Tigo Ghana's social media compiled by researcher

Table 3: A bi-variate table showing aggregate posts/tweets of issues/themes on Tigo Ghana's social media

Social Media Platform	Information Adverts	Relationship Building	Entertainment	Environmental Scanning	Total
Facebook	47	7	9	10	73
Twitter	53	23	9	7	92
Total					165
	100	30	18	17	

Source: Courtesy Tigo Ghana's social media compiled by researcher

4.2 ANALYSIS OF THE ISSUESTHEMES
4.2.1 Information Giving/requesting
The theme of *Information giving* ranked highest among the major issues/themes that emerged. Tables 1 and 2 on Facebook and Twitter above show respectively that information giving ranked as the highest recurring issue. The tables above also show that the theme of *information giving/requesting* represented the highest number of posts of 47 out of 73 on Facebook, and 53 out of 92 tweets on Twitter. Overall, the theme of information had a total of 100 out of 165 posts on Facebook and Twitter representing 60.61% of all posts, representing 9.59% and 25.00% respectively.

4.2.2 Relationship building
Relationship management ranked 2nd among the four issues/themes. Tables 1 to 2 show that 30 out of 165 posts, representing 18.18% of the posts on social media dedicated to the issue of Relationship building. With respect to relationship building/maintenance theme, Facebook recorded 9.59% (7 out of 73) posts and 25.00% (23 out of 92) tweets on Twitter.

4.2.3 Entertainment

Entertainment ranked 3rd among the four major issues/themes. Overall, the tables shows that out of 165 posts on all platforms, entertainment had 18 posts representing 10.9 % of the posts under study was on this theme. Facebook recorded 12.33% which represents 9 out of 73 posts while Twitter recorded 9.78% representing 9 out of 92 tweets on theme of entertainment. This makes the theme of *entertainment* the 3rd popular theme among the themes.

4.2.4 Environmental scanning

The *environmental scanning* ranked 4th among the themes from posts by Tigo, representing 17 out of 165 posts, indicating 10.3%. 10 out of 73 posts was recorded on Facebook and 7 out of 92 Tweets was recorded on Twitter, representing 13.70%. and 7.61% respectively.

4.2.5 Discussion

Online relationships can be built through disclosure/openness, information dissemination, and interactivity/involvement (Men & Tsai, 2012). As shown by data provided in tables 1, 2 and 3, online activities on social media revolved mostly around disclosures or dissemination of information and interactivity on diverse issues between Tigo Ghana and its stakeholders. The first known use of the term social media in print is believed to have occurred in 1997, when the then America Online (AOL) executive Ted Leonsis commented that organisations needed to provide consumers with social media, places where they can be entertained, interact with others, and participate in a social environment (Bercovici, 2010).Beyond the usual day to day business relations, humans use communication to express their expectations or fulfilment in whatever transactions they engage in. Corporations have the aim to maintain their customers, therefore they need to keep in touch with customers.

From the findings, the most occurring issue/theme in social media posts centered around *Information giving or requesting*. This was operationally defined to include posts that bothered on official issues from Tigo, advertisements of products or services of Tigo, enquiries by stakeholders and responses to stakeholders by Tigo. It also included messages that gave general notice to stakeholders. The study found that while Tigo mostly gave information to tell what they do, what they are doing or will do, stakeholders on the other hand mostly asked questions or made general comments and expressed their feelings of displeasure or pleasure with services or products. These interactions were to ensure satisfaction on both sides (Tigo and stakeholders).

The study coded 100 (60.6%) posts out of the 165 as gearing towards information giving. Dykeman cited in Wigley & Zhang (2011) describes social media as a place for humans to use Internet and mobile based tools for sharing and discussing information. This assertion supports the information giving/seeking theme that stakeholders and Tigo engage in. For example the following tweet by Tigo supports this claim: *We are always striving to simplify your life. Now you can pay and reconnect your DStv&GOtv and BoxOffice, instantly from anywhere, anytime using* [#TigoCash](). *So you can spend more time with your family*.n The post given above in this study reveals that sometimes Tigo gives information that may not actually be a core of their business or may not apply to all subscribers. This notwithstanding, they use such channels to give out general information. Stakeholders are not looking for fancy technology, but expect to be able to form an opinion about the organisation based on the information provided online (Jo & Kim, 2003). Hence, stakeholders may rate the diversified services offered by Tigo as positive or negative in their dealings with them.

Figure 6: Image on Dialogic social media use on Tweets between Tigo Ghana and stakeholder

Source: Courtesy Tigo Ghana's social media retrieved by researcher

The texts above depict how stakeholders/customers use social media to ask questions and the responses Tigo gives. Tigo also showed very good commitment by providing a platform dedicated to only queries.

4.2.5.1information given and seeking

The above Twitter conversation between a client and Tigo shows that the theme of *information given/seeking* was also used to educate customers and not just for customers to air their view on services they are being given by Tigo. The study found that the highest percentage of 60.6% representing 100 out of 165postsfocused on information giving or seeking. This means that both Tigo and customers had a great interest above all else to know or let know what is going on at every moment. Due to the concern of stakeholders to know what Tigo is up to and Tigo's desire to let stakeholders know of daily issues, Tigo has a special Twitter handle '@AskTigogh' dedicated for only customers complaints. With the presence of @AskTigogh Twitter handle, all enquiries and issues are directed straight to this platform. Data for the analysis showed that the availability of @AskTigogh restricted the official page of Tigo's Twitter handle (@TigoGhana) to mainly non-query handle where customers would be communicated with on diversified issues. Rather, the '@TigoGhana' Twitter handle gave Tigo the opportunity to give information on diverse issues such as adverts, organisational information and general relationship engagements with customers/stakeholders on the official Twitter handle. This finding is in consonance with the view that organisations build and maintain relationships via the Internet by disseminating organisational information and promoting two-way communication (Johnson, 1997). Also it is claimed that the major reason individuals 'like' an organisation on social media is to learn about special promotions or sales, and new product features or services (Emarketer, 2010).

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4.2.5.2 Relationship building/maintenance

The study found that one of the themes focused explicitly on relationship building/maintenance. It was the second highest ranking theme/issue of concern on Tigo's social media. This theme is basically the controlling purpose of social media use for issues management. Hence all attempts to manage issues could be said to have an undertone of building relationship with an organisation's customers/stakeholders. That notwithstanding, certain posts and tweets primarily focused on having relationship solely as a means of managing issues. Almost all the themes therefore had an underlying tone of relationship building/maintenance. The relationship building theme had some texts pertaining to wish-giving, recommendations by customers, showing politeness, and friendly acts, among others.

For instance stakeholders giving best wishes to Tigo on festive celebrations on Tigo's Twitter handle were: 'Happy Independence day,' 'Merry Christmas,' 'Happy New Year, "Happy Valentine' and many more were found on Tigo's Twitter handle. Some chats between Tigo and customers/stakeholders on Facebook showed relationship building, as shown in the dialogue below: Tigo Customer/stakeholder: I port to Tigoooherr I bi Nice waaa the Tribe b wow, Tigo's response: Thanks for contacting us today and how are you? Another post by a customer/stakeholder indicates: "Tigo, ur INTERNET is working fast. Keep it up" and Tigo responded by saying "We do appreciate your valued feedback (name of customer/stakeholder mentioned)." In all, the relationship building theme comprised 30 posts out of 165 across the platforms considered in this study. The Relationship Management theory states that relationship management is the process of managing the relationships between an organisation and its internal and external publics (Ledingham, 2003). The theory supports the effort Tigo puts in to manage relationships on social media platforms.

4.2.5.3 Entertainment

Another finding of the study was Tigo's concern for *entertainment*. Tigo posted, tweeted and uploaded more entertainment-related contents as the 3rd highest issue/theme of concern. The study coded 18 out of 165posts/tweets on the theme of Entertainment representing 10.9% of the posts under study. Tigo organises an annual music festival called '*Ghana Meets Naija'.* It's a competition between Ghanaian and Nigerian music artistes. The competition is advertised on social media ahead of actual event day. It is a kind of entertainment that Tigo gives to customers/stakeholders. Another big entertainment sponsorship by Tigo is the annual '*Tigo Unplugged'* that also hosts many entertainment artistes in major cities of Ghana such as Accra, Kumasi and Takoradi. Before the Tigo *Unplugged* events, Tigo starts to advertise their events days ahead of time on social media.

As part of the Tigo *Unplugged* preparations, information on tickets sales and free tickets are given as a way of engaging stakeholders to attract them for the actual events. Still on the events programming, Tigo uploads short live videos of performances by artistes on the day of events. This move could be considered as a way of whetting the appetite of people to come and enjoy the entertainment live or enjoy afar. The uploaded videos are seen as means to update stakeholders who are unable to make it for actual programmes to be entertained through online connection. Occasionally, Tigo entertains its stakeholders by soliciting their creativity and participation in online contests. For instance, recent posts on Tigo's Facebook and Twitter asked stakeholders to post any unbearable past experience that today has been alleviated by the internet. In this regard, Tigo uploaded a sample animation video on how the internet had solved a problem that used to exist in the past.

Stakeholders took cue from that animation video to also upload their feedback needed on their social media as Tigo requested. This particular engagement online was done by using the caption '#DenTymes' to relate to activities that happened in times past. That pidgin language (#DenTymes) used in the caption translates: 'events of the past or before then.' The solicitation of animated video for instance involved competition for prizes to the winner who could come up with the best animated video creation on issues of the past which the internet has helped to resolve. By so doing, entertainment was seen to be encouraged by recalling and recreating visual events in the past that stakeholders could easily relate to. Amazingly, Tigo's post harsh tagged (#DenTymes) attracted thousands (1000's) of 'likes' and hundreds (100's) of 'comments' and 'sharing' among stakeholders on Facebook and Twitter. The likes, comments and shares showed the actual interest of the stakeholders in entertainment online.

4.2.5.4 Environmental Scanning

Another finding of the study is that Tigo Ghana used social media in performing environmental scanning. This theme/issue ranked the fourth among all the themes/issues Tigo's social media. Environmental scanning is operationally defined as information that is solicited consciously or unconsciously by Tigo Ghana from its environment online. Environmental scanning was underpinned in some of the messages sent on the social media platforms, especially for those post considered under this category. Such posts usually give out messages with the aim of taking in information that provides immediate benefits or gives a hint on developing trends for caution and actions to be taken. The study coded 18 out of 165 posts, which represented 10.30% of the frequency distribution of the themes in the posts on Facebook and Twitter especially. In one Facebook quote by Tigo Ghana, it reads: "We love to keep hearing from you when you visit our stores. Help us create and maintain an amazing experience by telling us about how we served you."

It can be inferred from the content that Tigo is making an effort to scan its environment to detect threats or advantages on its performance in customer satisfaction. In addition to this, Tigo has a social media survey form available as a link across its social media platforms that can be filled and submitted online by customers/stakeholders to share their experiences in using social media to engage Tigo Ghana. This opportunity gives customers/stakeholders the advantage to air their different feelings on how they are treated on social media. The online survey helps Tigo span its boundary and also scan its environment as such information becomes valuable to them in determining what actions they have to take in future. The aim of every organisation ultimately is to retain their customers, hence, any price to pay to achieve the retention of existing customers/stakeholders becomes worth pursuing. Furthermore, on Twitter and Facebook especially, findings showed that Tigo spanned it boundary by taking content of posts such as animation video and pictures of customers/stakeholders with their mothers, which were posted directly by Tigo. Such gestures usually are requested with an introduction of competition for the best to be selected from all customers/stakeholders. This offers customers/stakeholders the feel of being heard and spoken for. When this fulfilment of belonging or being spoken for is achieved then the aim of issue management to reduce friction and build relationships is achieved.

5.0 CONCLUSIONS

Issues were found to be managed on social media in diverse ways these diverse ways include relationship building and mutual participation between Tigo and its stakeholders. The advent of social media applications such as Facebook & Twitter have provided both Tigo and its stakeholders the opportunity to use social media for mutual participation in resolving issues and relationship building. Those who practice public relations continue to agree strongly that social and other emerging media are changing the way public relations is practiced (Wright & Hinson, 2014).

The findings revealed that primarily, attempt by Tigo to send out information on any of the social media platforms played the basic function of a technician role of public relations (one-way message dissemination). That is, using social media to make any move to get information out for stakeholders' consumption is can be likened to the technician role of public relations. Facebook and Twitter were mostly used for technician role, even though all social media platforms can also enact technician role. Furthermore, social media platforms (Twitter and Facebook) used by Tigo for public relations enacted the managerial role (dialogic social media utilisation, social media for organisational change and non-aligned purpose). The choice of the use of a particular platform over the other depended on its ability to achieve a particular purpose per the objective of Tigo. For instance, Facebook and Twitter were very good for interactive dialogic communication. This quality of interactive nature is not available to all social media platforms.

In addition, social media interactions between Tigo and its stakeholders unveiled different themes that interactions revolved around. The interactions were basically on "information giving/seeking", "entertainment", "environmental scanning" and "relationship building/maintenance." Most communications on the social media platforms revealed that corporate ability communication strategy was employed the most. In the case of corporate ability communication strategy, emphasis was placed more on products and services of Tigo rather than seeking to build relationship with stakeholders. However, corporate social responsibility ability and a blend of both strategies were adopted at certain times. Corporate social

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responsibility ability was associated with more views, likes and sharing of contents of Tigo social media. The theories of issues management and relationship management together aim at mutual participation to settle issues and have mutual benefits, hence platforms that would offer such opportunities with respect to the social media platforms would be adopted depending on what Tigo seeks to achieve.

This study investigated the roles, issues and communication strategies regarding social media use in managing issues by Tigo Ghana. Based on the key findings that emerged, it can be concluded that Tigo was able to use different formats of communication tactically depending on which channel of social media they wanted to use and what kind of information they needed to send out. Facebook and Twitter support all format of information to be sent on social media. However, not all issues are managed to its final conclusion on social media. In some cases of further actions needed beyond social media platforms, actions are taken by Tigo to resolve issues with stakeholders and customers. Furthermore, the purpose of engagement online is to set the path for further actions to take place to resolve issues. Unlike traditional means of communication, issues can be followed and interrogated for immediate response on social media platforms.

The special ability of social media to facilitate participation in dialogic communication and engagement in addressing issues helps to strengthen relationship building for the good of organisations and individuals. The findings revealed that both Tigo and its stakeholders mutually participated and built relationships on social media as foundations for managing issues that arose from time to time.

From the results of this study, the recommendations below can be considered: firstly, organisations need to consider prioritising corporate social responsibility (CSR) communication strategy as it has been found to aid in stakeholder engagement. The first recommendation above agrees with Haigh et al's. (2013) assertion that when organisations discuss corporate social responsibility on their social media pages, stakeholders' attitudes, perceptions of corporate social responsibility, and purchase intent increases. When using social media, organisations take advantage of CSR communication strategy, it is very likely to increase its engagement with stakeholders for the benefit of both organisations and its stakeholders. Strategising in communication would help the organisation to interact and receive valuable feedback from its stakeholders.

A remarkable point that was found in analysis stage of the study was domination of "information giving" theme as compared to other emerging themes. Tigo mainly used social media to push information. A tactical approach of creating information to connect to stakeholders on personal level should be considered. Stakeholders should be able to identify with most messages that have "information giving" as primary theme from Tigo. Issues management is a strategic skill that needs to be proficiently intertwined in all forms of communication on social media.

Though the researcher sought to study both internal and external stakeholders' issues management on Tigo's social media, due to time constraint and strict internal controls at Tigo with regard to the use of social media the researcher had to study only external stakeholders. Finally, this study does not attempt to make any generalisations for all organisations and how they manage issues using social media but may be related to other telecommunication organisations on social media.

A further study could consider a quantitative approach to studying the assertion by Haigh et al. (2013) that when organisations discuss corporate social responsibility on their social media pages stakeholders' attitudes, perceptions of corporate social responsibility, and purchase intent increases. Also, a related study on the extent of social media use among other local and multi-national organisations in Ghana can be done. A study on the perceptions and expectations of stakeholders on social media needs critical research as well.

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