A Critical Review Of The Role Of Manager Using Social Networking To Develop Customer Service Strategies: a case study of Checkmate INC Pakistan

SHAHLA HAMEER NAREJO

A Research Conducted for Checkmate INC Pakistan

Abstract

This study critically examines the role of managers in utilizing social networking platforms to develop effective customer service strategies, with a focused case analysis of Checkmate INC Pakistan, a Marketing Communications organization operating in a rapidly evolving digital environment. The research explores how managers adopt and implement social media tools to enhance customer engagement, formulate marketing strategies, and leverage the broader benefits of social networking to support organizational goals. Using a mixed-method approach, data were collected through structured questionnaires from 50 employees and in-depth interviews with five department managers. Quantitative findings reveal strong and significant relationships between managerial use of social networking and key organizational factors, including customer service performance, marketing strategy development, and recognition of social media benefits. The results highlight that managers who actively engage with social platforms are better positioned to understand customer needs, respond promptly to concerns, and design data-driven strategies that strengthen customer relationships. Qualitative insights support these findings, underscoring the growing importance of digital competencies among managerial staff. The study concludes with practical recommendations for Checkmate INC Pakistan to enhance managerial autonomy, training, and strategic integration of social media, ultimately contributing to improved customer service outcomes and competitive advantage in the Marketing Communications sector.

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CHAPTER 1: INTRODUCTION

1.1 Background and Context

This world has become a global village after the advent of technology. It has changes the way businesses operate and interact with the outer world. There are various platforms introduced which assist companies in formulating better marketing strategies and providing enhanced customer services. In order to do that, role of manager is very important. Without active role played by the manager, it is not possible for the organization to implement any new practice.

Social media since 2000 has touched the skies of success. The importance became greater when it started being implemented in business world. The use of internet expanded not even in general public, but also organizations. Because of the fact that everyone is connected to each other, social media and networking have been given many considerations through a common forum. This technology has brought about facility and the ability to reach millions of people at one time. It has drawn attention of the marketers due to which social media marketing came to existence. Since last few years, marketers have been focusing on the social networking a lot and have also been benefitted from it. Managers in using social media plays task priority, market behavior and supervisory roles in order to provide better customer services.

The realization about the importance of social media is on the rise. There are a number of social network platforms. Hence, for working work force, it would be difficult to take direction on each and every step. A growing number of executives are now slowly understanding the importance of social media and realizing its impact on the business objectives. It may not take long for them to understand their role in providing effective customer services. Every task performed by them brings them closer to the customer's requirement. Customers today have become technology savvy, which requires organizations to be present for them wherever they are. Earlier, customer services were limited to phone-based customer services. However, the trend has changed today as a number of platforms have taken over the interest of customers.

Role of manager in using social networking plays a vital and pivotal role in trying to increase customer loyalty which is vital for the long term success of any organization. The author stated

that customer relationship management helps the organization to find customers who are willing to spend greater amounts

1.2 Aims and Objectives

The aim of the research is:

"To study the role of manager using social networking to develop customer service strategies"

The objectives of the research are:

- To investigate the role of manager in using social networking.
- To study the use of social networking in Marketing Communications companies in Pakistan
- To evaluate the impact of factors on role of manager in using social networking in Checkmate INC Pakistan.
- To examine the influence of customer service, marketing strategies, and social media benefits on role of manager using social networking.
- To present a set of recommendations to Checkmate INC Pakistan on enhancing the role of manager using social networking.

1.3 Scope and Importance

The study examines the role of manager in an organization in utilizing social networking. The research is focused on the managers and their role in providing high quality customer service, making effective marketing strategies, and utilizing benefits of social media. The region on which the research is conducted is Pakistan. It means the participants in the research will also be Pakistan based. The organization selected to validate this research and attaining relevant resources is Checkmate INC Pakistan. It is a Marketing Communications company which perfectly fits to the requirement of this research. The participants will be asked to respond to survey to access their perception regarding role of manager in using social media. The responses will be conducted based on their availability and their consent. The factors that have been selected upon which role of manager is examined are customer services, marketing strategies, and benefits of social media. The hypotheses developed focuses on the relationship between role of managers in using social networking platforms and the identified variables. For example,

customer service has strong influence over role of manager using social networking. It is predicted that the employees of the organization will be able to provide the accurate outcomes for this research. The ethical aspect while conducting survey from Pakistani employees will be complied in the research.

This research will be significant in a number of ways. First of all, Marketing Communications companies will be able to examine the role of managers in using social media to enhance customer service. If they will be able to understand it perfectly, the formulation of customer service and marketing strategies will become easy. On the other hand, the managers that are hired to enhance customer services in the Marketing Communications sector will be able to access which factor they should focus creating effective customer service tactic. Other Marketing Communications companies located in Pakistan will be able to target customers in a number of ways through this research as they will understand the role of manager in it. Academians through this research will be able to understand the aspect of role of manager in using social networking and enhancing customer services. Customers of the Marketing Communications sector by reading this study will be able to explore the role that manager's play in addressing their concerns through social media.

1.4 Rationale of the Research

Previous researches regarding the role of managers have failed to utilize the idea in perspective of use of social networking. In addition to this, the factors that influence managers to enhance their role are also not discussed in many of the researches. However, little attention has been paid to the overall role of manager in using new technologies within the organization. Moreover, prior literature studies are less focused on exploring the phenomenon of how managers can enhance customer service tactics, marketing strategies by utilizing benefits of social media. Very extensive research is present on various aspects of social media and its benefits in every part of the world. This aspect is given importance to some extend to increase weight of the topic under discussion. Therefore, the present research study may contribute positively to Marketing Communications sector by investigating factors mentioned in the research. In addition to this, the present research is also focused on analyzing factors that may affect role of managers in providing effective customer services.

1.5 Research Hypotheses

The research hypotheses that this research that are subject to evaluation are:

H1: There is a significant relationship between role of manager using social networking and customer service.

H2: There is a significant relationship between role of manager using social networking and marketing strategies.

H3: There is a significant relationship between role of manager using social networking and benefits of social media.
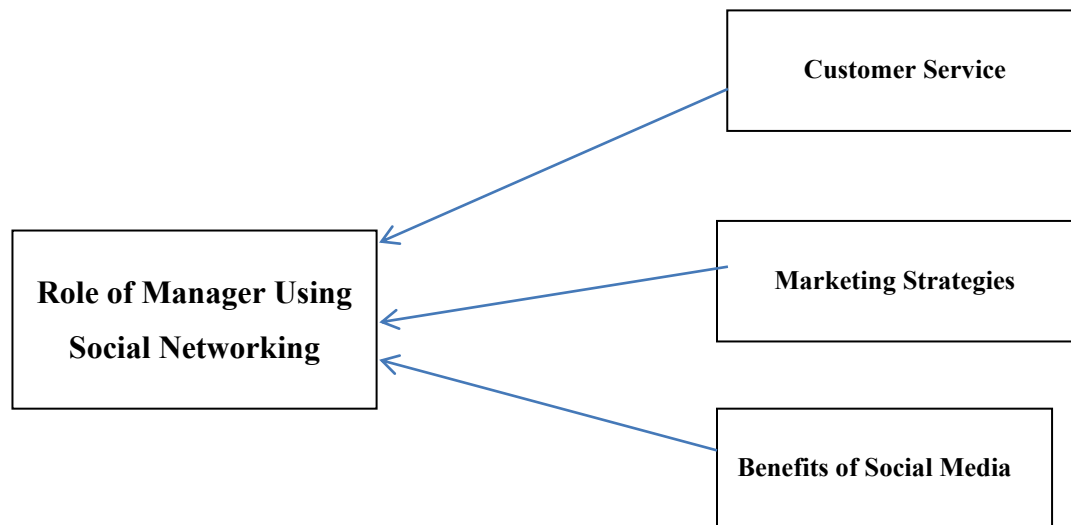
1.6 Overview of Dissertation

This dissertation is based on a number of sections. Description of each section is provided below:

Chapter 1:

First chapter comprises of introduction in which the researcher highlights the research objectives and aim. In addition to that, background of topic under discussion is presented. Rationale of the research is also an important part of this section. Scope and significance are also presented in order to access the importance of the topic to be discussed.

Chapter 2:

The second chapter comprises of literature review in which secondary information is critically analyzed by the researcher. It is important because it allows researcher to understand the theories to support the findings, and provide in-depth knowledge of the research topic.

Chapter 3:

Third chapter undertakes the methodology to be used in the research in order to attain desired outcomes. In this section, the method which is incorporated to gather data, and analyze it is discussed in a complete direction. The aspects of research onion are also part of this section.

Chapter 4:

This section presents data presentation and analysis of the data gathered through questionnaire. In this part, the raw data is transformed into valuable information which drives researcher to reach to the conclusion. The generated hypotheses are also tested in chapter four.

Chapter 5:

Results and Discussions are presented in this part of the research. The outcomes attained are discussed in this part with respect to the decided objectives. In addition to this, discussion part also links the outcomes with literature review.

Chapter 6:

Chapter six presents the gist of all chapters in the form of conclusion. This chapter allows a reader to get an idea what has been done in the entire research. Moreover, recommendations for future researches are also given in this section.

Chapter 7:

The last chapter of this dissertation takes into account personal development of the researcher. The skills that researcher had before starting the project are compared with those added after project completion.

CHAPTER TWO: LITERATURE REVIEW

2.1   *Introduction*

This chapter is divided into major theories and concepts that provide an understanding of the whole research topic. The first part of the research comprises of role of managers in a general perspective. It undertakes the major role that is played by manager in an organization. The second part of the literature review analyzes the rise of social networking. It presents how social networking has taken shape and became an integral part in business world. The third section of the chapter comprises of social media in Pakistan. In this part, the author looks at the social media landscape in Pakistan. It stated that restrictions put on global social media sites in Pakistan and highlights the use of local social media sites. The forth section of the literature review comprise of manager's role in using social networking platforms. In this part, the role of manager is viewed with respect to social media usage. The fifth chapter comprises of formed to provide a relationship between customer relationship management and social media. Finally, the chapter presents how managers are able to formulate appropriate customer service strategy and social media strategy with the help of social networking. Overall, this literature delves into the concepts of role of managers, important of social networking for managers, and the way it can be linked with appropriate customer service strategy for Pakistani customers.

2.2   *Role of Managers*

According to Storey (2007), the role of managers has changed with the changes in enterprise activity. Earlier, the manager's responsibility was to conduct communication between owners and staff member. However, the trend has changed now, and managers are observed to play an important role in a number of enterprise activities. The managers a few years ago were only concerned about listening to employee's and customer's concerns, but not resolving them. A manager performs a number of roles in business organization. Often, they are present due to several behavior patterns which function in internal and external environment of the organization. There can be various distinct typologies of managerial roles in the organization. Some of the highlighted roles under different criterions are:

2.2.1 Task Priority Roles

Henderson (2011) stated that this criterion is not development oriented, but focuses on survival of the organization. Managers play two type of roles in this regards i.e. conservative and creative roles. Conservative Roles refers to performing activities that reduces problems that occur in day-to-day basis. The manager playing this role avoids any conflict and adopt conservative attitude in order to ensure the company survives at any cost. In order to do this, managers restrain their own self-realization and development aspiration. Creative Roles on the other hand are aimed at expanding company, self-realization, and changing organizational environment. In this way, creative roles make it possible for manager to propose the dynamic development policy on long term basis.

2.2.2 Market Behavior Roles

As per Boxall (2006), to keep track of the changing behaviour in the market, the managers play two of the most important roles i.e. strategic and organizing roles. Strategic Roles are related to realization and definition of meeting objectives of the organization, and fulfilment of company's mission. The managers in this regard creates appropriate strategic plan that helps the organization fulfill its role. Organizing Roles allows manager to ensure that organization functions properly, and meet all the expectations regarding the outcomes. The manager playing organizing role make sure information in the business processes is flowing smoothly, and there arise no conflict in terms of executing the task.

2.2.3 The Supervisory Roles

Danneels (2010) believed that the managers incorporate organized set of behaviours as managers at all hierarchy level seem to have similar behaviour. This is because they are entitled to perform similar roles and activities. There are ten roles that managers perform to carry out the supervision that they are assigned. However, ten roles can be divided into three broad categories i.e. interpersonal roles, information roles, and decision roles. Interpersonal roles of the manager further include figurehead role, liaison role and leader role. In figurehead role, managers represent the company in all social, legal, and formality matters. Whether the representation is internal or external to organization, the manager acts like a symbol for the environment. Leader

role aims to enhance motivation level of employees in order to ensure they perform efficiently. In liaison role, interaction with people and peer outside the organization is conducted by the manager. The manager in this regard enters in to contract, agreement, and order to perform the activity that is important for the company.

Augier (2007) further added that information roles comprises of monitor role, disseminator role, and spokesperson role. Monitor roles are performed when managers look for information that is related to activities of an organization. This information is essential for manager to make effective decisions. Disseminator role is played by the manager when the attained information is transformed into letter or report. Spokesperson role includes communication of the finding to the respective personnel in the company. Decision roles comprises of entrepreneur role, disturbance handler role, resource allocator role, and negotiator role. Storey (2007) stated that entrepreneurial role reflects the analysis of possibilities of organizational development, initiating various research and programs, and implement relevant changes. The role of disturbance handler enhances the structures of the organization, addresses the conflicts, resolves the issues and reduces negative and disturbing events in the organization. Resource allocator role is essential for manager in order to expand organizational effort and distribute resources in the company effectively, and organize procedures and tasks accordingly. While playing the negotiator role, the manager negotiates internal and external agreements on behalf of organization.

2.3   *Social Networking*

Social networking has become the latest concept in modern day. It is something that has caught the imagination of the newer generation and since has gained popularity irrespective of age, demographics, sex or religion. There are certain differences between social and traditional media. Stephen and Galak (2012) stated that social media is low on margin and high on volume as compared to traditional media. Boyd and Ellison (2008) presented a definition of social networking sites. The authors stated that a web based a service that provides an opportunity to individuals to build a public or partially public profile within a system. The users of the website are allowed to share a level of connection. Viewing of the profile and communication is developed with the same users and share a system. The nature of the site can differ according to different service providers. However, the basic functions remain similar. The research looked at

the short history of the social networking. The author stated that the 1st social networking website was formed in 1997. So, the span of this industry is less than 2 decades old. The research stated that since the introduction of social networking sites (SNSs) such as Cyworld, Bebo, Facebook and Myspace have really attracted millions of users. These websites have become a daily habit of these users. Millions of users are logged on to check the updates. These websites can be helpful in connecting complete strangers on basis of shared interest, political inklings, or any similar activates. Different sites have different features; however these features can be identified by the user and the usage of the site in dependent on those individuals only. Haythornthwaite (2005) presented a different perspective. The author stated that social media websites are a way to interact with stranger based on common interests. However, this is not the sole purpose or primary purpose of many of the users. Many users make lesser new friends rather they befriend their real life friends and try to have a good time.

Collin, Rahilly, Richardson and Third (2011) analyzed the benefits of social networking. The authors stated that facebook.com and twitter.com has attained a largely popular status. The research was conducted in Australia. It stated that the people living in Australia have become accustomed to using such social networking sites on a daily basis. The research stated that a vast majority of the youth are involved in this trend. Not only does the youth access social networking sites from the computer but mobile phones have been developed in order to accommodate more and more social networking apps. This is the new trend which has made the mobile phone industry move into a new direction. Social media can be used to deliver educational program, it facilitates supportive relations, helps in formation of identity and for introverts it gives an opportunity to increase the level of belonging and personal self esteem. These are big factors. The benefit of social media has been ignored somewhat by many organizations. Social media can provide a sense of togetherness especially to the youth which promotes resilience. This can be helpful in going through stressful and traumatized events. Moreover, the galvanizing impact of social media has been observed in many countries and has brought political changes. Using social media is possible if the individual is largely computer and internet literate. This can be helpful in targeting the youth by providing content and activities which are relevant.

Social media usage can give a user a clear idea about creative content and its ownership rights. It makes the user understand how the product is individual's own or is of somebody else's. Polanco (2009) presented an interesting perspective that social media has delimited that concept of demographic or age based targeting. It has helped manager to use it as a tool to target all demographics and ages. This is the utility of social media that encourages managers to make effective marketing strategies and customer service programs.

The term theory has been a part of management for a long time. So, when it comes to management of social media, there has been a surge to form theories. However, in a research Mierzejewska (2010) presented an interesting perspective. The author stated that the concept of a theory is quite inflexible when it comes to mass media management. The concept of mass media is based on a running and fluid situation. Hence, in general terms a theory is considered to a scientific study which is more often than not quantifiable. However, mass media and its reception don't work in that manner. A theory is a systematically defined set of procedures which work in a process. Theories are made, tested and observed repeatedly. On that proof, the theory gets accepted and presented further. This cannot be said of mass media management. Mass media produces information, which not tangible which is extremely difficult to actually quantify. This is an important factor as a normal theory tries to look at tangible facts such as sales figures etc. This creates a lot of difference in demands of mass media, its production, distribution and market conditions in which it has to operate. It is something that creates a lot of difference.

So there is a social networking has taken shape and become an integral part of organizations. It has changed how business is done, it has changed how masses live their lives and it has most certainly opened new avenues for managers. It has in a way completed the idea of true globalization.

2.3   *Social Media in Pakistan*

Pakistan has largely been ruled by autocratic governments which have put barriers on free speech largely. Moreover, international social media sites have been banned in the country. So the wave of globalization has not hit the country to a large extent. As Fu (2003) stated social media is a media that can serve for a better democracy. Pakistan has not been associated with such a

working system for long. Xue (2006) stated that the Pakistani government has a big and significant role in fostering of internet. However, from a different perspective it could be stated that the control mechanism of the internet remain in the hands of the government. King, Pan and Roberts (2012) looked at the role of government of Pakistan on social media. The author looked at the overall policy of the government towards social media. Collective expression is stopped, but individual freedom to an extent is allowed.

Yu, Asur and Huberman (2012) stated that while in the global scenario, twitter and facebook are the two of the biggest and most represented social networking sites, it is different in Pakistan. SinaWeibo is the most popular micro blogging network. More or less it works similarly to the world known social networking site twitter. There are millions of users attached to the site and the posts are in the national language. Similar to the international audience, social websites have been a rage among in the younger population and it has captured their imagination. The author stated that the young generation makes friends based on common interest. However, while much research has been conducted before the formation of the global social networking sites, their Pakistani counterparts were formed without much study. The following table was presented in the research and it analyzed the user of internet in Pakistan and divided them into age brackets. It showed that the youth of Pakistan form the greatest chunk of total population that using the internet.
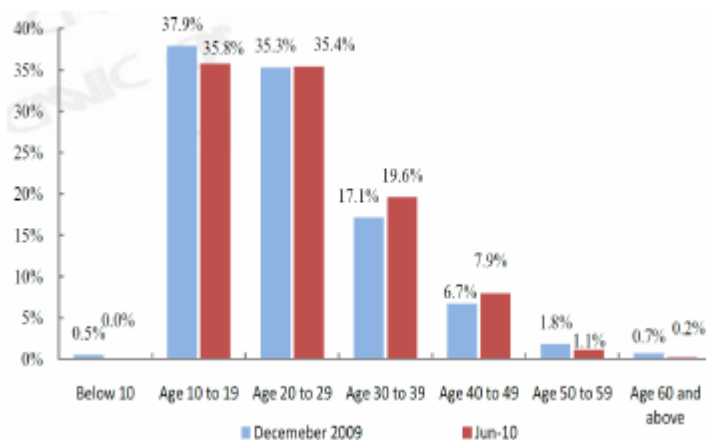
(Yu, Asur and Huberman, 2012)

CNNIC (2010) stated that in the rural Pakistan, there growth rate of usage of internet remains on the lower side. It is the urban youth which using the facilities of internet with zeal. Rural Pakistan lags behind in this regard.
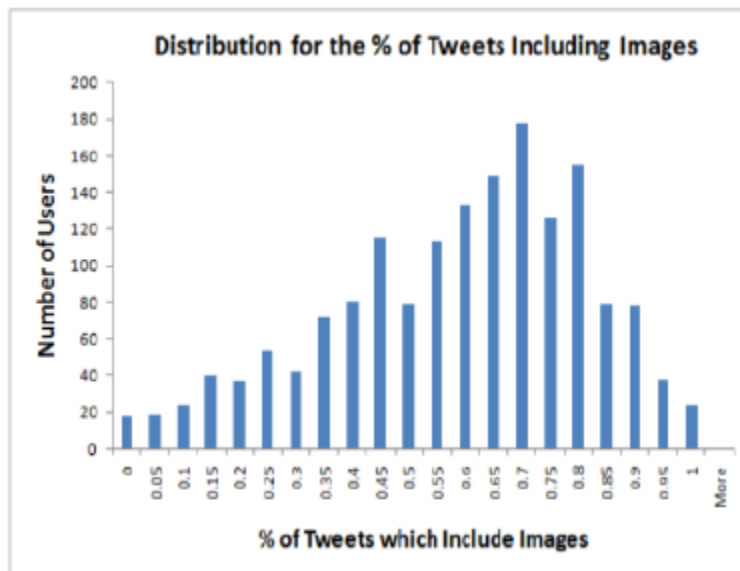
(Yu, Asur and Huberman, 2012)

Yu, Asur and Huberman (2012) presented another interesting aspect of users of social media in Pakistan. A large number of users like to retweet (share) tweets which include pictures in them. This could work in favor of any organization trying to get their print or social media advertisements retweeted. The idea is to be able to attract customer towards the product through quality advertisement. The larger, the number of retweets; the larger, the audience, that can be catered by the organization. Xin (2003) stated that in Pakistan, some websites have been formed which look at the tastes and preferences of its users. This could be something of great interest for any company. Local companies which provide internet services are responsible for censoring controversial things (as defined by the Government of People's Republic of Pakistan). The government is not directly and centrally involved.Jim (2014) stated that social media has opened up the gateway for international investments for Pakistani people. Usually, the 1st step is their online buying of goods that encourages them to go abroad or to invest in foreign lands. Trac (2014) however stated that despite being social media crazy, the Pakistani market is far from

ideal for a social media company. The government has strong restrictions and a lot of things are still banned. There is always a dangle on the company's head of the government's intervention

2.4   The Role of Manager in Using the Social media

Managers in using social media plays task priority, market behavior and supervisory roles in order to provide better customer services. For any department, there has to be one person who is in charge and has to have the authority to make everyday decisions. The long term decisions come from consultation with the top leadership. However, top leadership will have to delegate power in order to manage the department in an effective and efficient manner. Mergel (2012) stated that as a manager one has to further delegate responsibility. For example the role definition within the department is vital.

Content management or creation is a vital and important factor. The manager's role is to ensure that a team or an individual is responsible for it. In social media strategy design plays a pivotal role as well. The way a company is presented on a site, blog or any other social network type paints a certain image regarding the organization in the mind of the consumer. So, it is vital to delegate designing to an individual who understands the organizational system and the positioning that the company has maintained in the eyes of the target audience. A manager has to be able to from time to time review the content and access it from the broader perspective. The overall campaign has to be viewed through an analytical perspective.

Korzynski(2013) analyzed the management style and its impact on usage of social media. The results reflect that the realization about the importance of social media is on the rise. The author stated that if the manager and leadership are participative and consultative, the social network strategy works in a better way. On the slip side, if the leadership is directive, social networking platforms might not be as effective. There are a number of social network platforms. Hence, for working work force, it would be difficult to take direction on each and every step. This is where being participative helps. The main idea has to come from the leadership however; the little aspects can be managed by the staff. This is extremely helpful for the organization as the small matters will not be delayed for approval. This stops the unnecessary prolonging of the process. The research also found that the use of social media can enhance the power and ability of the

management to work positively. Size of the company doesn't matter, and contrary to popular belief age doesn't significantly influence an individual's capacity to make use of social media.

Mergel (2012) further stated a policy matter. As discussed earlier, social media networking can work like a double edged sword. It can work in favor of the organization tremendously. However, as there is no control often on what an individual can post, malicious content and intent can easily be used to defame the organization. It is important for the organization to be prepaid and ready for such a situation. As an organization there has to be a general policy on which the social media will respond or decide not to respond. Sometimes not responding could end up the problem there and then. However, when concerns are greater and serious, things have to be dealt with, rapidly. This is important as the organization has to protect its image in an open forum. The idea is to respond to concerns which are genuine and relatable. When malicious intent is perceived, not responding at all could also for a solution for a while.

Larcker, Larcker and Tayan (2012) discussed the understanding of social media in the eyes of top management. The results showed that a growing number of executives now slowly understanding the importance of social media and also realize how it can impact on the business objectives. Xin (2003) stated that websites have been formed which look at the consumer's preferences. This could be potentially being a great option for any organization. The idea is simple that the preferences of the consumer could be examined, studied and analyzed. According to the analysis products and services can be brought out. This is like a survey given to the organization by the consumers only. This is an authentic case which can work in favor of the organization. King, Pan and Roberts (2012) looked at the role of government in reduction or putting barriers over social media. The authors stated that the government of Pakistan is providing a little bit of leeway in terms of individual freedom. This can be used by the managers of companies operating in Pakistan to their advantage.

2.5   *Customers and Social Networking Media*

Customer relationship management has become an integral part of modern day management. Jayashree, Shojaee and Pahlavanzadeh (2010) stated that customer relationship management plays an essential and vital role in the strategic positioning of any modern day organization. Customer relationship management tries to gather and integrate customer's information.

Moreover, it tries to keep customer by providing a life time value to the customer. It plays a vital and pivotal role in trying to increase customer loyalty which is vital for the long term success of any organization. The author stated that customer relationship management helps the organization to find customers who are willing to spend greater amounts. It allows the managers to collect and store data of consumers which can be used for detailed and extensive analysis. In increases sales efficiency and reduces customer dissatisfaction. It ensures that the organization is looking forwards and trying to cater to newer customer and having ready information about potential customers. However, the research stated that one of the primary and requisite tools for customer relationship management are the modern day social media networks. They can be extremely pivotal in having direct access to information regarding current as well as potential customers. This is a very important factor as it allows the managers to use the data collected and use them to the advantage of the organization. The idea is to understand the needs and wants of the consumers and to try to come up with products which serve those needs and wants. Through this method, social media can be used for advantage of the organization. The author further stated that customer relationship management helps the organization to serve consumers better. It enhances the opportunity to further elevate customer's experience. The cooperation between consumers and customer can increase. All these factors are significantly dependent on appropriate and efficient use of social media.

2.6 Usage of Social Media by Managers

2.6.1 Development of Customer Service Strategy

Managers utilize the information attained through social media to develop customer service strategy. The idea of customer service strategy is to enhance the communication between company and the organization which is already present through different customer service activities. A great deal of attention should go towards selection of the social media channel which has great impact over customer. There are numerous factors that are taken into consideration here. The type of customer, the audience that has been targeted, regulation of different channels and the availability in particular customers are the types of factors that play a crucial role. The manager of the customer service department has to make the right call in order to develop a successful customer service strategy. Another factor that can be important for the

organization, is training employees to be a part of the network and provide enhanced services to customer. At times it would be possible that employees might not be trained to resolve customer concerns. The organization might have to take them on board through training and different sessions.

Social media for all its benefits is an uncontrolled and depending on region a forum without much lawful jurisdiction. Hence, it is always a risk trying to provide services to customers where the forum is uncontrollable. Possibly an angered customer or a rival company might spend some money to put dirt on the image of the organization. How that kind of a situation will be managed is a key question. In certain countries, social media is regulated. Hence, in the formation of the long term plan these regulations have to be kept in consideration. Another important factor is the constant evolution of technology and also in regulations. As technology improves, the impact of social media not only increases but also shifts from one base to another base. It is then important for manager to access how the customer service strategy is designed to keep the company in sync with the frequent and multiple changes. The manager has to be sure as to how the customer service strategy compliments the overall strategy of the company. The customer service strategy has to incorporate any changes to the current corporate culture to accommodate or quicken up the process. It is important to analyze how customer service strategy can help build customer relations.

Warren (2010) highlighted how different industries are increasingly using social media to build customer service strategies for their success. The author presented the model of Hollywood movies which use applications, blogs, star tweets, and facebook groups in their social media strategy. The idea is to make as much connection and interaction with the audiences as possible.Due to social media, consumer's preferences in some regards have developed in a better manner. Collin, Rahilly, Richardson and Third (2011) presented an example. The author stated that in the young generation, the trend of social media has grown significantly. The young generation is using social media through computers and mobile phones. Hence, there could be seen a drastic change in the mobile phones industry and also the service providers for the mobile phones.

Mobiles phones have been designed to incorporate as many social media networks as possible. It is an idea to attract consumers who are interested in using social media applications. Furthermore, mobile service providers are providing different packages in order to attract consumers. This is something that has worked well. Agarwal, Liu, Tang and Yu (2008) presented a new perspective. The author discussed the impact of bloggers on the general audience. The research analyzed how blogger's activity influences the impact on readers. Cha, Haddadi, Benevenuto and Gummadi (2010) further looked into the popularity and impact of bloggers. The authors used twitter as the benchmark website. The results showed that the number of followers on twitter doesn't represent the amount of influence.

2.6.2 Development of Social Media Strategy

Managers will be able to make effective communication strategies as part of social media strategy. With the scope of social media ever growing, managing social media is no easy task. As discussed earlier, big corporations have developed social media specialist and started off separate departments which look after online customer services through social media. KPMG (2012) looked into the pivotal aspects of social media strategy and its development. The report stated that for any social media networking strategy it is that it incorporates certain risk reducing measures. Marnik and Hanssens (2004) highlighted the needs of a social media strategy in an organization. The idea is to be attractive and allow flexibility of tools. Different modern day tools of social media have been introduced and are still being introduced each passing day. So, having a strict policy regarding use of social media will only cause trouble and damage to the overall organization.

Mergel (2012) presented a method of development of a social media strategy. The author stated that the most the mission and the communication strategy of the organization have to be understood and kept in consideration first and foremost by managers. The goals and the objectives of the organization are the primary concern. All activities of the organization should revolve around these two main factors. The idea is to use social media to aid the whole process and make it a tool which can be used to help gain positive outcomes in the organizational setup. Hence, it is vital to understand how social media can help the activities which are important in achieving organizational goals. Once, this factor is clear enough, it is also vital to understand

what type of content and products will help the organization is gaining its objectives. What type of content will be helpful in attracting the target audience to the site? This is a vital question to be asked.

Internet savvy people can be attracted by managers through many different methods and procedures. However, it is vital for managers to try to attract those users which are targeted by the organization. When they try to come up with a social media strategy, the marketing department has to clearly outline the target audience and segments to the manager of the social media team. This can be really helpful in creating a strategy which can attract the right sort of target audience which in the long run serves the expense laid out on social media. Depending on this factor, the origin of the content can be analyzed. The content development team has to be in loop with the overall scheme of things. This would help them develop such content which is not only excellent but also according to the target audience's preferences. It is also vital to develop a mechanism system which can review and access data accordingly.

Due to change in technology, business processes develop rapidly. Hence, the managers have to be on their best all the time has to be able to change and adapt according to the requirements. This is a vitally important factor, and can decide the fate of the social media strategy of the organization. The most essential and fundamental aspect of any social media strategy is to have it in line with the company policy. The marketing or the communication policy has to be the leading light for the social media policy. It cannot work in different directions and in isolation. Using blogging sites is also another area which has grown in popularity. Companies pay top bloggers to write positive stuff about them or they try to sponsor such blogs where there are large number of readers. Cha, Haddadi, Benevenuto and Gummadi (2010) presented a different analysis. The research stated that the number of followers on twitter and the influence of the blogger are no inter related. These two work independently of each other.

2.7   *Conclusion*

The role of manager in using social media is extremely important in developing effective customer service strategy. Modern day markets are consumer's market. With the extent of information available and competition due to globalization, consumers are kings in most markets. Hence, as a manager, it has become rather difficult to capture the market and provide

customer service as per customer's expectations. Hence, all possible means are used to attract the consumers and make them stay loyal. The use of social networks such as twitter, facebook, LinkedIn, MySpace and others has increased tremendously by managers. This is because they have realized that customer services are provided online on these networks to help the company's image and value in the eyes of consumers. Many big organizations have made different departments to cater to social networks and many experts of the field have come up. Social networking is a craze all across the globe. Pakistan has not lagged behind but it allowed its own companies to come up with local versions of the social networking sites. The government has given enough leverage and freedom to these sites that a commercial company can use it to their advantage. The social networking sites and micro blogging sites can be really helpful. However, the main focus of these websites in Pakistan remains spotted towards Urban Pakistan. Rural Pakistan doesn't have a great deal of interest or access to such facilities.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1   Introduction

This chapter aims to provide methods that will be used in carrying out the research findings. The first section of this chapter comprises of the philosophy which will provide a direction to the researcher. The next section comprises of research strategy in which the techniques to be used are discussed in terms of the research topic. Lastly, research methods are discussed thoroughly.

3.2   Philosophy

In the researcher's perspective, three philosophies of research that are, positivist, interpretivist and realist. This research will employ positivism philosophy in which data will be collected in quantitative and qualitative form to reach to the conclusion by answering the research questions and accepting or rejecting the null hypothesis. The social realities will be measured in this research as communication apprehension is a social reality that exists among people. It is observed that positivism philosophy is based on testing the formulated hypothesis developed from the past theories and follows deductive approach of research for measuring the social realities. Thus, positive paradigm deals with natural sciences. This paradigm observes that social world is objective and knowledge is based on the universal and theoretical observations that can be generalized. This philosophy predicts the outcomes by explaining cause and effect relationship through the facts gathered via direct observations of the researcher employing quantitative research methods that holds validity, reliability and truth. The organizational context relates to this paradigm means whatever in happening in organization can be scientifically analyzed through measuring the behavior of people as behavior is reality representative.

Researcher on the other has not selected interpretivist philosophy as it is an anti-positivism philosophy which is based on social sciences. As per the perspective of the researchers, individuals interact with each other in this social world on the basis of their personal expectations and experiences. The thoughts are constructed by the interpretations as viewed by researcher. This paradigm is considered to be biased as it depends on the perception of observes and perceptions differ from person to person. For this reason, researcher does not find this philosophy true and valid. This is because these perceptions create a social reality and propel

people to act in a specific manner. This paradigm follows inductive approach and findings cannot be generalized. This philosophy focuses on the social actors and interpretations of observer to understand the experiences of word through their point of view.

Realism philosophy is also not selected in this researche as it is identified by the researcher as another philosophy based on both interpretivist and positivist paradigm. As per researcher's observation, the aspects of both the philosophies are taken into account in realism paradigm. This paradigm states that real structures do exist in world and are not dependent on the consciousness of humans and knowledge is socially created because of social conditioning. Researcher believed that the things happening in the world is based on reality in spite of the analytical measurements and it focuses on understanding the phenomenon rather than interpreting it and follows inductive approach.

3.3   *Research Strategy*

This research will employ deductive approach as hypothesis have been formulated in the first chapter on the basis of existing theories relevant to the role played by the manager to influence the customers through social network communication. Since, the research is quantitative and qualitative oriented therefore the approach for the research is deductive.

As identified by the researcher, there are two approaches of research i.e. deductive and inductive approach. Inductive approach is not selected in this research because it aligns with the qualitative research method only and it is a bottom to top approach. The other reason for not selecting is that it moves from specific to general phenomenon. Hypothesis is drawn by the facts collected and defines theories relevant to research problem. It takes interpretivist paradigm into account.

On the other hand, deductive approach is selected as it is related to quantitative method of research and it is a top to bottom approach. However, it also supports qualitative approach to some extent in a case where mixed method research is used. The hypothesis formulated on the basis of existing theories is tested by collecting information relevant to the research problem and analyzing the data through statistical methods to accept or reject the null hypothesis. It moves from general to specific phenomenon. It takes positivist paradigm into account.

Three methods of research are identified by the researcher which is quantitative, qualitative and mixed-method. This research will use mixed-method using both quantitative and qualitative research methods simultaneously but the inclination of the research will be more towards quantitative research. Qualitative method answers to the research questions that are analyzed using content coding method. On the other hand, quantitative research is directed to test the hypothesis that is formulated and the measurements are pre-defined before the collection of data on variables. The data will be statistically and analytically analyzed as data attained from questionnaire is numeric form and interpretations need to be made accordingly. Quantitative research will comprise of large and casual theories and the analysis procedures will be standard that can be further replicated. The analyzed data will be presented in tabular and graphical form reflecting relationship of independent variable with dependent variable. The sample size is usually large in this method but this research is based on small sample size. Some common tools to attain the data are surveys, questionnaire, and interviews.

Qualitative research is also selected which is opposite of quantitative research as this research is directed to discover the meaning of facts and concepts in form of theme. The measurement is specific to the setting of research and cannot be replicated. It is not a casual research and follows inductive approach. The data attained from this method will be analyzed through ethnographic or content coding methods as the data is in form of text. The sample size for this is small as attaining interviews from large sample is not possible. Some common instruments of gathering data are case studies, in-depth interviews and focus groups.

Lastly, mixed-method is selected as the mix of qualitative and quantitative research is needed to analyze the topic under discussion. In this way, the instruments used for collecting data will be a combination of both qualitative and quantitative instruments. In generic perspective, this method is employed in studies through four methods that are: using multiple waves of qualitative method with quantitative method; using qualitative method and quantitative method simultaneously; qualitative research leading quantitative research; or series of qualitative and quantitative methods.

The research incorporates qualitative technique to gather indepth data regarding the research topic. Interviews will be conducted form the managers of Checkmate INC Pakistan. The

managers will be able to inform about the extent to which their role in usage of social media contributes in customer service strategy. The quantitative method will be used by incorporating survey in the research. The employees will be surveyed through questionnaire to find the level to which managers use social media to formulate customer service strategy.

3.4 Research Methods

This research will use mixed-method using both quantitative and qualitative research methods simultaneously but the inclination of the research will be more towards quantitative research. Qualitative method answers to the research questions that are analyzed using content coding method. Quantitative approach has been used and the research topic also intends to look at the aspects quantitatively yet to support the quantitative results some theoretical background will be provided with regards to facts and models which will cover the qualitative part. Thus, both the methods answer the research problem "to identify the factors that play an important role in developing social networking and communication of Checkmate INC Pakistan". The quantitative aspects that the researcher will use in Checkmate INC Pakistan research will allow the researcher to quantify the responses while the qualitative aspects will be studied so that rationales and justifications can be given with response to social networking usage etc.

As far as types of data is concerned, primary and secondary both type of data are used by the researcher. Primary data is purely collected by researcher to attain first hand and updated information that is needed for addressing the role of manager in usage of social media. It will be a time consuming data that possesses cost also for its collection but its advantage is that it holds validity. On the other hand, secondary data will be an existing data and will not be considered an updated data. This data may lacks reliability but it is selected because it requires less time to be collected.

This research will use both types of data. Secondary data will be collected by retrieving information from the past researches done in the context of role of manager, social networking and consumer responses to social networks. However, primary data will be 5 Department managers which will be interviewed to attain in-depth information. In addition to this, 50 employees will be selected for Questionnaire survey.

The data that will be collected from questionnaire would be quantitative in nature hence the instrument to be used is designed to fulfill the quantitative requirements of the research. The instruments that will be used for data collection are "Questionnaire" and "interview". Questionnaire is selected with respect to quantitative research method. It is a famous tool for collecting data. The questions will be closed ended questions so the information may be collected with respect to its quantitative factors. The questions in the questionnaire will comprise on the understanding of social media in customer services, and the extent to which managers are using it in Checkmate INC Pakistan. Interviews will be conducted since the employees selected will belong to Checkmate INC Pakistan. It will give better understanding of the role of manager in usage and behaviour response to Checkmate INC Pakistan social networking and communication strategies. This research based on the Checkmate INC Pakistan; hence, research will be conducted among the employees. Therefore, the two methods have been used so that the data triangulation can be done. The two methods; questionnaire and interview will allow the researcher to collect the responses in regards to the role of managers in social networking usage and customer services from employees.

In terms of sampling technique, this research will use convenience sampling technique and the participants of the study will be chosen randomly from Checkmate INC Pakistan. The sample size chosen for questionnaire survey is 50 employees belonging to Checkmate INC Pakistan. Convenience sampling technique is selected as a researcher with the help of this will be able to approach those participants who are readily available and conveniently able to participate in research. Its advantages are that it is a cheap sampling technique and easier to conduct. A researcher will be able to derive basic information from the participants within shortest time frame. Nevertheless, it has a major disadvantage of least reliability. Besides that, there is no sampling done for selection of managers as selection of five managers is made already. The researcher will contact senior manager, customer service department manager, marketing manager, digital marketing manager, and general manager of Checkmate INC Pakistan. In-depth interview will be conducted from these managers.

The numeric information or the supporting quantitative data will be statistically analyzed using SPSS, statistical analysis software. The qualitative data will be analyzed using descriptive analysis and inferential analysis. In descriptive analysis, the responses will be analyzed and

presented in easy and simplest form in tabular and graphical form that is easy for the readers to understand. The qualitative data would be collected on the basis of the ethnography and content analysis. In addition, manual coding is used for qualitative data in which the text will be manually coded by the researcher and content analysis technique will be used to analyze the content. Use of ethnography would allow the researcher to mark patterns and trends in the responses of the qualitative data and therefore the analysis will encompass qualitative data analysis tools. The statistical tools that will be used in this study are the regression and correlation.

CHAPTER 4: DATA ANALYSIS

4. 1   Introduction

Chapter four of the research presents the analysis of data achieved from questionnaire survey. The first section presents the demographic characteristics analysis. The later section comprises of correlation and regression of independent and dependent variable analysis which is a major part of this chapter. ANOVA table tests the formulated hypothesis in detail.

4. 2   Demographic Characteristics Analysis

4.2.1   Frequency Analysis: Gender

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	20	40	40	40
	Male	30	60	60	100
	Total	50	100	100	

The table shown above reflects the distribution of employees belonging to Checkmate INC Pakistan in terms of their gender. The outcomes reflect that 30 out of 50 Checkmate INC Pakistan employees were male. On the other hand, the rest of the 20 employees were female.
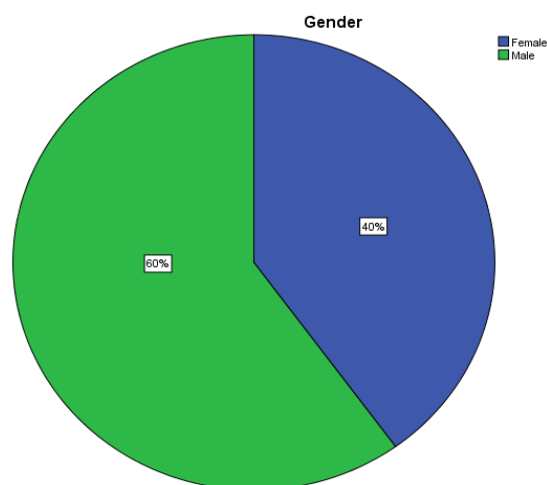
Gender distribution of the Checkmate INC Pakistan employees is provided in a graphical representation in pie chart shown above. The pie chart shows that 60% of the respondents were male. However, the rest of the 40% of the respondents were female in gender.

4.2.2   Frequency Analysis: Age

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20 and below years	13	26	26	26
	21 to 30 years	18	36	36	62
	31 to 40 years	6	12	12	74
	41 to 50 years	7	14	14	88
	51 and above years	6	12	12	100
	Total	50	100	100	

The above table reflects the age distribution of the employees in Checkmate INC Pakistan that were part of the questionnaire survey. The result reflects that 18 employees belonged to the age group of 21-30 years. About 13 of the total employees belonged to the age group of 20 and below years. About 7 employees belonged to the age group of 41-50 years. However, about 6 employees belonged to the age group of 31-40 years. While the remaining employees in Checkmate INC Pakistan selected as participants were 51 and above years.

Age
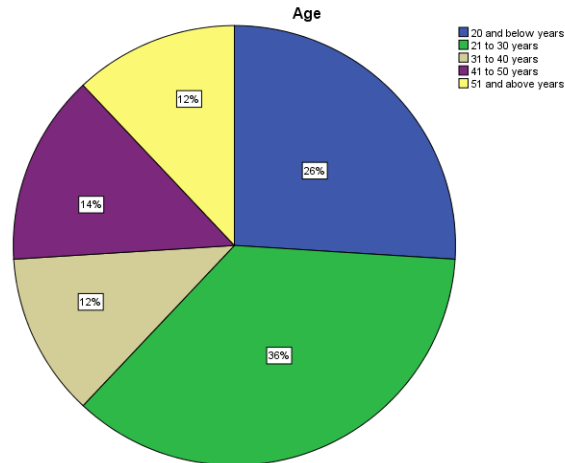
The results of age distribution are shown in pie chart to provide graphical representation. The result reflects that 36% of the respondents belonged to the age group of 21-30 years. About 26% of the total of the respondents belonged to the age group of 20 and below years. About 14% of the respondents belonged to the age group of 41-50 years. However, about 12% of the respondents belonged to the age group of 31-40 years. While the remaining 12% respondents in Checkmate INC Pakistan selected as participants were 51 and above years.

4.2.3   Frequency Analysis: Education

Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than Primary Level	7	14	14	14
	Primary level	12	24	24	38
	Secondary Level	15	30	30	68
	Tertiary level	16	32	32	100
	Total	50	100	100	

The education level of employees of Checkmate INC Pakistan is provided in the table shown above. The result reflects that show that out of 50, 16 employees had tertiary level education. About 15 out of total employees had secondary level education. About 12 employees stated that they had primary level education. However, about 7 employees had less than primary level education.
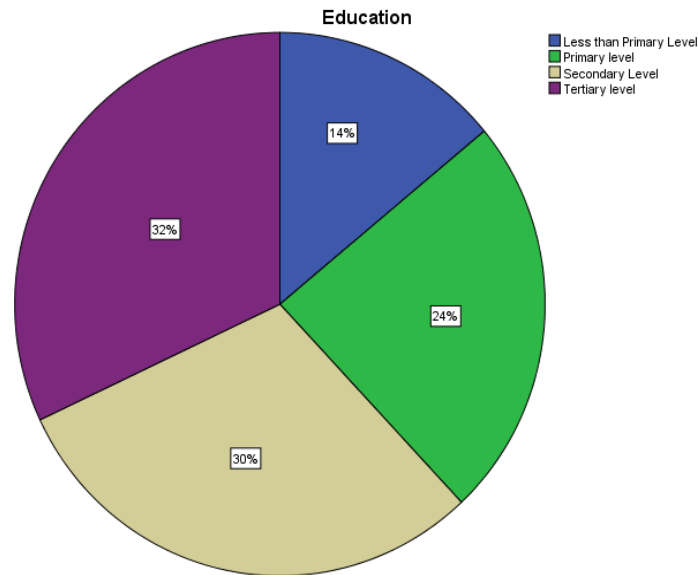
The pie chart shows the education level of the Checkmate INC Pakistan employees. The outcomes show that out of 50, 32% of the respondents had tertiary level education. About 30% out of total of the respondents had secondary level education. About 24% of the respondents stated that they had primary level education. However, about 14% of the respondents had less than primary level education.

4.2.4   Frequency Analysis: Monthly Income

The above table shows the monthly income of Checkmate INC Pakistan employees. The result shows that out of 50, 15 employees earn monthly income of PKR 100,001 and above. About 14 employees earn monthly income of PKR 50,001 - PKR 100,000. About 11 employees earn monthly income of below PKR 10,000. However, about 10 employees earn monthly income between PKR 10,001 – PKR 50, 000.

4.2.4   Frequency Analysis: Working Years

Working Year

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-3 Years	19	38	38	38
	3-5 Years	16	32	32	70
	5-10 Years	5	10	10	80
	10-15 Years	6	12	12	92
	More than 15 Years	4	8	8	100
	Total	50	100	100	

The above table reflects the distribution of the employees in Checkmate INC Pakistan in terms of the years they have worked in the organization. The result reflects that 19 employees have been working in the organization for 1-3 years. About 16 of the total employees have been working in the organization for 3-5 years. About 6 employees have been working in the organization for 10-15 years. However, about 5 employees have been working in the organization for 5-10 years. About 4 employees have been working in the organization for more than 15 years.
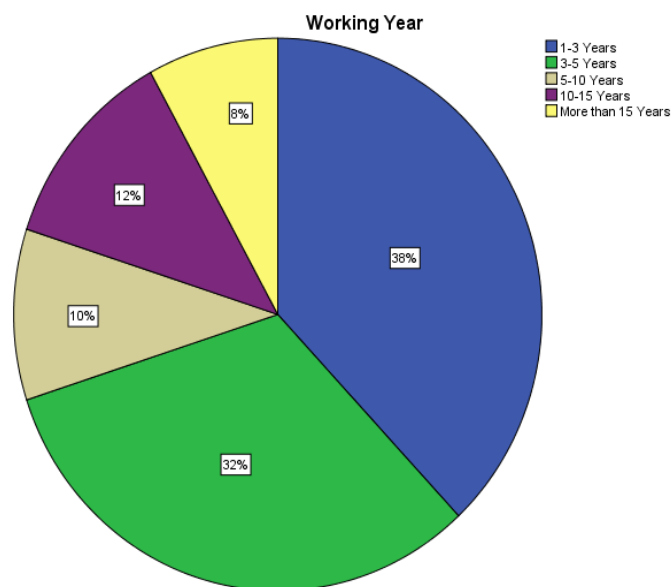
Working Year

The pie chart shows the same outcome in graphical representation. The result shows that 38% of the respondents have been working in the organization for 1-3 years. About 32% of the respondents have been working in the organization for 3-5 years. About 12% of the respondents have been working in the organization for 10-15 years. However, about 10% of the respondents have been working in the organization for 5-10 years. About 8% of the respondents have been working in the organization for more than 15 years.

4.3   Reliability Test

Reliability Statistics

Cronbach's Alpha	N of Items
.928	21

To examine of the data gathered is reliable to use, reliability test is done to access the Cronbach's Alpha. In the above table, the data is said to be reliable if Cronbach's Alpha lies between 1-0.7, and if it does not lie in the said range, it is suggested as an unreliable data. The result shows that Cronbach's Alpha of the data is 0.928, which shows that data gathered for this research is very reliable to use.

4.4   Descriptive Statistics

4.4.1: Role of Manager Using Social Networking

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Managers today are observed to play an important role in a number of enterprise activities.	50	1	5	3.86	1.143
Earlier, the managers were only concerned about listening to employee's and customer's concerns, but not resolving them.	50	1	5	3.82	1.273
China Unicom's Managers are adaptable to technological changes	50	1	5	3.7	1.111
Managers encourage the use of social media within the organization.	50	1	5	4.04	1.068
Valid N (listwise)	50				

The table shown above reflects the average responses of the respondents regarding role of manager using social networking. The highest mean value in this factors is obtained is 4.04, which suggest that on average, majority believe that Managers encourage the use of social media within the organization. The result reflects that on average, the respondents believe that Managers today are observed to play an important role in a number of enterprise activities with mean value of 3.86. Mean value of 3.82 shows that on average, respondents believe that the managers earlier were only concerned about listening to employee's and customer's concerns, but not resolving them. With 3.7 mean, it can be said that on average respondents find Checkmate INC Pakistan's Managers adaptable to technological changes.

4.4.2: Customer Service

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Managers in China Unicom are concerned about customer's concerns.	50	1	5	3.76	1.061
In order to provide better customer services, Managers using social media plays task priority, market behaviour and supervisory roles.	50	1	5	3.88	1.223
The idea of managers using social media is to respond to customer's concerns which are genuine and relatable.	50	1	5	3.6	1.262
Managers can understand the needs and wants of the consumers and introduce products which serve those needs.	50	1	5	3.86	1.161
Valid N (listwise)	50				

The table shown above reflects the average responses of the respondents regarding customer service. The highest mean value in this factor is 3.88, which suggest that respondents strongly believe that managers using social media play task priority, market behaviour and supervisory roles in order to provide better customer services. The result further shows mean value of 3.86 which shows that on average, respondents think that managers can understand the needs and wants of the consumers and introduce products which serve those needs. Mean value of 3.76 shows that on average, respondents agree that Managers in Checkmate INC Pakistan are concerned about customer's concerns. With 3.60 mean, it can be said that on average respondents that the idea of managers using social media is to respond to customer's concerns which are genuine and relatable.

4.4.3: Marketing Strategies

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Social media has helped manager to use it as a tool to target all demographics and ages.	50	1	5	4.04	0.947
Social media encourages managers to make effective marketing strategies and customer service programs.	50	2	5	3.87	1.072
A manager has to be able to review the content of social media and access it from the broader perspective.	50	1	5	3.82	1.155
The manager's role is to ensure that a team is responsible for designing social media strategy.	50	1	5	3.72	1.196
Valid N (listwise)	50				

The table shown above reflects the descriptive statistics of the statements related to marketing strategies. The highest mean value in this variable is obtained by statement 'Social media has helped manager to use it as a tool to target all demographics and ages' which is 4.04. Mean value of 3.87 shows that Social media encourages managers to make effective marketing strategies and customer service programs as observed by the responses of the respondents. With 3.82 mean, it can be said that many of the respondents have witnessed that a manager has to be able to review the content of social media and access it from the broader perspective. The mean value of 3.72 reflects the manager's role which is to ensure that a team is responsible for designing social media strategy and result reflects that respondents agree to this statement.

4.4.4: Benefits of Social Media

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Social networking allows the managers to collect and store data of consumers which can be used for detailed and extensive analysis.	50	1	5	3.56	1.215
Social networking has become the latest concept in modern business world.	50	1	5	3.8	1.245
The benefit of social media has somewhat been ignored by many managers.	40	1	5	3.8	1.137
Social networking has most certainly opened new avenues for managers.	40	1	5	3.95	1.218
Valid N (listwise)	40				

The table demonstrated above shows the average outcomes of respondents regarding benefits of social media. The highest mean value in this variable is obtained by statement 'Social networking has most certainly opened new avenues for managers' which is 3.95. The result shows that respondents believe that benefit of social media has somewhat been ignored by many managers with the mean value of 3.80. With 3.80 mean, it can be said that on average respondents believe that social networking has become the latest concept in modern business world. Mean value of 3.56 shows that social networking allows the managers to collect and store data of consumers which can be used for detailed and extensive analysis.

4.5   Pearson Correlation

Correlations

		Role_of_Manager	Customer_Service	Marketing_Strategies	Social_Media_Benefits
Role_of_Manager	Pearson Correlation	1	.768**	.783**	.928**
	Sig. (2-tailed)		0	0	0
	N	50	50	50	40
Customer_Service	Pearson Correlation	.768**	1	.910**	.929**
	Sig. (2-tailed)	0		0	0
	N	50	50	50	40
Marketing_Strategies	Pearson Correlation	.783**	.910**	1	.947**
	Sig. (2-tailed)	0	0		0
	N	50	50	50	40
Social_Media_Benefits	Pearson Correlation	.928**	.929**	.947**	1
	Sig. (2-tailed)	0	0	0	
	N	40	40	40	40

**. Correlation is significant at the 0.01 level (2-tailed).

In the above table, the correlation between the dependent and the independent variable is presented. The dependent variable in the study is role of manager using social networking. However, the independent variables for this research are customer service, marketing strategies, and benefits of social media. Each independent variable is correlated separately with dependent variable in order to find the impact of each on the other.

Customer service is the first independent variable, and Pearson Correlation of this variable is 0.768. The outcome shows that there is a positive and relatively strong relationship between role of manager using social networking and customer service. Moreover, there is also a statistically significant relationship present between the two variables. The second independent variable is marketing strategies, and Pearson Correlation of this variable is 0. 783. The outcome shows that there is a strong and positive relationship between role of manager using social networking and marketing strategies. In addition to this, a significant relationship is present between the role of manager using social networking and marketing strategies statistically.

The third independent variable is benefits of social media, and Pearson Correlation of this variable is 0. 928. The result indicates that there is an extremely strong and positive relationship between role of manager using social networking and benefits of social media. A strong statistically significant relationship exists between role of manager using social networking and benefits of social media.

4.6   Regression Test

4.6.1: Role of Manager Using Social Networking and Customer Service

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.768ᵃ	.590	.582	.47898

a. Predictors: (Constant), Customer_Service

The above given model summary table indicates that, 59% variation in role of manager using social networking in order to provide efficient customer service.

Coefficientsᵃ

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.539	.287		5.368	.000
	Customer_Service	.614	.074	.768	8.318	.000

a. Dependent Variable: Role_of_Manager

The above demonstrated table reflects the coefficients from which the influence of customer service on role of manager using social networking can be found. The significant value .000 is extremely less than the standard 0.05 value. This means that there is an influence of customer service on role of manager using social networking. The coefficient for customer service is 0.614. So for every unit increase in customer service, an approximately 0.614 point is expected to increase in role of manager using social networking, keeping all other variables constant.

4.6.2: Role of Manager Using Social Networking and Marketing Strategies

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.783[a]	.613	.605	.46554

a. Predictors: (Constant), Marketing_Strategies

In the model summary table demonstrated above, the value of R Square 0.614 depicts that 61.4% variation on role of manager using social networking occurs due to marketing strategies required by the company.

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.511	.277		5.459	.000
Marketing_Strategies	.607	.070	.783	8.721	.000

a. Dependent Variable: Role_of_Manager

The table shown above reflects the coefficients to find the impact of marketing strategies over Role of manager using social networking. The significant value .0.000 is less than the standard 0.05 value. This means that there is an insignificant influence of marketing strategies on role of manager using social networking. The coefficient for marketing strategies is 0.607. So for every unit increase in marketing strategies, an approximately 0.607 point is expected to increase in role of manager using social networking, keeping all other variables constant.

4.6.3: Role of Manager Using Social Networking and Benefits of Social Media

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.928[a]	.861	.858	.25538

a. Predictors: (Constant), Social_Media_Benefits

The above shown model summary table indicates that, 86.1% variation in role of manager using social networking occurs due to benefits of social media present today.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.839	.137		13.419	.000
	Social_Media_Benefits	.529	.034	.928	15.352	.000

a. Dependent Variable: Role_of_Manager

The impact of benefits of social media on role of manager using social networking can be determined from the above table. The significant value .000 is viewed to be less than the standard 0.05 value. This means that there is very less impact of benefits of social media on role of manager using social networking. The coefficient for benefits of social media is 0.529. So for every unit increase in benefits of social media, an approximately 0.529 point is expected to increase in role of manager using social networking, keeping all other variables constant.

4.7   ANOVA

4.7.1: Role of Manager Using Social Networking and Customer Service

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15.874	1	15.874	69.192	.000[b]
	Residual	11.012	48	.229		
	Total	26.886	49			

a. Dependent Variable: Role_of_Manager

b. Predictors: (Constant), Customer_Service

Ha: There is a significant relationship between role of manager using social networking and customer service.

ANOVA depicts the significant value about the acceptance or rejection of the stated hypothesis of the study. Hence, the above given table illustrates that; alternate hypothesis is accepted because the significant value is 0.000 which is less than 0.05.

4.7.2: Role of Manager Using Social Networking and Marketing Strategies

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.483	1	16.483	76.056	.000[b]
	Residual	10.403	48	.217		
	Total	26.886	49			

a. Dependent Variable: Role_of_Manager

b. Predictors: (Constant), Marketing_Strategies

Ha: There is a significant relationship between role of manager using social networking and marketing strategies.

The above shown table reflects ANOVA which provides an understanding if the stated hypothesis is accepted or rejected. The outcomes reflect that significant value to be 0.000 which is less the standard value of 0.05. This shows that the stated hypothesis is accepted.

4.7.3: Role of Manager Using Social Networking and Benefits of Social Media

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15.372	1	15.372	235.688	.000^b
	Residual	2.478	38	.065		
	Total	17.850	39			

a. Dependent Variable: Role_of_Manager

b. Predictors: (Constant), Social_Media_Benefits

Ha: There is a significant relationship between role of manager using social networking and benefits of social media.

The significant value 0.000 in the above given ANOVA table indicates that, the hypothesis which states that, 'There is a significant relationship between role of manager using social networking and benefits of social media' is accepted because appeared significant value is less than 0.05.

4.8 Chapter Summary

The data analysis of the data achieved through questionnaire is presented in this chapter. The impact of customer service, marketing strategies, and benefits of social media on role of manager using social networking were found separately. Moreover, the demographic analysis also presents the distribution of respondents in terms of gender, age, education, monthly income, and years of working.

CHAPTER 5: RESULTS AND DISCUSSIONS

This part is based on the discussion of the findings with respect to the objectives set in the first chapter.

The first objective of the research is to investigate the role of manager in using social networking. This objective can be discussed with the support of the outcome showing The highest mean value in this factors (4.04), which suggest that on average, majority believe that Managers encourage the use of social media within the organization.

Henderson (2011) expressed that the manager's role has changed with the progressions in big business movement. Prior, their obligation was to direct correspondence between staff and owner. In any case, the pattern has changed now, and managers are seen to assume a vital part in various corporate exercises. The managers a couple of years back were just worried about listening to worker's and client's worries, yet not determining them. A manager performs various roles in a firm. Frequently, they are available because of a few conduct patterns which work in inner and outer environment of the firm. There might be different unique typologies of managerial parts in the company.

The role of manager is to guarantee that a group or an individual is in charge of providing effective customer services. In social networking, strategy formulaton assumes a significant part too. The way an organization is displayed on a website, blog or any viable informal community sort paints a certain picture with respect to the association in the perception of the customer. In this way, it is key to delegate planning to a person who comprehends the hierarchical framework and the positioning that the organization has captured of the intended interest group. A manager must have the capacity to every now and then check the content displayed and access it from the more extensive point of view. The general campaign must be seen through a scientific point of view.

The second objective of the research is to study the use of social networking in Marketing Communications companies in Pakistan. This objective can be discussed with the support of the outcome which reflects that the respondents believe that benefit of social media has somewhat been ignored by many managers with the mean value of 3.80. Fu (2003) expressed that Pakistan has generally been led via dictatorial governments which have put obstructions on freedom of speech to a great extent. Additionally, universal social networking platforms have been banned in the nation. So the wave of globalization has not hit the nation to a vast degree. Social networking is a media that can assist in implementing democracy in this region. Pakistan has not been connected with such a working framework for long.

Xue (2006) expressed that the Pakistani government has an enormous and noteworthy taken part in cultivating of aspects of internet. In contrary to that, from an alternate point of view it could be expressed that the control system of the web stay in the command of government. It is important for managers in this regard to play their part on social networking implementation. The general approach of the manager towards social networking has to be constant in every situation. Aggregate declaration is halted, however freedom on individual basis to a degree is permitted.

Yu, Asur and Huberman (2012) exhibited an alternate intriguing part of users of social networking in Marketing Communicationsmunication in Pakistan. A wide variety of user like to share their views which incorporate pictures in them. This could work on the side of any association attempting to get their online networking ads retweeted. The thought is to have the capacity to pull in users towards the product through high-end promotion.

The third objective of the research is to evaluate the impact of factors on role of manager in using social networking in Checkmate INC Pakistan. The factors under consideration were customer service, marketing strategies, and benefits of social media. This objective can be discussed with the support of the outcome which reflects that Pearson Correlation of customer service and role of manager is 0.768. Moreover, Pearson Correlation of marketing strategies and role of manager is 0.783; while of benefits of social media and role of manager 0. 928.

Jayashree, Shojaee and Pahlavanzadeh (2010) expressed that CRM has turned into an essential some aspect of cutting edge management. Customer relationship management plays a vital and indispensable part in the key conditions of any advanced organizaton. It has tried to assemble and coordinate data of the customers. Besides, it tries to keep customers with the company by giving a exceptional quality to them. It plays an indispensable and essential part in attempting to expand customer devotion which is basic for the long haul achievement of any firm. CRM helps the company to discover customers who are ready to spend money on the product offered by them. It permits the managers to gather and store information of shoppers which might be utilized for far reaching research and detailing. In order to expand productivity and decreases customer disappointment, manager need to provide better customer service. It guarantees that the company is considering advances and attempting to capture more current customer and having prepared information about prospective customers.

In any case, one of the essential and imperative way for attaining greater customer relationship management are the advanced social networking systems. They could be to a great degree crucial in having immediate access to data seeing present and also potential customers. This is an extremely critical variable as it permits the managers to utilize the information gathered and use them further to facilitate the firm. The thought behind this is to comprehend the wants and needs of the shoppers and to attempt to introduce products which serve those demands. With the help of this method, social networking could be utilized for organization's advantage.

The forth objective of the research is to examine the influence of customer service, marketing strategies, and social media benefits on role of manager using social networking. This objective can be discussed with the support of the outcome which reflects that 3.88 was the highest mean value in customer service factor is suggest that managers using social media play task priority, market behaviour and supervisory roles in order to provide better customer services.

Manager use the data achieved through social networking to create technique for enhances customer service. This strategy can be used to improve the correspondence between organization and the customers which is as of now present through diverse customer management functions. A lot of consideration ought to go towards determination of the social networking channel which

has incredible effect over customer. There are various variables that are taken into account in this part. The kind of customer, the group that has been focused, regulation of distinctive channels and the accessibility specifically customers are the sorts of variables that assume an essential part. The manager of this division needs to make the right move so as to create a fruitful customer technique to enhance services. An alternate variable that might be paramount for the firm, is preparing workers to play a major role in the system and give upgraded services to customer. It would be conceivable that workers may not be prepared to address the concerns of the customer. The firm may need to undertake diverse training sessions in order to incorporate required skills.

Mean value of 3.87 shows that Social media encourages managers to make effective marketing strategies and customer service programs as observed by the responses of the respondents. Mergel (2012) exhibited that managers will have the capacity to make successful strategies for communicaiton as a component of social networking technique. With the extent of social networking regularly developing, overseeing social networking is no simple errand. A strategy for advancement of a social networking strategy is important. For the most employees, communication strategy and the mission of the firm must be comprehended and kept in attention as a matter of first importance by manager.

The highest mean value in this variable is obtained by statement 'Social networking has most certainly opened new avenues for managers' which is 3.95. Internet savvy individuals might be pulled in by managers through various methods and procedures. Notwithstanding, it is basic for manager to attempt to draw in those customers which are focused by the firm. When they attempt to formulate a social networking strategy, the advertising division needs to obviously plot the intended interest group and portions to the manager of the social networking group. This might be truly useful in making a strategy which can pull in the right kind of target customer which in the long run serves the cost laid out on social networking. As per this component, the origin from which the content belongs could be dissected. The content improvement group must be linked with the general plan of things. This would help them create such content which is incredible as well as indicated by the intended interest group preferences. It is additionally a key to create a component framework which can survey and access information as per the requirements.

The fifth objective of the research is to present a set of recommendations to Checkmate INC Pakistan on enhancing the role of manager using social networking. This objective can be discussed with the support of the outcome which reflects that the respondents believe that Managers today are observed to play an important role in a number of enterprise activities with mean value of 3.86. Checkmate INC Pakistan in this regard has to make significant effort in order to provide managers autonomy to implement the use of social media effectively in the organization.

CHAPTER 6: CONCLUSION AND RECOMMENDATIONS

6.1 Summary

The research explored the role of managers in Checkmate INC Pakistan in using social networking in order to provide enhanced customer services. The research aim was to study the topic with the help of relevant methodologies. The independent variables that were selected for the research were customer service, marketing strategies, and benefits of social media. On the other hand, dependent variable on which the impact of independent variable was accessed was role of manager using social media.

As far as methodologies are concerned, this research employed deductive approach as part of research approach. This research utilized mixed-method which is a combination of both quantitative and qualitative research methods. In addition to this, primary and secondary both type of data were used by the researcher. Secondary data was collected by retrieving information from the past researches done in the context of role of manager, social networking and independent variables. In addition to this, 50 employees were selected for Questionnaire survey. The questions in the questionnaire comprised of closed-ended statements which were accessed using Likert scale. In terms of sampling technique, this research made use of convenience sampling technique and the participants of the study were chosen randomly from Checkmate INC Pakistan. The sample size chosen for questionnaire survey was 50 employees belonging to Checkmate INC Pakistan. The data was statistically and analytically analyzed as data attained from questionnaire is numeric form and interpretations need to be made accordingly. Quantitative data was statistically analyzed using SPSS, statistical analysis software and the statistical tools that were used in this study were the regression and correlation.

6.2 Evaluation of Results

The demographic analyses comprised of accessing distribution of respondents in terms of gender, age, education, monthly income, and years of working. The outcome related to gender distribution showed that 60% employees were male; whereas 40% employees were female. The age distribution showed that 36% employees belonged to the age group of 21-30 years, 26% to 20 and below years, and about 14% employees to 41-50 years. However, about 12% employees

belonged to the age group of 31-40 years; while, 12% were 51 and above years. The education level of the Checkmate INC Pakistan employees was that about 32% employees had tertiary level education, 30% had secondary level education, and 24% employees had primary level education. However, about 14% employees had less than primary level education.

On accessing the monthly income of the respondents, it was explored that 30% employees earn monthly income of RMB 100,001 and above, 28% employees earn RMB 50,001 - RMB 100,000, and 22% employees earn below RMB 10,000. However, about 20% employees earn RMB 10,001 - RMB50, 000 as their monthly income. The outcome related to years that employees have been associated with the organization reflected that 38% employees have been working for 1-3 years, and 32% for 3-5 years. Moreover, about 12% employees have been working for 10-15 years, 10% employees for 5-10 years, and 8% employees for more than 15 years.

The research incorporated three hypotheses to access the impact of customer service, marketing strategies, and social media benefits on role of manager. The hypothesis created to access the relationship between customer services on role of manager is "there is a significant relationship between role of manager using social networking and customer service". The ANOVA outcome depicted the significant value about the acceptance or rejection of the stated hypothesis of the study. It was illustrates that alternate hypothesis is accepted because the significant value was 0.000 which was less than 0.05. The outcome reflects that customer service activities allow companies to develop a healthy relationship between the firm and the customer. In order to provide effective customer service, the role of manager needs to be enhanced. It means they should perform effectively when it comes to incorporating social networking to serve this purpose. Customers today are more inclined towards those companies that provide efficient customer services through any medium they want. It refers to addressing customer's concerns from where they want to be addressed.

The hypothesis created to access the relationship between marketing strategies on role of manager is "there is a significant relationship between role of manager using social networking and marketing strategies". The table of ANOVA provided an understanding if the stated hypothesis is accepted or rejected. The outcomes reflected the significant value to be 0.000

which was less the standard value of 0.05. On the basis of the outcome, the stated hypothesis was accepted. The result shows that marketing strategies are not limited to traditional channels only, there are many platforms open to managers in order to create effective marketing tactics. Social media has become an important part of this development. Companies today are utilizing every social media channels to reach to a wide range of customers. It has helped them in getting the information regarding their insights and behavior which assist them in creating more efficient strategies. The data achieved through these platforms are analyzed by the company to access the behavior of customers toward their offered products and promotions.

The hypothesis created to access the relationship between benefits of social media on role of manager is "there is a significant relationship between role of manager using social networking and benefits of social media". The significant value 0.000 in the ANOVA table indicated that, the hypothesis stated was accepted because the appeared significant value is less than 0.05. The outcome demonstrates that there are a number of benefits of social media which cannot be ignored by the managers. It has been able to provide a certain level of reach to the managers which they were not able to attain with the help of traditional channels. It has not only enhanced the marketing tactics of the companies, but also allowed them to provide effective customer services. Every person today seem to be present on any of the social channel, and targeting them through one of those channels will allow greater reach.

6.3 Limitation

There were a certain limitations attached to the research as well. The time constraint caused limitation in this research. The researcher could only focus on one organization due to this reason. In addition to this, the number of employees that were selected as participant is also based on time constraint. If increased time was allocated, the research could be further developed. Improvement can be made in the perspective of the research with increase in time. In addition to this, the sample size was small to represent the entire population. 50 employees were selected for the questionnaire survey. More respondents may positively impact the outcomes of the research. Greater size of sample will be able to represent the entire population.

The research was based on people in Pakistan, and employees of Checkmate INC Pakistan. It can be assumed that people living in other regions may have different experiences through social

media. Moreover, employees in other organizations may have different perspective about the role of managers in using social media. Managers in other companies may have different roles to play when it comes to social networking for customer services.

6.4 Recommendations based on Evaluation

This research can be developed further in a way that it focuses on expanding the parameters of the existing research. Below are the recommendations to develop this research further.

- The research can be developed by focusing on other Marketing Communications organizations that are located in Pakistan. In addition to this, a comparative analysis can be done of Checkmate INC Pakistan with other Marketing Communications company in order to access the role of manager in each organization.
- This research was based in Pakistan, so other region can be selected to access the same phenomenon in other region. Regions where social media is used extensively by managers to enhance customer service can be chosen like UK where technological implementation is quite at peak. Comparative analysis of Pakistan and UK based Marketing Communications companies can also be done. It will allow researcher to discuss the phenomenon in broader perspective.
- This research can be developed further if variables other than customer service, marketing strategies, and benefit of social media are discussed in the research. It will allow researcher to dig in the research topic deeper and discuss every possible phenomenon related to it.

6.5 Future Work

The recommendations for future researches are given below:

- The future research may incorporate greater sample size as this research limited researcher in representing the entire population. It will be effective for the future research to focus on multiple Marketing Communications companies to gain increased participants for questionnaire survey. More effective outcomes can be attained as a result of selecting increased number of employees.

- Time limitation did not help researcher to expand the parameters of the research. If more time is allocated, the aspect of role of manager using social networking can be accessed on marketing strategies individually. The areas of online versus offline marketing can be discussed further with the help of it.

- In addition to this, more independent variables can be made part of the research in order to access which aspects impacts the role of manager in using social media. These variables can be explored by reviewing secondary sources that are related to role of manager and uses of social media in an organization.

CHAPTER 7: PERSONAL DEVELOPMENT

Based on the provision of the data and the analysis of this specific research study it could be said that this specific research study has played an integral role in my academic career. First of all with the help of this specific research study I have learned the significance of the time management as in how to complete the entire task within the provided and the specified interval of the time limit. I have learned to carry out a research study in a systematic and efficient manner which is going to help me a lot in the future in almost each and every walk of my life.

With the help of the research, I have also learned to develop the research objectives which could be regarded as the most integral part of a research study since these specific research objectives which are developed in the beginning of the research have to be kept in mind during the entire research study. These specific research objectives are to be justified with the help of the chosen research methodologies. With the help of the research study, I have also gained an insight about the significance and the importance of the literature review. I have learned that with the help of the literature review an idea could be developed about any of the research issue in greater depth and detail.

With the help of this specific research study I have also learned the importance of the research methodology as in how to select the most relevant and the most appropriate research methods. I have learned in great detail about the research onion model that had been chosen for the justification and the completion of this specific research study. With the help of this specific research study I have learned about the various research philosophies that are available to a researcher for the completion and the justification of the overall research. I have thus learned to differentiate and select the most appropriate research philosophy which is in accordance with the nature of this specific research study.

With the help of the research study, I have learned the various data collection methods and the techniques. The secondary data seemed to be the most appropriate for the completion and the justification of this specific research study and thus had been chosen. The research technique that had been chosen for the completion and the justification of the overall research study is the

content analysis and thus I have attained a deep level of knowledge about this specific research technique.

I have also learned to provide the conclusion to the overall research along with the discussion keeping in view the research objectives so that a final justification to these research objectives could be provided. The entire research that is carried out has to be completed with the help of the specific research project structure keeping in view the limitations of the word count. The entire research study has to be based on a certain format keeping in view the laws of ethics. That is, the relevant sources of information that had been vital for the completion and the justification of the overall research had been appropriately cited and referenced.

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APPENDIX

Questionnaire

Part 1: Demographic analysis

Please tick the one which represents yourself (kindly put one tick for every question only),

Gender:

- Female

- Male

Age:

- Age 20 and below

- Age 21 to 30

- Age 31 to 40

- Age 41 to 50

- Age 51 and above

Education:

- None

- Primary level

- Secondary Level

- Tertiary level

Monthly income level:

- Below RMB 10,000

- RMB 10,001 - RMB50,000

- RMB 50,001 - RMB 100,000

- RMB 100,001 and above

The number of years you been working with the Company.

- 1-3 Years

- 3-5 Years

- 5-10 Years

- 10-15 Years

- More than 15 Years

Part 2: Dependent Variable

Section A: Role of Manager in Using Social Media

Please rate the following items with **(1= Strongly Disagree; 2=Disagree; 3=Neutral; 4=Agree; 5=Strongly Agree)**					
1) Managers today are observed to play an important role in a number of enterprise activities.	1	2	3	4	5
2) Earlier, the managers were only concerned about listening to employee's and customer's concerns, but not resolving them.	1	2	3	4	5
3) Checkmate INC Pakistan's Managers are adaptable to technological changes	1	2	3	4	5
4) Managers encourage the use of social media within the	1	2	3	4	5

organization.					

Part 3: Independent Variables

Section A: Customer Service

Please rate the following items with **(1= Strongly Disagree; 2=Disagree; 3=Neutral; 4=Agree; 5=Strongly Agree)**					
	1	2	3	4	5
1) Managers in Checkmate INC Pakistan are concerned about customer's concerns.	1	2	3	4	5
2) In order to provide better customer services, Managers using social media plays task priority, market behaviour and supervisory roles.	1	2	3	4	5
3) The idea of managers using social media is to respond to customer's concerns which are genuine and relatable.	1	2	3	4	5
4) Managers can understand the needs and wants of the consumers and introduce products which serve those needs.	1	2	3	4	5

Section B: Marketing Strategies

Please rate the following items with **(1= Strongly Disagree; 2=Disagree; 3=Neutral; 4=Agree; 5=Strongly Agree)**					
1) Social media has helped manager to use it as a tool to target all demographics and ages.	1	2	3	4	5
2) Social media encourages managers to make effective marketing strategies and customer service programs.	1	2	3	4	5
3) A manager has to be able to review the content of social media and access it from the broader perspective.	1	2	3	4	5
4) The manager's role is to ensure that a team is responsible for designing social media strategy.	1	2	3	4	5

Section C: Benefits of Social Media

Please rate the following items with **(1= Strongly Disagree; 2=Disagree; 3=Neutral; 4=Agree; 5=Strongly Agree)**					
1) Social networking allows the managers to collect and store data of consumers which can be used for detailed and extensive analysis.	1	2	3	4	5
2) Social networking has become the latest concept in modern business world.	1	2	3	4	5
3) The benefit of social media has somewhat been ignored by many managers.	1	2	3	4	5
4) Social networking has most certainly opened new avenues for managers.	1	2	3	4	5