

"The Impact of Social Media on Organizational Communication"

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Chapter One

Introduction

Generally, communication is the backbone of any business. People in a business setup are obliged to communicate to each other constantly, regularly and efficiently. For instance, a manager has to communicate with his subordinates, a marketer with the customers, an employee with clients and employee to fellow employee. All these can be done in the form of email, memos, company reports and even social media. Hence, organizational communication encompasses the various channels through which information flows within the organization. However, the trends in organizational communication are not constant, since the industry has been experiencing many changes over years (Scott & Lewis, 2017). For instance, the personal computers replaced the typewriter and so forth. Hence, communicators have to keep up the new developments that either disrupt or influence how communication is done to stay relevant and to put out reliable information. One of the development that have changed how communication is done within an organization is the advent of social media. Social media is one way in which people all over the world have become connected and socialized. The business world has not been left behind. Some organizations have embraced the various modes of social media communication such as Facebook, Tweeter, Skype, WhatsApp, Instagram and YouTube (Langer, 2014). The adoption of such forms in a way change or affect the chains of communication within an organization. In other ways, social media is impactful in a positive way while other time, social media affects organizations in a negative way (Langer, 2014). Hence, this study is meant to analyze the real impact of social media on organizational communication and determine whether in all truth, social media is a positive or negative tool. This is relevant because organizations need to understand how to engage with social media and how to incorporate it in their communication strategies.

Background of the Study

Organizational communication connects the social, economic and cultural aspects of the organization (Scott & Lewis, 2017). This study is informed by a great history and development of organization communication from the ancient times to the twenty first century. In hindsight, written communication can be traced to ancient Egypt, where economic transactions were recorded using the cuneiform of writing (Scott & Lewis, 2017). Hence, when one examines the entry of social media in organizations, it is just a reflection of how the forms of communication have changed and refined. Scott & Lewis (2017) observe that any kind of shift in organizational communication makes an organization to be faced with both prospects and challenges can be resisted, embraced or modified. Ideally, organizational communication has been shaped immensely by the continued advancement of technology.

Chronologically, one of the recognizable developments that influenced organizational communication, both externally and internally, was the telephone, which was invented in 1876 (Sheoran, 2012). The telephone was used widely to transfer wired communication from one person to the other. Then, in the 1900s, the radio invention hit the waves (Sheoran, 2012). By the 1920's the radio has already started to be utilized for commercial communications. This followed by the introduction of the television in 1939 (Sheoran, 2012). Although at first it was viewed as a luxurious form of communication, currently the television has turned into a necessity. In fact, it is one of the media forms that have sustained external organizational communication such as advertisements and customer information (Sheoran, 2012). After the television, came the personal computer and cellphones in the 1970s (Sheoran, 2012). Portable phones and computers have revolutionized the way people communicate to date. In fact, they have tended to replace other forms of media such as print media, radio and television. Subsequently, the internet was invented in the 1980s (Sheoran, 2012). The internet was a disruptive invention because changed the way communication was carried out in various quotas. Finally, people are now in the age of social media.

Essentially, social media falls in the long line of successive communication tools that have been developed over the years. It comes in to compete and even challenge some of the traditional forms of organizational communication. Generally, social media is pervasive king of new media that is accessible by many people who have cellphones and the internet (Thomas & Dittman, 2016). Statistically, there are over two and half billion people who are on social media (Statista, 2019). Facebook is the most popular social networking site with over two billion monthly users (Lua, 2019). It is followed by other platforms such as YouTube, WhatsApp, Messenger, and Instagram; with one point nine billion, one point five billion, one point three billion and one billion monthly users respectively (Lua, 2019). Other renowned social networking platforms include, LinkedIn, Pinterest, Reddit, Tumblr, Snapchat, Viber and Telegram (Lua, 2019). Additionally, social media also covers the various blogs, chat rooms, podcasts, community sites, websites, virtual communities and gaming world among other platforms (Thomas & Dittman, 2016; Badea, 2014). Hence, it is obvious that people have shifted their focus to social media and they can be accessed on such platforms by organizations. Further, to understand the tenacity of social media, Asano (2017) reveals that an average person spends over two hours per day on social media. In fact, the time spend on social media is more than what a person spends eating, socializing and grooming in general (Asano, 2017). To put these figures into perspective, Statista (2019) shows that an

average person owns over seven social media accounts. Hence, one person can be on Facebook, Instagram, WhatsApp, YouTube, Snapchat, Messenger and LinkedIn. The reason why these figures are important is because they include employees, customers, shareholders, investors, competitors and other major business stakeholders (Badea, 2014). In fact, in organizational circles, Thomas & Dittman (2016) argue that by the year 2020, fifty percent of the workers will comprise of millennials, all of whom have a preference for social media and instant messages as a form of communication instead of face to face communication. Essentially, social media has revolutionized how people communicate both in the private and professional lives.

Consequently, Langer (2014) observes that social media has become part of the daily organization communication strategies. Besides, it has revolutionized how communication is done within and outside the organization. Langer (2014) points out that social media is quickly becoming popular because it is not only inexpensive, but it also allows people to create and share information. Hence, unlike in the olden days when organization communication was one-sided, currently, at the workplace manager, junior staff and co-workers can share information easily using social media. Externally, consumers are no longer passive but they can use social media to give feedback and make inquiries to the organization (Langer, 2014).

Since so many people are on social media many organization have taken the chance to shift their communication strategies and build their brands using social media. Some of the global and domestic companies that have mastered the art for social media communication in the recent years include Uber, Airbnb, Pampers, Coca-Cola, Dove, L'Oreal, Nike, Dominos, Nasa, Missguided and Burger King (Davis, 2018). Most of them run very successful social media campaigns that are in line with today's consumers. Internally, Badea (2014) quotes a research, which states that fifty percent of business globally utilize social media for their internal communications. Hence, they are proof that the wave of social media has taken over organizational communication.

Problem Statement

The nature of social media presents a dilemma to organizational communication actors. Firstly, it is evident that social media is pervasive and has been adopted by many people across the globe. This means that any organization that wants to do well has to embrace, even small aspects of social media. This means that at the end of the day, organizational communicators have to deal with the impacts that come with integrating social media in their communication strategy system. Secondly, there is a glaring problem with social media being uncontrolled by the organization (Badea, 2014). Despite the fact that organizations can have social media policies, there is an aspect of this technology that companies cannot control. The information is sometimes shared too widely to a huge audience, which might sometimes not favor the company. Essentially, the company is always uncertain of what might come with social media communications. On the one hand, social media is the new wave of communication that is revolutionizing business while on the other hand, it is time bomb that go off and break the reputation of a company, just with a single share.

Further, it is not apparent whether social media aids communication within an organization or it curtails it. Thomas & Dittman (2016) have argued "the Internet and social media have made the world more connected than ever before. But the result of this has often been the poor quality of communication between the users of said applications". It is not always clear whether connectivity equals good communication. People, and more so colleagues no longer desire to engage in face to face communications. Additionally, the introduction of social media in the internal communication can sometimes seem like it derails workers, as it is not clear whether they are working or spending time on social media to communicate personal information to friends and family (Langer 2014). It is difficult to monitor the kind of information that takes place within an organization using social media. Hence, it is apparent that there is a problem with balancing and identifying the overall impact of social media on organization communication.

Theoretical Framework

This research will be based on the open system theory. Bastedo (2004) argues that the open systems theory posits that an organization is influenced by the environment in which it exists (Bastedo, 2004). Ideally, every organization is a reflection of the socio-political and economic environment that surrounds it. It also benefits from the resources that are derived from its surroundings (Bastedo, 2004). Closely, Langer (2014) also argues that the system theory sees the

organization as a dynamic entity that is comprised of numerous interactions that occur both internally and externally. Hence, the efficiency of an organization is determined by how effective it is in terms of communication (Langer, 2014). When it comes to the openness of an organization, the same is determined with how permeable an organization is to allow for entry and exit of information. Ideally, every single organization possess a unique communication channel from which is communes with the environment (Langer, 2014). It is rather hard to envision a working organization without the necessary communication channels. Hence, the existence of social media explains how the system theory is fulfilled by allowing communication to flow from the organization to the outside world and internally.

Clawson (2008) emphasizes that an open system is characterized by input, process, output and outcomes. Essentially, large organizations do not just interact with their surrounding but they also adjust to what is happening in its environment. It is necessary that an organization react to the shifts that take place in the environment. This is because it depends on the surrounding for its resources. An organization is not a close system that exists independently. Further, Clawson (2008) states that an organization has to manage its permeability in order to adapt to change, failure tow which it risks being irrelevant and outdated. Hence, when discussing the impact of social media on organizational communication, the open systems theory is very relevant. The time for social media has come and the society has reflected this by the way it has adopted it. The wave in the global environment is pro-social media and as such, organizations cannot afford to ignore it. Large multinational are now open to information flow, within, in and out of the organization. The adoption of social media proves that organizations are not closed because they are influenced by the environmental changes, in this case technological advancements.

Purpose of Study

This study aims at establishing the impact of social media on organizational communication. Essentially, the various literature that will be reviewed concerns both the positive and negative impacts of social media. It is predicted that at the end of the study it will be concluded that social media is a tool that cannot be ignore if a business is to communicate efficiently. It is possible that the benefits of social media far out way the detriments. The study will be guided by the open systems theory, which supports the idea that an organization is influenced by its environments and as such, the societal acceptance of social media cannot be resisted by the organization. This study is relevant because it seeks to demystify the fears that surround the incorporation of social media in organizational communication due to its destructive nature.

Chapter Two

Literature Review

A study of literature will provide perspectives on the impact of social media on organization communication, both positive and negative. It will also provide the historical development of organizational communication in an effort to show the dynamic nature of organizational communication. The literature will also provide primary studies on social media impact and real life examples of how social media has impacted organizational communication.

Asano, E. (2017, January 4). How much time do people spend on social media?

[Infographic]. Retrieved from <https://www.socialmediatoday.com/marketing/how-much-time-do-people-spend-social-media-infographic>.

Asano (2017) provides a good explanation of the impact of social media in people's lives using figures. Right now, more and more people are invested in using social media, including employees, marketers and consumers. Asano (2017) finds that an average person spends over two hours on social media daily. Further, Asano (2017) argues that, "currently, total time spent on social media beats time spent eating and drinking, socializing, and grooming" (p 1). Hence, when compared with the common daily activities that people engage in, social media only comes second to watching television. As time goes by, social media has begun encroaching into the sphere of traditional media.

Essentially, Asano (2017) agree with the arguments made in this study that social media is changing the way organizations communicate. It uses the example of marketers, who have to shift their communication strategies to social media, on realizing that many people spend their time there.

Badea, M. (2014). Social media and organizational communication. *Procedia-social and behavioral sciences*, 149, 70-75.

Badea (2014) provides an insight into the extent through which social media can improve organizational communication and the extent through which it can constrain or put the communication at risk. Social media is still viewed with some sort of fear by organizations owing to the fact that it is so difficult for an organization to control social media. Further, social media has made organizational communication a two way approach, in the sense that people do not just receive information from organization but they also have the platform to respond and make their contributions. Internally, employees have also embraces social media and they communicate to each other using media. The danger is that the

external stakeholders view employees as ambassador of the organization and they can either build or destroy the image and reputation of the company, depending on what they post on social media.

The reason why Badea (2014) fits into this study is that confirms that social media has become an important tool in organizational communication. It also suggests that organizations should adopt new strategies aimed at implementing social media in the organizational communication.

Bastedo, M. N. (2004). Open systems theory. Encyclopedia of Educational Leadership and Administration. doi:10.4135/9781412939584.n406.

Bastedo (2004) argues that the open systems theory posits that “organizations are strongly influenced by their environment” (p 1). The environment comprises of various aspects such as competitors and the resources that sustain the organization. The open systems theory is a reaction to other pre-World War II theories such as the Elton Mayo theories and Henri Fayol administrative theories which argues that organizations were “self-contained entities” (Bastedo, 2004, p 1). Although there are several theories that share the open system perspective, the common denominator is the agreement that “an organization’s survival is dependent upon its relationship with the environment” (Bastedo, 2004, p 2).

This article is important because my research utilizes the open systems theory to justify the role of social media in organizational communication. The idea that organizational communication is not static and shifts to adopt to the needs of this environment are supported by the open systems theory.

Clawson, J. G. (2008, October). Systems Theory and Organizational Analysis. Retrieved from

[https://www.researchgate.net/publication/228146496 Systems Theory and Organizational Analysis](https://www.researchgate.net/publication/228146496_Systems_Theory_and_Organizational_Analysis).

Clawson (2008) provides a definition for the systems theory, as quoted for the book Organizational Behavior by Carroll & Tosi, in the following words:

Complex organizations are open systems, interacting with an outside environment and adjusting to it. A business organization must react to changes in the environments from which it takes its inputs or resources (e.g., suppliers of raw materials), and to changes in the environments in which it delivers outputs or goods and services (i.e., to clients or customers (p. 1).

The most important point relation to system theory that Clawson (2008) makes, and which relates to the current study is the fact that an organization has to be able to adopt quickly to the changes that take place around it, lest it become obsolete, old-fashioned or useless. Adoption is not synonymous to passive reaction, as the organization can also have a say or influence in the environmental changes depending on its bargaining power and position in the market. Hence, when aspects such as social media comes into play, an organization has to device strategies of how it is going to relate with it.

Davis, B. (2018, November 21). 30 brands with excellent social media strategies – Econsultancy. Retrieved from <https://econsultancy.com/30-brands-with-excellent-social-media-strategies/>.

Davis (2018) provides a confirmation of the strength of social media as an organizational communication tool.

Most world class companies have adopted social media as part of their communication tools and put in place social media strategies to govern social media use. Some of the renowned organization that have run successful social media campaigns and have a grip of how social media works include Nike, Domino’s, Lego, General Electric, L’Oreal, Dove, Coca-Cola, Airbnb, The Guardian, Oreo, Burger King, NASA and celebrity brands such as the Kim Kardashian (Davis, 2018). Using these brands as examples, Davis (2018) argues that is deceitful to act like social media is still nascent and untested for organizational brands.

Ideally, this article agrees with the current research’s argument that social media has a huge impact on organizational communication. It provides real life examples of how social media is being used to shape external communications of a company, more so in marketing. Multinational companies saw the potential of social media and took advantage of it to reach its major stakeholders, who are customers, investors, future employees and the public at large.

Langer, E. (2014). What’s trending? Social media and its effects on organizational communication. Journal of Undergraduate Research, 17, 1-14.

Langer (2014) conducted a study to establish the impact of social media within an organization, on consumers and the public. The study was carried out by administering eleven semi-structured interviews conducted with executives from organization that have adopted social media as a communication tool. It was found that social media has impacted both internal and external communication of an organization due to the increased relationships created on social media. It was also found that social media has impacted eternal communication as it has increased interactions between customers and organizations. The nature of social media is that it allows people not only to create but also share information. People including co-workers, family, friends and strangers interact on social media based on common needs. Hence, one would

find people giving product reviews, buying, selling, seeking products and even interacting with organization on social media.

This study helps the current research as it provides a primary perspective of the real impact of social media, especially in the workplace. Besides using real life examples, the current study will also benefit from primary studies to explain the phenomenon of social media.

Lua, A. (2019, January 24). 21 top social media sites to consider for your brand.

Retrieved from <https://buffer.com/library/social-media-sites>.

This article provides an analysis of the top social media sites in the world today. Facebook is the leading social media site in the world, with over two billion monthly active users, making up a third of the world's population. To benefit from these platform, there are over sixty five million businesses across the globe, who have put their brands on social media. The second site is YouTube, which has one point nine active monthly users. The other recognizable social media sites include WhatsApp, Instagram, Tumblr, QQ, Qzone, Twitters, Tik Tok, Reddit, Pinterest, and Telegram. All these social media sites have million, if not billions of users who actively engage with each other every month. Hence, they provide a good platform for marketers to operate.

The article supports my research in the sense that it provides information on the strength of social media platforms, as they have wooed most of the world's population. Then, organizations cannot ignore the fact that social media is an important communication tool.

Scott, C., & Lewis, L. (Eds.). (2017). The International Encyclopedia of Organizational Communication, 4 Volume Set. John Wiley & Sons.

Scott & Lewis (2017) provides that organizational communication is dynamic as it has undergone a myriad of changes over the years. Organization communication has been undergoing great historical development since the ancient times to the twenty first century. In hindsight, written communication can be traced to ancient Egypt, where economic transactions were recorded using the cuneiform of writing (Scott & Lewis, 2017). Organizational communication connects the social, economic and cultural aspects of the organization (Scott & Lewis, 2017). Hence, when one examines the entry of social media in organizations, it is just a reflection of how the forms of communication have changed and refined. Scott & Lewis (2017) observe that any kind of shift in organizational communicate makes an organization to be faced with both prospects and challenges can be resisted, embraced or modified. Ideally, organizational communication has been shaped immensely by the continued advancement of technology.

The Encyclopedia agrees with the assertions that over time, means of organizational communication change. Advancement in technology also influences how organizations interact with means of communication. The development of cuneiform on Egypt was consistent with the technology in ancient times as it social media consistent with the present technology.

Sheoran, J. (2012). Technological advancement and changing paradigm of organizational communication. International Journal of Scientific and Research Publications, 2(12), 1-6.

Sheoran (2015) carried out a descriptive analytical study which "discussed the historical development, changing paradigms, latest issues and challenges of organizational communication" (p 1). This is a chronological description of the various means of communication, since the advent if cave paintings to the present advent of digital communication technologies. The primitive human being communicate using cave paintings, storytelling, drums and smoke signals. Written language commenced with agrarian communities such as the Egyptians and the Mesopotamians. Modern communication was marked by the invention of printing in the fourteenth century; telegraph in the eighteenth century; the telephone which was invented in 1876; radio in the early 1900s, television in the later 1930s; cell phone in 1973, internet in 1967; digital technologies in 1989 and; social media in 1997. Organizations have had to adopt the latest changes in organizational communication and as they are speedy, dynamic and provide the market.

This article agree with the open system theory that changes in an organization is influenced by change in the environment. The steady change in communication technologies over the years is indicative.

Thomas, P. J., & Dittman, K. C. (2016). Social media and its impact on quality of communication management. In Joint International Conference (pp. 1-11). Purdue University.

Thomas & Dittman (2016) argue that "social media has become incredibly pervasive". That is why social media can be accessed anywhere due to the availability of portable devices such as smartphones and availability of the internet connectivity. Despite the fact that social media has connected people across the globe, it has also led to poor quality of organizational communication. Thomas & Dittman (2016) observes that social media has introduced ambiguity on communication channels. The impact of social media is that organizations have lost control over their information. When one searches online information about an organization, they might bump into the website, but also encounter information

from sites such as Wikipedia. The information on those sites are controlled by third parties who can post negative information about companies and their mistakes. Site such as Facebook and Twitter allow users to post grievances which can be in the form of negative product reviews. Hence, organizations have to invest in a watertight social media policy. Thomas & Dittman (2016) provides a differing perspective by explaining that social media can impact organizational communication negatively. It perfectly explains the negative impacts of social media on organization communication.

Chapter 3:

Methodology

The chapter presents an analysis of the research approach and methods adopted for addressing the research questions. It highlights the research design, population and sampling approach, data collection methods, data analysis, and ethical considerations in the research process. The methodology is guided by the research agenda, which is to investigate the impact of social media on organizational communication. It is based on the research question, "What are the impacts of social media on the organizational communication". The purpose of the chapter is to evaluate the methodology utilized by the research in answering the research questions and addressing the objectives.

Research Method and Approach

The study utilizes a mixed research approach, incorporating both qualitative and quantitative research methods. The use of a mixed approach is motivated by the fact that there has been little documentation of the topic from past studies. Little has been done to explore the impact of social media on organizational communication since social media as a technology is relatively new. It is necessary to explore the topic by reviewing past studies and conducting primary research for a better understanding. The application of both methods is also critical in the provision of more data for an accurate evaluation of the subject. Qualitative research method as applied in the study involved a theoretical analysis of the topic based on theoretical studies and primary research (Mayer, 2015). The theoretical analysis was relevant in exploring the findings from previous scholars on the subject. Quantitative research, on the other hand, involved a statistical analysis of the topic using data collected from primary and secondary research (Watkins, 2012). Therefore, the mixed research method is essential in achieving the research objectives.

The mixed approach also creates room for primary and secondary research methods. The current study on the impact of social media on organizational communication utilized both primary and secondary research methods. The primary research method involved the collection of first-hand data using various tools such as questionnaires, surveys, and interviews (Watkins, 2012). Secondary research, on the other hand, involved an assessment of the existing literature on the topic. It utilized literature review as a way of exploring the findings that other scholars have established on the issue of social media and organizational communication. The secondary research focused on scholarly articles, industry reports, and recent books. The mixed approach incorporating qualitative, quantitative, primary, and secondary methods is relevant in exploring the topic, which has little research completed in the past.

Research Design

The research design, which defines the strategy for shaping the research, included the process of formulating the research problems to data collection and analysis. The current study utilized an exploratory descriptive research design since it is effective in evaluating the effects of various social media platforms on organizational communication. The approach was selected since it was based on a description, exploration, and explanation of the impact of social media on organizational communication (Verner & Abdullah, 2012). According to Van Wyk (2012) is ideal when there is little knowledge about the topic. In investigating the impact of social media on organizational communication, the study used exploratory descriptive design since little research had been done in the area over the past years; thus, little information on the topic. It focused on establishing the actual nature of the research problem while concentrating on finding new ideas that organizations would embrace in improving their communications in the current digital era (Verner & Abdullah, 2012). Descriptive research, the study also focused on documenting and describing the relationship between social media and communication in organizations. It addresses the basic issues relating to the application of social media and its impact on organizational communication. The research design for the study is motivated by the research method and approach. Since there is an application of a mixed approach and collecting data using primary methods, descriptive design was appropriate for the study. The researcher conducted interviews and administered questionnaires from employees in selected

organizations to establish their perceptions on the role that social media has played in organizational communication and the extent to which such contributions have influenced the flow of information in organizations.

Population and Sampling

For primary research, the population of interest captured all organizations in the US. The population was defined by the research topic that sought to explore the impact of social media on organizational communication. The researcher was interested in understanding how social media affect the flow of information in an organization with no specific industry or sector in mind. Therefore, all the corporate organizations in the US are potentially population of interest for the study. However, for secondary research, the population of interest includes articles published in the last five years. Although social media is a relatively older technology, it is new to organizations as part of their communication channels. Traditionally, organizations used social media platforms for marketing and promoting the brand image. However, there has been a shift in the approach where organizations are moving towards utilizing social media as a communication tool. Therefore, it is important to explore the latest research studies on the topic for a better understanding.

The study used a stratified random sampling technique. Under the sampling method, there was an establishment of strata that outlines specific features of organizations of interest. In an attempt to limit the scope of research, the study identified the organizations for research based on the size as defined by the number of employees and industry. The study focused on twenty (20) corporate organizations located in New York with more than one hundred (100) employees. The organizations were selected from the retail, manufacturing, and telecommunication industries. The sampling technique was effective in limiting the potential biases that could emerge from the sample selection process. The research further identified ten (10) employees from each of the selected organizations such that the total sample size was two hundred ($N = 200$). The sample comprised of employees largely from the communication, public relations, and management departments of the organization. The departments were of interest since they are directly involved in the flow of information. Managers can effectively evaluate the impact of social media on their communication performance; thus, the inclusion in the research sample. It was believed that the selected sample was in the best position to provide relevant information that could help the researcher establish the impact of social media on organizational communication.

Data Collection Methods

Data collection methods are tools that researcher used in gathering information or data that was used in answering the research questions. Since the study used a mixed approach, there were primary and secondary methods of data collection. Primary research involved the use of questionnaires, interviews, and surveys. The researcher developed a questionnaire with specific questions for the sample as presented in Appendix A. The questionnaire was administered to 180 respondents out of the sample of 200 employees. The questionnaires were filled anonymously to protect the privacy of the participants. The questionnaires contained both closed and open-ended questions. The study also used interviews to collect primary data. The interviews were specifically designed for public relations and departmental managers in the selected organizations. The researcher opted for telephone interviews since the participants had busy schedules and could not create sufficient time for the research. The responses to the questions were then recorded for transcription and subsequent analysis. Collection of secondary data focused on a review of past studies on the topic. Unlike the primary methods, secondary methods were less costly and consumed little time.

Data Analysis

In the analysis of qualitative data, the researcher used a thematic principle. Under the approach, the evaluation of the research topic was based on specific subtopics. Some of the topics in the data analysis included the role of social media in organizational communication and the impact of social media on the flow of information. The analysis of quantitative data was done individually using the Microsoft Excel program. There was an analysis of the descriptive statistics for the responses gathered from the interviews and questionnaires. The data were also presented in terms of charts and graphs based on the specific questions presented in each of the tools. The data analysis approach was ideal in presenting the research findings. The analysis was also based on the trends that emerged from the responses obtained from the respondents. Content analysis was used in analyzing the data collected from interviews. The analysis approach presented the information based on themes and subthemes for comparison. The data analysis methods were essential in simplifying the study findings in relation to the research topic.

Ethical Considerations

The research was subject to specific ethical issues. The major ethical consideration in the study is that the participants had informed consent in the data collection. All the participants signed their acceptance to participate in the study. The consent letter stated among other things that the information was private and no personal information would be disclosed to third parties. The researcher recognizes that the information collected from the research can be used to victimize the participants. Therefore, the participants filled the questionnaires anonymously for privacy concerns.

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