



The influence social media has on employees' performance in the transport industry.

by

Avith Kissoonlall

201 516 803

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Supervisor: Upasana G Singh

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DECLARATION

I, Avith Kissoonlall (201 516 803) declare that:

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ABSTRACT

The purpose of this study is to explore the influence social media has on employees' performance in the transport industry. Advances in social media have proven to be beneficial to both employers and employees; however, it does pose substantial risks to employee safety and employee code of conduct. The research methodology was employed using the primary form of data collection, in which the researcher performed 15 semi-structured interviews to gather relevant data about the research subject in question. Furthermore, the researcher used an exploratory research design to accurately clarify all of the collected data as well as a non-probability purposive sampling approach to select participants for this analysis according to their characteristics. The key findings of the study revealed that social media is being used by employees in the transport industry and that reckless social media usage can cause accidents and unforeseen risks for companies. It was also found that social media creates mutual value through co-branding and collaboration during marketing activities; and that WhatsApp and Facebook are the preferred social media platforms for interactivity with clients and customers. Based on the findings, the study recommends that employees should engage with their companies to understand what the expectations around social media usage in terms of acceptable and unacceptable use are. Companies in the South African transport industry must also educate their employees on the risks of reckless social media usage and the detrimental impact it could have on not only employees' health and safety; but also the reputation, operational, regulatory, financial and security risks to the employer. The major implication of this study is the development of a framework that highlights how having a social media usage policy as an intervention measure can promote better levels of employee safety and ultimately encourage more engagement and interactivity between employees and customers by posting about activities that create mutual value.

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CHAPTER 1: INTRODUCTION

1.1 Introduction

This research aims to gain insight into whether or not the use of mobile devices by individuals presents a challenge to employees' ability to focus. Observations were made by the researcher while studying colleagues and noted that they were often scrutinising their mobile devices in an effort to gain attention among peers or keep up to date with developments when engaging on social media platforms. Company policy security protocol enables access to live-stream viewing of drivers through the use of in-cab cameras, which allowed the researcher the opportunity to observe drivers' interactions with their mobile devices while driving.

The rise of electronic means of surveillance has fundamentally changed the workplace and it could be argued that, for employees subjected to digital surveillance, the three main assumptions underlying the panopticon are now increasingly fulfilled: the employer's omnipresence is ensured by the digital gathering and storage of all information concerning productivity; their universal visibility is guaranteed. The alterations brought about by new technology, however, do not end there.

Companies are increasingly monitoring not just employee productivity but also their fitness and health. It may, therefore, be argued that in the workplace, what Foucault (2009) referred to as "biopower" and which he regarded as totalising (directed at aggregates such as populations), is becoming individualising and, hence, disciplinary. One of Bentham's expectations was that, in a democratised situation, we would notice not only the existence of "disciplinary" power, to use Foucault's (2009) phrase, but also the growth of self-discipline or "technologies of the self", to use another of Foucault's (2010) phrases.

When we look at current workplace surveillance, we can see that both of these elements of power have been considerably expanded. Concerning the dimension

of “disciplinary” power as “power over” (as some of the previously listed writers have highlighted), employers are now better able to identify any non-productive behaviour or inadequate effort and punish the employees in question. In a recent undercover investigation of working conditions at an Amazon warehouse near Glasgow, Scotland (Kelly, 2016), for example, *The Daily Mail* discovered that the use of new surveillance technology allowed managers to take immediate disciplinary action against employees who were abusing workplace break times.

Moore, Upchurch and Whittaker’s (2018) research of warehouse operators indicates that digital tracking is used to monitor individual productivity and time spent on breaks, which has resulted in the dismissal of certain operatives within weeks of the implementation of this technology. Another example is Afton Manufacturing, where with the new technology, anyone taking breaks that are five minutes longer than permitted may be disciplined (Manoka, 2020).

It should be noted that such technologies enable considerably more customised monitoring than was previously possible (Ball, 2010) and the number of employees who can be observed in such a personalised and thorough way is now theoretically limitless (Lohr, 2013). Alternatively, in terms of Foucault’s (2010) “technologies of the self”, the personalised emphasis of new technologies increases the pressure placed on each employee to perform better; to outperform team members. As a result of the above-mentioned United Parcel Service (UPS) monitoring system, it has been discovered that certain employees are now attempting to exceed and surpass the objectives.

For example, “one new recruit was exceeding his quota every day by an hour and a half to two hours” (Kaplan, 2015, p. 31). Others admit that being under such intense scrutiny is like being smacked with a “mental whip ... individuals are terrified and work quicker” (Kaplan, 2015, p. 31). According to Moore et al. (2018), warehouse employees who were subjected to computerised monitoring felt compelled to work faster and “everyone sped up”. Similar results may be derived from Snyder’s (2016) and Levy’s (2015) studies on long-distance truck

drivers, which reveal that drivers exposed to continuous electronic monitoring feel forced to work longer hours. For example, they may feel pushed not to take necessary breaks and to continue working even when they need to sleep.

The monotonous duration of familiar lengthy journeys caused drivers to be the greatest hazard, as they were most vulnerable to using their devices while driving. The researcher observed that no matter how brief the contact with the mobile device was, there was a concentration disturbance that prevented employees from working at their optimum productivity levels.

The time between the inspection of the mobile device was also noted, with some staff refraining from taking the mobile device out of their line of sight so that less effort could be made when communicating with the device. The growing need for connectivity and contact with the world has made employees vulnerable to decreases in the degree of concentration in terms of job productivity. The ultimate result was that drivers were more prone to accidents due to interruptions in concentration.

The shortage of adequately skilled truck drivers continues to plague transport companies in South Africa and other countries across the world, including the United States, England, Germany, Japan, India and Brazil, making it difficult for the trucking industry to meet its need for truck drivers (Naysmith & Rubincam, 2012; Staats, Lohaus, Christmann & Woitschek, 2017; Mittal, Udayakumar, Raghuram & Bajaj, 2018). In the logistics and commercial transportation industries, there is a significant lack of skilled drivers (Staats et al., 2017). However, the traits and capabilities of the driver cannot be examined in isolation; driving quality is also determined by whether the driver is motivated to complete the job.

1.2 Background of the study

Employee motivation is a topic in which many scholars are interested. According to Kuvaas, Buch, Weibel, Dysvik and Nerstad (2017), there is a constant dispute on whether the two forms of incentives – intrinsic and extrinsic – have beneficial impacts, if they link adversely, or if they have different impacts on employee performance.

Intrinsic motivation is the desire to do a job for the purpose of completing it, to experience the joy and satisfaction associated with the job (Kuvaas et al., 2017). Extrinsic motivation is defined as the extent to which work motivation is based on the availability of concrete rewards (Kuvaas et al., 2017).

Kuvaas et al. (2017) advocate that employers concentrate on enhancing an employee's intrinsic motivation since it is favourably associated with overall job performance, per their research. According to Staats et al. (2017), truck drivers might get demotivated as a result of bad working conditions aggravated by a heavy workload, atypical working hours and time constraints. Truck drivers' motivation is critical in the petroleum sector.

According to Dubey and Gunasekaran (2015), truck drivers' motivation stems from their happiness and this happiness sustains them in their careers. Frustration, on the other hand, is a source of demotivation and may force drivers to quit or dissuade individuals from choosing truck-driving as a vocation (Dubey & Gunasekaran, 2015; Staats et al., 2017). The enthusiasm for driving, the possibility to travel, the independence of the profession and reasonable remuneration are all sources of satisfaction (Dubey & Gunasekaran, 2015). Poor working conditions, tight deadlines, job stresses, interrupted sleep habits and sleeping in truck cabins away from home, on the other hand, are causes of dissatisfaction (Staats et al., 2017).

Singh (2015) describes work satisfaction as a mental state that motivates

employees to do their jobs well. Furthermore, Singh (2015) believes that employee performance is determined by whether or not their expectations and goals – such as rewards, attention and fulfilment of their requirements – are realised. Employees will be content with their jobs if they are fulfilled and this will typically drive them to fulfil their responsibilities more successfully (Singh, 2015). Singh (2015), like Dubey and Gunasekaran (2015), gives a list of characteristics that impact how employees feel about their job, which includes compensation, benefits, promotion, supervisor’s behaviour, fellow employees, work environment, communication, safety and productivity.

According to Lee and Raschke (2016), it is critical for a company and its management to understand what drives its people if it wishes to improve organisational performance. This is because certain employees might be motivated by incentives, while others might be driven by success and job security (Lee & Raschke, 2016). According to Lee and Raschke (2016), Vroom’s (1964) expectancy theory is founded on the premise that employee effort will result in performance and performance will result in rewards.

Financial pay may seem to be the most important driver of job satisfaction; however, Singh (2015) and Staats et al. (2017) suggest that this is not necessarily the case, as research demonstrates that employees are more concerned with working conditions than monetary advantages. According to Shone (2018), truck drivers are motivated when their employers recognise their success. “Driver of the year” contests, in which the best drivers are nominated and chosen to compete against one another, increase driver motivation.

The Renault Optifuel Challenge, held in October 2017 in Spain, is one example, in which qualifiers from across the globe competed to select the best fuel-efficient driver. The competition assessed drivers’ knowledge of fuel economy and truck management while en route (Shone, 2018). According to Shone (2018), such an event raises awareness among drivers and recognises the hard work and effort that drivers put in, which aids in driver motivation while giving excellent service

to consumers.

According to Aguinis (2013), providing employees with performance feedback enhances the incentive for future performance. This feedback and acknowledgement are critical as it boosts future endeavours (Aguinis, 2013). According to Berberick, Lindsay and Fritchen (2017), appreciation motivates employees to produce more and better work. They indicate that 60% of adult employees feel that personal acknowledgement is vital to them and increases motivation, whereas 40% think they are self-motivated enough to perform successfully without acknowledgement. Furthermore, 96% of those who feel they do not need recognition said that receiving personal praise inspires and pushes them to perform better (Berberick et al., 2017).

According to Lannoo and Verhofstadt (2016), drivers who believe that their exceptional job performance is recognised and rewarded by their company are more likely to be retained and continue their careers. Furthermore, they claim that a decent work-life balance as well as solid, productive connections and social support from the working environment (employers and co-workers) are important motivators for drivers to remain with their company.

Excessive driver turnover has several consequences that endanger not only the industry's financial line, but also the well-being of employees and public safety. Aside from the huge financial cost, turnover has a major psychological impact: the employees who remain are often forced to take on extra responsibilities to keep the business running smoothly, which may lead to increased stress and lower productivity (Taube & Carlotto, 2020).

Because the first few months at a new job is a high-risk time for all drivers, with a higher probability of accidents regardless of age, high driver turnover may contribute to more frequent road accidents (Staplin & Gish, 2005; Breslin & Smith, 2006). In an informal conversation with colleagues, they were asked why they communicated using their mobile devices and at what times and how often.

In a surprising revelation, more than 95% of these colleagues who were questioned reported that their mobile device was the last thing they checked in the night before they went to bed and the first thing they checked when they woke up. More than 30% reported that they would wake up during the night to quickly search for texts, social media updates, new posts or alerts. With individual reliance on social media made clear, the researcher wanted to understand how this constant diversion would impact the concentration of employees and their productivity levels.

1.3 Significance of the study

Recent years has shown a rapid and even more increasing rate at which information and communication technology (ICT) is developing, and this has impacted many businesses all over the world. Previous research has identified major themes that impact employees' performance in the transport sector. According to Shubair and Odulaja (2019), these include:

1. Emotional exhaustion elements created by bad work relationships between truck drivers and other trucking industry personnel such as shippers, receivers and trucking company management.
2. Difficulties with carrier scheduling and pay. Truck drivers protested about the disparity between the duration of labour, the difficulties of the job and the pay.
3. Environmental problems like travelling in inclement weather, badly maintained roads and the lack of social facilities such as places to shower and rest rooms while on the road were all cited as causes for work unhappiness.
4. Other road users – such as truck drivers, vehicle drivers, motorists and pedestrians – contribute to truck drivers' dissatisfaction with their jobs. Some truck drivers have complained about the poor driving of other truck drivers, particularly foreign truck drivers, as well as other drivers on the road.
5. Finally, difficulties with management were identified as a motif in their study (Shubair & Odulaja, 2019). Drivers used expressions such as “greedy management”, “lack of compliance with fundamental employment rules” and

“inhumane bosses demanding lengthy hours”, which seems to refer to excessive demands placed on truck drivers by companies.

These are significant gaps that require significant attention to determine how valuable or how important ICT is to improve the wellbeing and performance of transport workers. Emerging economic enterprises (EEEs) are taking advantage of ICT-enabled connectivity that will allow them to gain access to knowledge, which will enable them to identify new opportunities and close the gap between market leaders in global competition. Due to the abundance of information and data that is available, an appropriate ICT strategy is crucial. The contribution of this study to theory and practice is to allow companies to manage knowledge astutely and make sound managerial decisions regarding social media usage of workers in the transport industry, which will, in turn, enhance their competitiveness (Luo and Bu, 2016).

1.4 Focus of the study

Social media has become a pervasive aspect of society as a whole and it enables an alternate means of connection between businesses, employees and consumers. There are many theoretical models that characterise the nature of interactions between participants in the transportation business; however, these ideas must be re-evaluated in light of the rising levels of social media usage.

As a result, the study’s goal is to analyse current research and social media policies to identify areas where they might be improved to affect employee performance.

1.5 Problem statement

The transport industry is a vital component of any supply chain and workers in the industry play a key role in ensuring that goods are delivered according to schedule. Any issues that could compromise delivery need to be taken into consideration as the impacts at an individual and organisational level can be very severe. New

technologies and more specifically social media have a part to play in the transport industry, but its influence has just as wide-reaching consequences. Therefore, the purpose of this study is to explore the influence social media has on employees' performance in the transport industry. Advances in social media have proven to be beneficial to both employers and employees; however, it does pose substantial risks to employee safety and employee code of conduct. Likewise, innovations in ICT require new strategies to effectively manage customer expectations through the actions and messages shared by employees in the transport industry. The lack of effective guidelines around social media usage and policies could cause serious and irreparable reputational damage for both companies and customers alike in the transport industry.

1.6 Objectives

The primary objective of this study is to explore whether social media influences employees' performance in the South African transport industry. There are two sets of research objectives that were explored in order to achieve the primary objective of this study.

The aim of the first set of research objectives was to understand the safety implications of using social media by transport workers; and to identify the code of conduct aspects most relevant to transport workers. These objectives were stated as follows:

- To understand the safety implications of using social media by transport workers.
- To identify the code of conduct aspects most relevant to transport workers.

After developing an understanding of the safety implications and code of conduct aspects, the next set of research objectives explores the communication innovations brought about by advances in social media technologies to establish protocols for managing expectations across stakeholders through the use of social media.

These objectives were stated as follows:

- To explore the communication innovations brought about by advances in social media technologies.
- To establish protocols for managing expectations across stakeholders through the use of social media.

1.7 Research questions

The research questions stemmed from the study's aims and objectives and the answers to these research questions are of interest to various stakeholders within the South African transport industry. The effective usage of social media results in more engaged stakeholders throughout the entire industry, so even though only truck drivers were interviewed, their views, opinions and experiences will be beneficial to meet the expectations and needs of a wider range of stakeholders.

The research questions attempted to address the following:

- What are the safety implications of using social media by transport workers?
- Which social media code of conduct aspects require revision?
- How do social media technologies foster communication innovations?
- What is the best way to use social media for managing expectations across stakeholders?

1.8 Methodology

The research scope and context of this study is limited to the transport industry within South Africa. Due to the constrained timeframes, a wide range of transport companies could not be included in the study and the geographic location of the

workers in the transport industry is limited to the Durban, KwaZulu-Natal region. This study used an exploratory research design with a non-probability purposive sampling strategy to choose the research participants. Furthermore, the findings of this study will reflect the views, opinions and experiences of truck drivers, as it is outside of the scope to include other stakeholders such as administrative staff and customers receiving the goods being transported.

1.9 Chapter outline

Chapter 1: Introduction

The goal of this chapter is to describe the research topic and define the study's motivation, focus, aim, research questions and framework.

Chapter 2: Literature review

The goal of this chapter is to provide a theoretical foundation for the issue of how social media affects employee performance in the transportation industry.

Chapter 3: Research methodology

The goal of this chapter is to detail the fieldwork, data preparation and data restrictions employed in the research.

Chapter 4: Presentation and analysis of results

The goal of this chapter is to show the data results, which begin with the participants' backgrounds and continue with thematic data analysis of the interview transcripts.

Chapter 5: Discussion

This chapter's goal was to give a discussion of the study results in light of the existing literature.

Chapter 6: Conclusions and recommendations

The goal of this chapter is to wrap up the study by presenting findings and recommendations, as well as study limits and future research ideas.

1.10 Chapter summary

The purpose of this chapter is to provide an introduction to the key concepts for this research. The next chapter will present the literature reviewed for this study.

CHAPTER 2: LITERATURE REVIEW

This chapter will commence with an explanation of lifestyle habits, the types of lifestyle habits pertinent to this study as well as their benefits and pitfalls; and will discuss how these lifestyle habits impact work placement and its relationship.

2.1 Introduction

This chapter will commence with an explanation of several models that form the basis of the research context, which outlines the role of the transport industry in the supply chain. Thereafter, the application of these models with support from extant literature will be reviewed to identify gaps in current research. Thereafter, a theoretical framework will be proposed to address the gaps identified in this chapter.

2.2 The role of the transport industry in the supply chain

The research context highlighting the role that the transport industry plays in the supply chain can be established by several models associated with the industrial network approach (Ford, Gadde, Håkansson, Snehota & Waluszewski, 2008); value chains (Normann, 2001) and iBranding (Simmons, 2007).

2.2.1 Industrial network approach

Firstly, the industrial network approach can be characterised by the A-R-A model which consists of three layers, namely the actor layer, the resource layer and the activity layer. This model was chosen because it highlights the core layers making up the transport industry in terms of their time and space dimensions. According to Ford et al. (2008), the time factor is used to arrange events into sequences and over time the interaction process can develop as the parties learn about each other. The spatial dimension is used to denote the location, not only geographical, but also how companies are situated in terms of capital, information and activities. Figure 2.1 illustrates the industrial network approach.

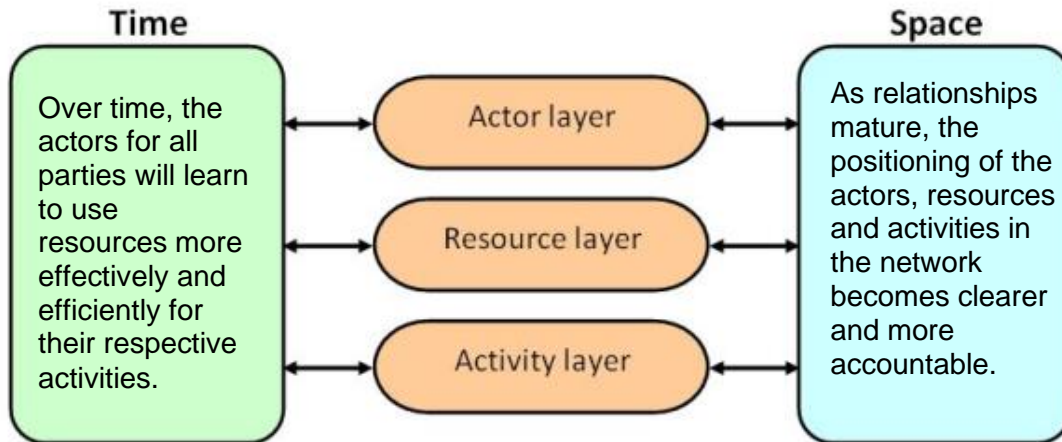


Figure 0.1: Industrial network approach

2.2.2 Value chain model

Secondly, Normann (2001) argues that value chains have evolved beyond just one-dimensional relationships between seller and buyer. This model was chosen because it illustrates the direct and nested relationships between all actors in the transport industry. Figure 2.2 illustrates the value chain model.

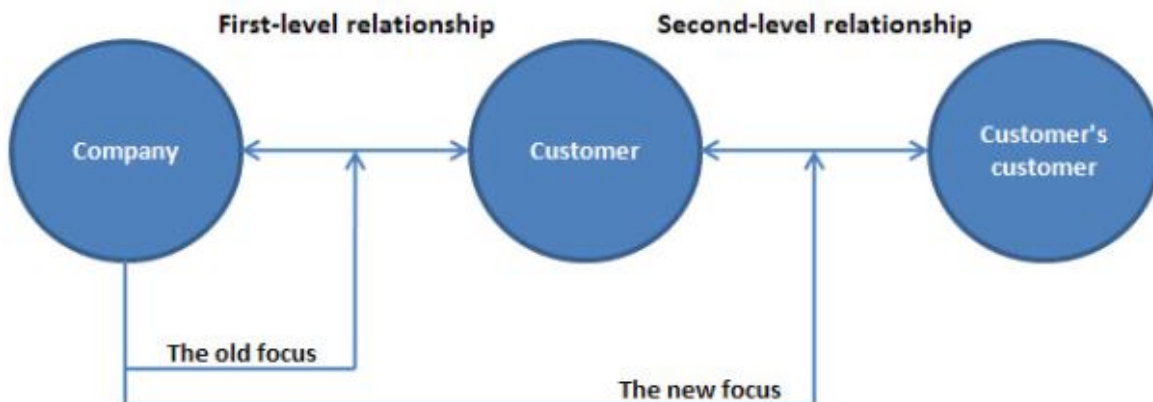


Figure 0.2: Value chain model

2.2.3 iBranding

Lastly, the social media aspect of the research context can be understood more clearly through the concept of iBranding, as developed by Simmons (2007). The influence of social media has become more prevalent throughout industries and the

model highlighted in Figure 2.3 can be used to provide context to the nature of this influence.

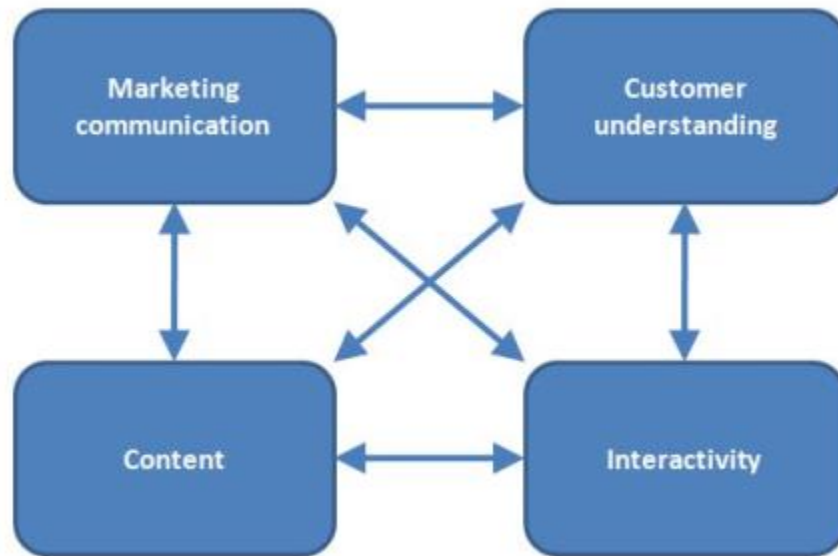


Figure 0.3: iBranding framework

2.3 Employee safety

The issues around employee safety can be discussed within the perspectives of the actor layer, resource layer and activity layer of the A-R-A model. Firstly, the actor deals with how the actors feel about each other: whether there is trust between them, but also how they affect each other. Second, a resource layer includes both physical resources and less tangible resources, such as information, which can also be exchanged between organisations. Third, the operation layer includes activities such as logistics, administration and development, which connect various companies more or less closely together (Ford et al., 2008). By understanding and unpacking each layer of the A-R-A model, it can become more evident how social media influences issues and aspects related to employee safety across each layer.

2.3.1 Actor layer

According to Iankova, Davies, Archer-Brown, Marder and Yau (2019), social media is evolving at a rapid speed, necessitating dynamic research approaches. According to their findings:

- B2B uses social media in more ways than B2C, B2B/B2C and B2B2C.
- Social media is less significant in customer relationship-oriented operations in B2B than in other business models.
- Many people believe that social media is a crucial medium since it is effective at all stages of the customer experience cycle.
- In B2B, social media is seen as a less successful marketing tool.
- For customer-oriented acquisition initiatives, B2B sees a comparable benefit.

Although social media may be seen as a viable means of communication for promoting healthy lifestyle habits in businesses, some authors have advocated for further study into this technology to identify the incremental effects of social media on the promotion of healthy lives. It is now difficult to make reliable judgements on the effectiveness and importance of current research due to its scarcity and poor methodological quality (Laroche, L'Espérance & Mosconi, 2020).

Corporate productivity, effectiveness, employee happiness and retention are all related to employee wellness. As a result, it is critical to eliminate working conditions that cause or contribute to employee illness and injury, or have a negative impact on well-being; it is furthermore also critical to reimagining the workplace for improved employee safety, health and well-being, while also raising employee awareness of health and safety and encouraging personal change to improve employees' health and well-being (Tamers, Chosewood, Childress, Hudson, Nigam & Chang, 2019).

2.3.2 Resource layer

Drummond, McGrath and O'Toole (2018) used resource mobilisation to examine the effect of social media on the creation of new business ventures and the preservation

of current B2B partnerships and networks. An empirical study in the craft brewing and artisan food sectors comprised an evaluation of the content on entrepreneurs' social media sites, supplemented with in-depth interviews. According to the findings, Facebook and Twitter influence the interaction of entrepreneurs and network players, knowledge search and sharing, communication and the process of organising and reconfiguring company operations (Drummond et al., 2018). According to their findings, the impact of social media goes beyond that of a virtual networking channel to a resource layer in the establishment and maintenance of activity structures in business-to-business connections and networks.

Employee safety is an aspect of organisational operations that needs to be improved in terms of the interventions used to prevent workplace injuries (Faurie, Planché, Deltor, Ricaud, Grau & Guy, 2013). Employee safety preventive programmes have generally focused their efforts on maintaining workplace safety and protecting employees from the hazards that might occur from the activity itself (NIOSH, 2016). Connected vehicle (CV) technology aims to improve drivers' situational awareness via audible and visual warnings, which are often shown on a human-machine interface (HMI), reducing the likelihood of crashes caused by human error (Yang, Ahmed & Subedi, 2020). According to Yang et al. (2020), the presence of an in-vehicle CV HMI may represent an increased risk of driver distraction, especially for truck drivers and drivers operating under high workload conditions. Their study showed that when CV warnings were presented on the HMI, they had no significant influence on participants' longitudinal and lateral vehicle control.

Distracted driving is a leading source of death, sickness and monetary and social expenses (NHTSA, 2015; WHO, 2015). Cellphone usage is a common source of distraction in this problem (Caird, Johnston, Willness, Asbridge & Steel, 2014; Elvik, 2011). Several countries have enacted laws banning the use of mobile devices while driving to prevent accidents (e.g. Governors Highway Safety Association, 2015). Naturalistic driving studies (NDS), a new type of observational study in which participants' vehicles are outfitted with equipment that collects data from the drivers' usual activities in their own environment over periods of weeks to months, provide

some of the most influential evidence used to inform legislation (Guo, Klauer, McGill & Dingus, 2010).

Unlike methods that depend on driving in simulated traffic conditions, naturalistic methods capture driver behaviour in the context of their daily lives. There has been a steady rise in NDSs over the last decade. Because actual crashes are so uncommon, safety-critical events (SCEs) are often used as safety surrogates when analysing NDS data. Cai et al. (2021) investigated the link between four kinds of SCEs (headway, strong braking, collision avoidance and rolling stability) as well as accidents, injuries and deaths. According to their data, the greatest correlation exists between rolling stability and crashes (Cai et al., 2021).

Locating and dialling a mobile phone, as well as messaging or browsing, increased the risk of SCE (Simmons, Hicks & Caird, 2016). All of these acts need drivers to move their gaze away from the road. This factor might account for around half of the heterogeneity seen between studies. In a meta-analysis of experimental research on texting while driving, Caird et al. (2014) found that task demands impacted eyes off the road time and driving performance, including reacting to key traffic incidents, staying within a lane and maintaining speed and headway.

In terms of performance, reading a message is less expensive than typing (Simmons et al., 2016). In database reporting systems that track road deaths, texting is also identified as a collision factor (Wilson & Stimpson, 2010). Handheld mobile phone activities that require the driver to take their eyes off the road have been shown to increase the risk of SCE, decrease driving performance and result in traffic fatalities in naturalistic, experimental and database research. Using a portable communication device did not raise the risk of SCE. These results suggest that talking on a handheld mobile device is rather safe, but it ignores other elements of device usage that are often linked with talking.

Hands-on contact, such as locating and answering a phone, has been shown to raise the risk of SCE significantly (Simmons et al., 2016). Drivers in one research

study chose to use gadgets that required hands-on involvement even when completely hands-free gadgets were available (Socolich, Fitch, Perez & Hanowski, 2014). This meta-analysis clearly shows that merely chatting has no harmful consequences. Isolated smartphone use while driving provides little practical benefit and may enhance risk by promoting risky behaviour such as reaching for and answering a phone. Simmons et al. (2016) conducted a study that did not specifically address hands-free devices; the authors subsequently recommended that further research be done to determine the precise SCE risk associated with these devices. Mobile phone activities that divert a driver's attention away from the road are appropriate targets for regulation and enforcement, according to converging evidence from their study's naturalistic, accident database and experimental investigations (Simmons et al., 2016).

2.3.3 Activity layer

Vendors, customers, suppliers, production sites, distribution and delivery service providers are all part of supply chains, which are large, amorphous and loosely connected businesses. It can be argued that incorporating social media into different parts of a supply chain would alter communication patterns, allow for more data to be collected and analysed to better understand emerging trends and, as a result, improve decision-making. One of the most critical issues in a supply chain has been recognised as knowledge dispersion and exchange.

The effectiveness of a supply chain, according to Chen (2003), is highly reliant on how its members manage their choices; yet coordination is difficult to conceive without some kind of information sharing. Information is valuable and social media makes it possible to acquire fresh information from resources that were formerly unavailable via conventional communication channels (Orji, Kusi-Sarpong & Gupta, 2020). Researchers and business practitioners have proposed several ways in which social media might help the supply chain and improve data collection. The majority of these concepts are for B2C-related purposes, such as better customer communication, especially regarding feedback, service and shipping issues; social

media usage to cultivate heightened interest for products and services; and increased market awareness and a better appreciation of insights from strategic data analysis activities (Singh, Shukla & Mishra, 2017)

With so many people using social media, having a social media presence is almost as essential for a business as having a website. Companies that do not use social media risk losing their competitive edge and being left out of a world where their customers, suppliers, service providers and rivals are all present (Cui, Gallino, Moreno & Zhang, 2018). Social media platforms, in addition to increasing relationships, assist companies in generating ideas for improving supply chain health and detecting/resolving problems by using the combined knowledge of supply chain partners.

However, there are risks associated with using social networking in the workplace (Mennie, 2015). The primary kinds of hazards associated with corporate social networking, per Mennie, include reputation, operational, regulatory, financial and security concerns, according to a study claiming to examine the risks connected with social media (Mennie, 2015).

2.4 Employee code of conduct

An employee code of conduct is essential for developing and sustaining first- and second-level connections in the transportation business. Normann (2001) supports this viewpoint, arguing that to generate value, an individual must immerse themselves in the milieu in which the purchasing company is present and be permitted to perform better business. In other words, traditional strategic thinking only takes into account the first-level relationship between a company and its customers (Normann, 2001). However, social media has brought about a rapid expansion in various types of second-level relationships that can exist between a company, its customers and its customers' customers. It is within this arena that the transport worker code of conduct needs to be firmly established to mitigate the myriad of risks present while operating in a more digitised world.

2.4.1 First-level relationship

A study was conducted by Diba, Vella and Abratt (2019) to explore whether and how business-to-business (B2B) businesses may use social media to impact the purchase process. Their study found that companies in the B2B sense can use social media as a way of manipulating the stage of the purchasing process by using one or more of the seven functional blocks of social media (Diba et al., 2019). This research reveals the relationship that occurs between each stage of the purchasing process in the B2B organisation and the functional blocks of social media and opens the door to further research into the effect of each of these blocks on the stage of the purchasing process and the roles involved.

A study was conducted by Leek, Houghton and Canning (2019) to explore Twitter and behavioural engagement in the healthcare sector. Their research found that:

- Tweets from service companies received more shares and comments than tweets from goods companies.
- Retweets demonstrated the greatest level of behavioural involvement.
- The contextual involvement of different sorts of tweets varies, e.g. likes and comments for services and commodities.
- The pattern of behavioural engagement, i.e. likes differed linguistically in certain kinds of tweets for services and commodities.
- Certain language qualities elicited varied levels of behavioural involvement, such as comments and retweets.

Further research was conducted by Fong, Wong and Hong (2018) to understand an institutional code of conduct practices through cooperation. Their research found that:

- The operational climate cooperates with the organisational activities and attitudes of the tourism industry.

- Organisational norms and principles are influenced by a complex relationship between institutional logic and coopetition.
- A mutually beneficial partnership is established by the introduction of an institutional principle of coopetition.
- Conflicting but complementary logics of collaboration and rivalry coexist.
- The evolution of a tourist destination is influenced through micro, meso and macro levels.

According to a 2016 survey done by a US trucking company, 93% of truck driver respondents used smartphones and 73% used social media sites including Facebook, Twitter and Instagram at least once each day (Atlas Van Lines, 2016). Digital technology, such as social media, has become ingrained in the lives of transport workers.

The most common enterprise social media platform is known as enterprise social media and consists of using a web-based platform that allows employees to (1) communicate with their co-workers, either by sending them private messages or broadcasting public messages to everyone in the company; (2) clearly designate specific co-workers as communication partners; (3) post, manage and sort files and documents linked to themselves or others; and (4) view all of the private and public messages sent to them and others (Leonardi, Huysman & Steinfield, 2013).

The capacity to involve customers and employees, promote innovation via information sharing and contribute to the growth of decision-making processes in the company are the three main benefits of corporate social networking, according to Drahoová and Balco (2016).

Facebook is a prominent social networking website that truck drivers use for several reasons, including advocating for greater workplace safety, reporting road accidents, identifying and stopping tired drivers, searching for missing drivers and socially connecting with other truckers (Sendall, McCosker, Crane, Rowland, Fleming & Biggs, 2018). In the trucking sector, other social media tools are used to

map traffic congestion, discover parts dealers, convey tiredness rules, plan routes, discover truck stops, aid with loading, give voice-guided navigation and convey pick-up needs (Sendall et al., 2018).

2.4.2 Second-level relationship

Chae et al. (2020) found that the size of the company had no bearing on how successful social media was in B2B supply chains. The majority of those polled did not think that the expense of social media or its implementation challenges were prohibitive barriers; as a result, social media levels the playing field, offering benefits to small and medium-sized companies that are comparable to those of large corporations (Schaupp & Belanger, 2013). The results of the research also revealed a lack of understanding that social media may contribute to security concerns and problems. This demonstrates the need for the education of management and employees on the dangers of inadvertently disclosing sensitive business information through social media. Similarly, just 60% of the businesses polled had a social media usage policy, indicating that the risk of damage was not being examined as fully as it ought to have been (Chae et al., 2020).

Sendall et al. (2018) discovered that truck drivers who were meant to engage in a workplace health promotion intervention incorporating Facebook were often disengaged due to their older age, lack of social media skills, the expense of smartphone technology or their business' "no Facebook" policy. As a consequence, the primary barrier to using social media as a health and safety intervention in transportation sector workplaces is that drivers do not use it for a variety of reasons, including demographic constraints and the high cost of smartphone technology. This dilemma is exacerbated by the fact that drivers who do use social media do it mostly for non-work-related reasons (Sendall et al., 2018). As a result, developing social media use standards may help companies to monitor and govern employee performance in the transportation business.

2.5 Communication innovation

Innovative technologies are disrupting traditional channels of communication by becoming more direct and personalised. The technical factors include the company's exterior and internal technology, as well as its techniques and facilities; and they identify innovative traits that have already been identified in prior innovation adoption studies (Nilashi, Ahmadi, Ahani, Ravangard & bin Ibrahim, 2016). In this view, effective infrastructure is critical, since the availability and effective use of technological resources will promote social media usage to guarantee communication innovation (Shankar, Gupta & Pathak, 2018).

Therefore, it has become critically important for the content and the marketing communication strategies to be aligned. According to Simmons (2007), three conditions are necessary to successfully communicate with the market. Presence is the first and most obvious condition, which is followed by developing relationships with customers. The third and arguably most critical condition is generating mutual value – both the customer and the company need to benefit from the interaction. Therefore, it is vitally important the content and messages behind all social media strategies are directed towards benefiting both the company, the customer and the customers' customer in the long run to achieve efficiency and effectiveness.

2.5.1 Social media as a marketing communication tool

Social media, according to Merriam-Webster, are forms of electronic communication (such as social networking websites and microblogging) in which users create online communities to share information, ideas, personal messages and other content (such as videos) (Merriam-Wester, 2020). At the press of a button, this phrase encapsulates the power, diversity, breadth and reach of information all across the globe.

Affordability, which may be described as the degree to which social media is seen as relatively simple to acquire due to easily accessible financial resources, is

another important factor that may influence the use of social media for communication innovation (Shin, 2016). Another technical context-related characteristic is compatibility, which shows how well social networking is tailored to prospective users' attitudes, skills and desires (Ahmadi, Nilashi & Ibrahim, 2015). In this perspective, the relative benefits of social networking, which refers to the positive perception level of social media in comparison to previous technologies, are often important. It is compatible with a wide range of platforms, operating systems and devices. The bulk of the software is available for free and includes cross-platform versions.

With 2.7 billion monthly active users, Facebook (Menlo Park, CA) is the most popular social networking site (Clement, 2020). Twitter (San Francisco, CA) is a microblogging social media network that has over 320 million monthly active users and enables users to rapidly broadcast online content to a diverse audience (Miles & Patel, 2019). LinkedIn (Sunnyvale, CA) is an example of a useful professional platform that allows individuals to create a professional online presence for networking purposes. This social networking site, which was launched in 2002 and now has over 630 million members (Patel, Hawkins, Rawson & Hoang, 2017), is available as a website as well as a mobile app. LinkedIn was acquired by Microsoft in 2016 as a result of its success and widespread use.

Instagram is a social networking site that focuses on online video and image sharing. Its name is formed from the words "instant camera" and "telegram." The software rapidly gained global popularity after its creation and debut as an iOS application in 2010 and it was subsequently purchased by Facebook in 2012. Instagram's platform makes use of pictures to encourage social engagement. As the adage goes: "A picture is worth a thousand words." Power Instagram users are aware of this and choose their pictures with care for maximum impact (Spieler et al., 2020).

Another technology that may enable radiological cooperation is WhatsApp (WhatsApp Inc, Mountain View, California). It is a free messaging program that uses the internet to transmit data and is advertisement-free. It was developed in 2009.

With 2.0 billion active users as of October 2020, WhatsApp is the most popular mobile chat application on the planet (Bucher, 2020).

WhatsApp's global popularity is largely due to its capacity to communicate with people all over the globe through voice, video and text at a fraction of the cost of conventional cellular networks. This helps to explain why it is the most widely used messaging application in many underdeveloped countries (Bucher, 2020). Its ease of use, low cost and worldwide accessibility, on the other hand, have made it a powerful communication tool in the personal and business sectors, enabling users from various countries to cooperate (Spieler et al., 2020).

2.5.2 Social media content

Personal branding on social media makes it easier for others to recognise an organisation and extends its network to include people who share their interests and talents. Companies may continue to develop their brand and grow their network of contacts who can help them amplify their efforts by demonstrating their capacity to give value to others by providing relevant information. A personal brand may also be described as "the quality of our work, the messages we send, the values we support and oppose, the actions we take in certain circumstances and more" (Kalia, Patel, Moriarity & Canon, 2017). It may relate to the positive or negative impression formed from interacting with peers in person, over the phone or online (Kalia et al., 2017).

Logistics companies may be affected by key organisational background factors when using social media to develop communication innovations. The features and finances of a company's organisational component are all included (Elbaz & Haddoud, 2017). In this respect, organisational culture is critical, since using social media for communication innovations may be created when the business and its supply chain have an improved culture (Adnan, Nordin & Rahman, 2017).

Another important element in the logistics industry's use of social media is a positive attitude toward it, which is mainly driven by an awareness of the significant benefits of its use for communication innovation (Kwon, Lee & Shin, 2014). Another element influencing social media adoption in the logistics sector is the size and structure of the company (Sun, Cegielski, Jia & Hall, 2016). This component includes the business' size in terms of staff count and total production, as well as the structure of the business.

When it comes to the benefits of social media, Chae et al. (2020) argue that there are four main areas to consider:

1. Beneficial cooperation between people, material and content.
2. Increased capacity to communicate.
3. Business intelligence and big data are used to collect, extract and apply data-based optimisation to achieve results.
4. Accelerating cooperation and cooperation across companies to reduce the occurrence of supply disruptions and maximise long-term planning.

According to their results, some social networking sites are associated with these benefits. When it comes to social media usage in B2B supply chain operations, LinkedIn had the strongest link to the association dimension. In terms of affiliation, Twitter and Facebook were also very popular. These technologies aid in the development of interpersonal relationships as well as informative and educational connections. Companies may establish groups on Twitter and Facebook to send out particular messages, keep track of status updates and rapidly contact individuals in an emergency. As a consequence, social media gives individuals the ability to interact with the right people at the right time with the appropriate information (Chae et al., 2020).

Google Docs and LinkedIn had the strongest connections with the information-sharing component when it came to communication accessibility. Due to its image as a meeting place for family and friends, Facebook does not seem to be a prevalent channel for communication or information exchange (Stutzman & Kramer-Duffield,

2010). Google Docs is intended to facilitate information sharing in specific ways, while LinkedIn is mainly a business social media network (Gaál, Szabó, Obermayer-Kovács & Csepregi, 2015). As a consequence, social media's potential to improve interpersonal communication in the context of B2B operations is pretty evident.

In general, one should use social media with the knowledge that information placed there may be viewed by co-workers, mentors, current and prospective employers, supervised trainees, patients and attorneys engaged in litigation (Spieler et al., 2020). It is also important that we use care while sharing information on social media, making sure that it is relevant to our field of expertise (Spieler et al., 2020).

2.6 Expectations management

With the advent of social media, the demands and expectations of customers have increased substantially. There are increased levels of interactivity that need to be managed to ensure and perpetuate customer understanding around company service offerings in the transport industry. According to Simmons (2010), there is a positive correlation between the trust customers feel and the level of interactivity offered. Two levels of interactivity are suggested and are described as follows: machine interactivity which focuses on personalisation of the content and information; as well as communicative flow between organisations and individuals. For the purposes of this research, workers in the transport industry can be viewed as a potential medium for communicative flow that can become more influential (either positively or negatively) through the use of social media.

2.6.1 Interactivity

Branding is an important tool for both B2B and B2C markets because it emphasises the significance of branding for services rather than commodities in B2B markets and emphasises the significance of branding as a “trust builder” among companies (Serbetcioglu & Göçer, 2020). Developing a strong brand, according to existing research on B2B branding, can provide several strategic benefits, including

increased competitive advantage (Kotler & Pfoertsch, 2007), improved communication across the distribution network (Ohnemus, 2009) and supply chain relationships (Anees-ur-Rehman, Wong, Sultan & Merrilees, 2018), all of which improve financial performance.

Branding techniques have also been proven to have a beneficial effect on perceived product or service quality (Cretu & Brodie, 2007), which is important in B2B buying decision-making (Gomes et al., 2016). Cassia et al. (2017) concentrate on the shift toward service orientation and demonstrate that branding has a beneficial impact on loyalty. Furthermore, contemporary business context research shows that in B2B markets, credibility is defined by the company's whole reputation rather than just the products; and that this credibility reduces perceived risk, allowing for greater investment in the corresponding brands (Leek & Christodoulides, 2011).

De Oliveira, Caetano and Coelho (2017) investigated and classified factors that contribute to, increase or lower each of the consumer-based brand equity dimensions: brand interactions, brand recognition, perceived quality and brand loyalty. Significant variations in the factors influencing each measure of the company's equity were found by their study. Factors that are beneficial to one cannot also be beneficial to the other (De Oliveira et al., 2017).

Furthermore, their research demonstrates that differences in the impact of such factors are studied in various companies and economic situations. Environmental externalities, which include a company's external pressures and support systems, are linked to the effects within the institutional framework (Yadegaridehkordi, Nilashi, Nasir & Ibrahim, 2018). Competitive rivalry is another important element that may influence the use of social networking for managing expectations within the operational framework.

Another study conducted by Raji, Mohd Rashid, Mohd Ishak and Mohamad (2019) looked at the role of company-created content on social media in boosting customer-based brand value (CBBE) and consumer response. Six hundred and fifteen vehicle

brand consumers were surveyed for this study and the data was analysed using SEM. CBBE was shown to be favourably linked to social media advertising and promotion in the study. CBBE and social media marketing are also linked to positive customer reactions (Raji et al., 2020). However, the results indicate that there is no statistically significant link between social media interactive marketing and CBBE, social media advertising, interactive marketing or customer response. As a consequence, the efficacy of using social media to manage customer expectations remains an important topic to research further.

Sen, Bhattacharya and Korschun (2006) think that, rather than focusing on a single stakeholder link, the idea of integrating multiple stakeholder connections with business marketing activities has developed over the last decade. Researchers have been concentrating on different aspects of stakeholder relations in consumer and commercial marketplaces, and stakeholder marketing has gained momentum in recent studies. Hillebrand, Driessen and Koll (2015) advocate for a major change in marketing emphasis, saying that marketing disciplines should move away from a limited focus on customers and toward a view of marketing that acknowledges stakeholders' interconnectivity.

Transportation companies are affected by factors relating to the human and behavioural elements of the business. Employee competence and preparedness are key human background factors that may influence how social networking may be used to manage expectations (Elbaz & Haddoud, 2017). Employee excellence refers to a company's employees' desire to use innovative business techniques to increase efficiency and gain a competitive edge. Competent people are important human resources because they actively search out answers to new market challenges and benefit from emerging markets while using cutting-edge technology (Nilashi et al., 2016). As a result, employees must be educated and equipped with the information, quality ideas and behaviour required to uphold the standards and enhance the performance that they lead (Yadegaridehkordi et al., 2018).

Stakeholder engagement, which is important in helping companies in collecting information from their stakeholders, has mostly been studied in terms of interactions between companies and their stakeholders (Sharma, 2005). Increasing social media connections, according to Manetti and Bellucci (2016), are crucial in helping companies to build their customer networks and engage with them through comments, likes and shares.

Customer loyalty is frequently crucial when it comes to influencing the use of social media in the logistics industry. In this situation, effective communication among stakeholders is essential, since it may influence social media usage (Kwoon, Lee & Shin, 2014). Furthermore, greater team participation and engagement will improve social media usage to manage expectations. In the logistics industry, top management is a critical human background element that influences social media usage (Gardas, Raut, Cheikhrouhou & Narkhede, 2019).

As a consequence, stakeholders' active participation in social media has a significant effect on a company's online reputation and connections with other organisations (Ji, Li, North & Liu, 2017). As a consequence, businesses operating in highly competitive environments must track and control their participation. Stakeholder engagement levels may be employed to measure social media participation (Bonsón, Royo & Ratkai, 2015). Engagement is necessary for the development of long-term relationships with important stakeholders (Smith, Ansett & Erez, 2011), the creation of value (Baden, 2010), the promotion of collaboration and the achievement of shared goals (Smith et al., 2011; Andriof, Waddock, Husted & Rahman, 2002).

According to Ji et al. (2017), superficial participation occurs when users use the "like" and "share" tools, while deeper engagement occurs when users use the "comment" function. Social media usage can benefit the transport industry by providing real-time information relating to delivery arrivals and departures that could be impacted by weather conditions, road closures or other extenuating circumstances (Rusch, 2014).

2.6.2 Customer understanding

The main objectives of social media use, according to Denктаş-Sakar and Sürücü (2020), are to enhance corporate visibility, enhance brand imaging, position a company as a significant market player and attract new sources of business. Stakeholder engagement is influenced by post content (Escobar-Rodríguez & Bonsón-Fernandez, 2017). Text messages receive less attention than more colourful media such as pictures and movies (Lin, Yeoh & Chen, 2013).

The kind of media used, according to Bonsón, Bednárová and Wei (2016) and Luarn, Lin and Chiu (2015), affects the rate of stakeholder involvement. Stakeholders are compelled to respond to media that is easy to consume and engage with (e.g. a photo). Stakeholders, on the other hand, are less responsive to media that requires time and effort to digest. This is due to the fact that when requested to click on a link or watch a video, for example, stakeholders must exert more energy to understand the message being conveyed.

Individuals find it more difficult to accept themselves as part of a group as the number of members of the group increases. In addition, individuals of a group may find it difficult to express themselves in crowded situations and may feel devalued. Small groups, on the other hand, may allow individuals to express themselves more freely and feel more connected to the group. As a consequence, smaller groups should have a higher percentage of stakeholder engagement (Denктаş-Sakar & Sürücü, 2020).

Bonsón et al. (2016) found that post content is an important factor in promoting stakeholder involvement. According to Lin and Lu (2011), when businesses post about celebrations on their Facebook pages, stakeholders are more likely to respond positively. This may be because as a result, stakeholders may feel more “involved” with the celebrations. Stakeholders may feel cared for and valued by a business when it delivers a message emphasising a specific festival or religious occasion (Denктаş-Sakar & Sürücü, 2020). As a consequence, Denктаş-Sakar and

Sürücü (2020) found that using colourful postings and special day celebration posts on social media improves connections with stakeholders.

2.7 Theoretical framework

The theoretical framework for this research incorporates all the elements presented in this literature review. Firstly, the research context behind the role the transport industry plays in the supply chain provides an overview of the existing theoretical models and how they apply to the context of this study. Thereafter, each of the core components of the models is applied to the four topics of interest, namely employee safety, employee code of conduct, communication innovation and expectations management. It is hoped that the development of this theoretical framework, illustrated in Figure 2.4, will assist companies in the transport industry to better understand the influence social media has on employees' performance.



Figure 0.4: Theoretical framework

2.8 Literature review summary

Table 0.1: Summary of literature review

Subsections	Critical Views	Sources
<i>(a) The role of the transport industry in the supply chain</i>		
Industrial Network Approach	Applications of A-R-A Model	(Ford et al., 2008)
Value Chain Model	Applications of Value Chain Model	(Normann, 2001)
iBranding	Applications of iBranding	(Simmons, 2007)
<i>(b) Employee Safety</i>		
Actor Layer	Truck Drivers Usage Levels	(Laroche et al., 2020; Atlas Van Lines, 2016)
Resource Layer	Safety Risks of Social Media	(Faurie et al., 2016; NIOSH, 2016)
Activity Layer	Reckless Social Media Usage	(Mennie, 2015; Lin et al., 2013)
<i>(c) Employee Code of Conduct</i>		
First-level Relationship	Social Media Usage Policies	(Sendall et al., 2018; Diba et al., 2019)
Second-level Relationship	Benefits of Social Media Usage	(Sendall et al., 2018; Chae et al., 2020)
<i>(d) Communication Innovation</i>		
Marketing Communication	Capitalising on New Technologies	(Spieler et al., 2020; Drahošová & Balco, 2016)
Social Media Content	Personal Branding	(Kalia et al., 2017; Ji et al., 2017)
<i>(e) Expectations Management</i>		
Interactivity	Engagement	(Bonsón et al., 2015; Smith et al., 2011)
Customer Understanding	Celebrating Achievements	(Denktaş-Şakar & Sürücü, 2020; Bonsón et al., 2016)

The next chapter will present the methodology of this study.

CHAPTER 3: RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses the proposed methodological choices that need to be made and the reasons behind these decisions. It will cover the decisions behind the choice of research philosophy, approach, design, strategy and sampling. Furthermore, all techniques and steps that were taken to ensure validity, reliability and research ethics and data analysis are presented.

This chapter also serves to assess these strategies that will be adopted for the execution of this research study.

3.2 Aim of the study

This study aims to explore the influence social media has on employees' performance in the transport industry. The choice of the methodology behind addressing the research objectives and answering the research questions will be presented in the following sections.

3.3 Research design and methods

Research design refers to steps and procedures employed by the researcher to collect and analyse the data to generate the research findings (Sekaran & Bougie, 2016). It is recommended that these steps follow a logical and structured order aligned with past research so that they can be replicable by future researchers (Collis & Hussey, 2013).

In light of this, the research design used in this study was qualitative and exploratory in nature, as it allowed for a subjective evaluation of the research phenomenon. The researcher has a vast amount of experience working in the South African transport

industry and is best suited to explore this topic and generate insights that are reliable and valid.

3.4 Research paradigm

A research paradigm is a core set of practices and ideas that guide and drive researchers in developing research questions and the relevant research procedures to answer these questions (Morgan, 2007). Furthermore, the choice of research paradigm is influenced by previous literature on the subject, counsel from fellow advisers and even the life experiences of the researcher themselves (Creswell & Creswell, 2017).

Therefore, the research paradigm and approach used in this study was interpretivism and inductive as it allowed for a subjective investigation of the research phenomenon with the outcome of generating theory to assist the South African transport industry to effectively implement the use of social media.

3.5 Study setting

The nature of a study setting can either be longitudinal (across multiple interactions with participants) or cross-sectional (based on a single interaction). For practical reasons, the time horizon was of a cross-sectional nature due to time constraints. It must be noted that the experience level of the researcher in conducting interviews also has a bearing on the study setting; therefore, their background and understanding of the research phenomenon was drawn on to elicit honesty and rapport from participants (Eriksson & Kovalainen, 2008).

3.6 Population and sample of study

The research population refers to the full range of individuals or elements that a sample is drawn from (Saunders, Lewis & Thornhill, 2015). In almost all cases, the research population as a whole cannot be reached, so the researcher has to identify

the elements of relevance and interest to focus the research inquiry on, which is referred to as the target population. In light of this, the target population for the study included workers in the transport industry within South Africa.

Furthermore, a sampling frame refers to all individuals or entities in the target population who can potentially be included in the study (Saunders et al., 2015). Due to the practical impossibility of reaching all workers in the South African transport industry, the sampling frame was drawn from Durban, KwaZulu-Natal. Therefore, a selection of 15 truck drivers were invited to participate in this study.

3.7 Sampling method

Sampling pertains to the method used to choose a subset of research participants from the target population (Leedy & Ormrod, 2005). There are two sampling strategies that can be used by researchers to determine their sample size. Firstly, probability sampling is used when every member of the population is known and has an equally likely chance of being chosen to participate in the study. On the other hand, non-probability sampling is a sampling technique where the likelihood of a member belonging to the population is relatively unknown and participation was determined through the application of explicit inclusion and exclusion criteria (Saunders et al., 2015).

As a result, the sampling approach used was non-probability sampling, since the study approach entailed collecting qualitative data from an uncertain population (in terms of size – no sampling frame was supplied). The 15 individuals invited to participate in the study were selected by employing the purposive non-probability sampling method. They were selected based on inclusion criteria where they had to be working directly in the South African transport industry as truck drivers. Other categories of workers were not considered because social media usage while actively transporting goods has more severe direct consequences (Cai et al., 2021) when compared to social media usage of administrative staff and managers, which have more indirect consequences.

3.8 Research instrument

The qualitative research was conducted as cross-sectional, semi-structured interviews. Unfortunately, the researcher was unable to find any similar studies identified in the literature which had a specific focus on social media usage in the South African transport industry. Therefore, a set of 14 questions (Appendix C) were developed based around the review of the literature relating to strategic matters highlighted by the models discussed, as outlined in Section 2.2 of Chapter 2.

The interview itself was conducted in two phases for ease of comprehension and relatability with the participant. The first phase of the interview dealt with aspects relating to employee safety and code of conduct; and the second phase related to communication innovation and expectations management. Therefore, the interview questions were split into four parts, each part covering one of the research questions. Table 3.1 provides an overview of the four sections, including the statements and questions asked, the measurement and the underlying theories that the statements have been developed upon.

Table 1.1: Research instrument development

Section topic	Description	Number of questions	Underlying literature, theory and research
1. Safety	Safety implications of using social media by transport workers	4	(Drummond et al., 2018) (Iankova et al., 2019)
2. Conduct	Social media code of conduct aspects that require revision	4	(Leek et al., 2019) (Fong et al., 2018)

Section topic	Description	Number of questions	Underlying literature, theory and research
3. Innovation	How do social media technologies foster communication innovations	3	(Simmons, 2007) (Diba et al., 2019)
4. Expectations	Using social media for managing expectations across stakeholders	3	(De Oliveira et al., 2017) (Raji et al., 2020)

3.9 Pilot study

As suggested by Creswell and Creswell (2017), a pilot study was conducted. The interviews were piloted using two truck drivers and the language was optimised based on interview input. The outcomes of the piloting process helped to refine the interview questions and test the time taken to perform each interview. The method frequently ensured that the meaning was made clear and that the interview questions were refined for easier interpretation, while also identifying a few grammatical errors.

3.10 Data collection procedure

Primary data was collected through conducting semi-structured interviews. This form of interview was used because it allowed the researcher to focus on specific issues and the responses to the interview question to be easily interpreted (Saunders et al., 2015). Furthermore, it was a very cost-effective approach that allowed for rich and insightful information to be collected in a relatively short space of time. The interview questions used in the semi-structured interviews were informed by existing theory and formed the basis of triangulation to confirm and explain the transport workers' responses.

All potential candidates to take part in the research were invited by email and appointments were arranged for the interviews. The potential participants were sent the informed consent letter as well as the interview questions in advance of the interviews taking place. This allowed them to make an informed decision on whether they could make a meaningful contribution to the research or to politely decline. It must be noted that the cross-sectional data collection period during a very severe pandemic has limited the efforts of the researcher to effectively carry out the research design of the study.

Data was collected over two weeks at the end of March 2021 in line with Covid-19 safety protocols. Individuals were provided with hand sanitiser and a minimum distance of two metres was maintained between the researcher and interview participants.

3.11 Data analysis

Data analysis generally refers to the process of extracting the data's context, trends and patterns. According to the definition, qualitative data analysis is a method of study that involves a systematic approach to coding and identifying themes and patterns to subjectively evaluate text data content (Hsieh & Shannon, 2005). Because the study was qualitative, the most common kind of data analysis was content or theme analysis. Thematic analysis, the most frequent method for analysing qualitative data, requires the researcher to identify important themes to reduce the material to its core components for future investigation. These themes may have been formed from existing knowledge or relevant reading, or they may have been generated in reaction to material discovered during the study (Saunders et al., 2015).

The data analysis method for this study included a conventional six-step approach, starting with the organising of data, the creation of themes, the coding of data, the testing of existing data comprehensions, the quest for other potential data comprehensions and the reporting of results (Doran, 2014). The generation of codes

and themes are presented in tabular format throughout the results chapter to form the basis of the main findings of this study.

3.12 Reliability and validity

According to Saunders et al. (2015), the concepts of reliability and validity differ from quantitative to qualitative research. In qualitative research, the steps to ensure data quality is achieved through ensuring transferability, dependability, conformability and credibility. Firstly, credibility provides an indication of how closely related social constructs are to reality and is the equivalent of internal validity.

The steps taken by the researcher included: adopting research methodologies from previous research to attain consistent results; using triangulation to explain the depth and richness of the qualitative findings by looking at them from different relevant perspectives; adhering to the highest ethical standards in conducting the research to avoid any potential biases; and by consulting with experts in the field to assist with developing the interview questions. These steps were an extremely important aspect for the piloting phase of the research strategy where test interviews were done to ensure the appropriateness and consistency of the interview questions.

Secondly, transferability refers to the potential applications of the research findings in other similar contexts and is the equivalent of external validity (Shenton, 2004). By its very nature, qualitative research is not generalisable; however, steps were taken by the researcher to position and frame the research findings within the correct context by avoiding unnecessary complexity. The researcher also provided a clear context and background to the study so that further applications of the findings are transferred correctly.

Thirdly, dependability is the extent to which the application of the research strategy is presented and interpreted by others. In other words, it outlines the steps taken to achieve the results of the study that can be used by future researchers (Shenton,

2004) and is thus the equivalent of reliability. This step was achieved by ensuring that the nature of the interviews and the essence of the interview questions did not evolve or change throughout the data collection process. There is a constant danger of bias creeping in when interview questions are altered or not asked, depending on the individual being interviewed; and the researcher was aware of any inherent biases and avoided them by taking all necessary precautions.

Lastly, confirmability is the equivalent of objectivity in qualitative research. This is a vital step to ensure that the results of the study are from the experiences and views of the participants and not due to biases and preferences introduced by the researcher (Shenton, 2004). This step for data quality was upheld by using triangulation methods to reduce or mitigate any biases that might have crept into the study unknowingly. By making reference to other sources of explanation for the insights and findings generated by this study, it allowed the study to be confirmable.

Over and above the methods suggested by Saunders et al. (2015) and Shenton (2004), the interview questions were shared with participants ahead of the time of the interview to allow them more time to digest and understand the nature of the research. This greatly increased the validity of the research. By the same token, the reliability of the study was amplified by asking every participant the same set of questions in a semi-structured way – the first phase of the interview poses questions regarding social media usage and code and conduct; and the second phase poses questions regarding communication innovations and managing customer expectations. This ensured that all interviews were conducted consistently and in a manner that could be replicated reliably.

3.13 Minimisation of bias

Given the context of the research during the Covid-19 pandemic, there is a greater risk of perceived persecution or victimisation as truck drivers would be relied on to conduct self-reporting in their answers. Therefore, the following steps were taken to minimise such biases and included:

- The research objectives directed which interview questions were asked.
- Understandable, unbiased interview questions were posed to participants.
- Ease of understanding through simple language to overcome language barriers.
- Questions were short and to the point.

3.14 Ethical considerations

Research ethics refer to the principles and morals surrounding the conduct towards participants included in the study (De Vos, 2011). The concepts of research ethics that were considered and actioned as part of this study include informed consent, voluntary participation, privacy, anonymity and confidentiality, deception and communicating the perceived benefits of the study.

Informed consent refers to explaining the rationale and relevance of the study as well as all its applications to participants taking part in the study. This allowed them to make an informed decision on whether they wanted to be included or not (Babbie, 1995). A consent form for each participant was made available to them to sign and indicate their consent. This also adhered to the principle of voluntary participation as participants were given a clear choice on whether they wanted to take part in the study or not. There was no force or pressure applied to individuals to enlist their participation (Babbie, 1995).

The identities and responses of participants were not divulged to any external parties that were not privy to the research to ensure that the principle of privacy, anonymity and confidentiality was adhered to. Furthermore, identities were coded to facilitate anonymity and participants were assured that these codes would be maintained throughout all phases of reporting the results (De Vos, 2011). All matters communicated to participants were verifiable and the researcher took all necessary precautions to ensure that no elements of deception or bias encroached into the study. The honesty and integrity of the research process were upheld at all times as the researcher never attempted to withhold information or mislead individuals taking

part in the study (De Vos, 2011).

3.15 Methodology summary

Table 1.2: Summary of methodology steps

Aspect of Methodology	Approach	Justification
Philosophy	Interpretivism	Subjective investigation of the research phenomenon
Approach	Inductive	Measures to generate theory
Design	Qualitative, exploratory	Subjective evaluation
Research strategy	Semi-structured interviews	Consolidating views, opinions and experiences
Sampling strategy	Non-probability sampling	Ability to collect data rapidly and cost-effectively
Data analysis	Thematic data analysis	Generation of themes and sub-themes as the core basis of findings
Data quality	Steps were taken to ensure credibility, transferability, dependability, confirmability	Ensuring consistency and a true reflection of theory to enhance data quality

Source: Researcher's own construction

As highlighted in Table 3.2, the study adopted an interpretivist philosophy, an inductive research approach, an interview research strategy, a purposive sampling strategy to collect the data and thematic data analysis to analyse the data. The ethical considerations and steps to ensure reliability and validity to enhance data quality were also employed.

The next chapter will present the results of this study.

CHAPTER 4: PRESENTATION AND ANALYSIS OF RESULTS

4.1 Introduction

The results of the qualitative data analysis, which was aided by the use of NVIVO qualitative analysis software V11, are presented in this chapter. Firstly, the background of the participants is presented, followed by the thematic content analysis of the interview transcripts. The results are presented in the order of the interview questions which were guided by the research objectives. The chapter concludes with a summary of the key qualitative findings in the form of the major themes that were identified.

4.2 Background of participants

Table 2.1: Role and experience of participants

Code	Role	Years of Experience
P1	Truck Driver	7
P2	Truck Driver	5
P3	Truck Driver	10
P4	Truck Driver	1
P5	Truck Driver	6
P6	Truck Driver	4
P7	Truck Driver	6
P8	Truck Driver	8
P9	Truck Driver	2
P10	Truck Driver	10
P11	Truck Driver	4
P12	Truck Driver	7
P13	Truck Driver	5
P14	Truck Driver	7
P15	Truck Driver	5

4.3 Qualitative analysis – Development of word clouds and word trees

Through word clouds and word trees, the main concepts that were often stated in interviews are shown here, as visualised in this dissertation. After importing the transcripts from all 11 interviews, the qualitative research program NVIVO, qualitative analysis software V11 was used to construct the word clouds and word trees.

Word frequency dictates the font size of the words. When it comes to the spoken words in a typeface, the largest one contains the most while the smallest has the least. Providing guidance to the development of the main topics assisted in the researcher's analysis. "Trees" depict all of the common and not-so-common words which emerged from the transcripts. For research purposes, the findings are listed in the order of the research questions and the analysis follows that order.

4.4 Safety implications: Results

This image, shown in Figure 4.1, is a word cloud that summarises the terms that were found to be the most often used in relation to the first study goal – to understand the safety implications of using social media by transport workers.



Figure 2.1: Word cloud for understanding the safety implications of using social media by transport workers

Based on the word cloud in Figure 4.1, relevant keywords were used to generate word trees to contextualise the answers from participants for the first set of interview questions. Participants were asked to describe their current levels of activity on social media.

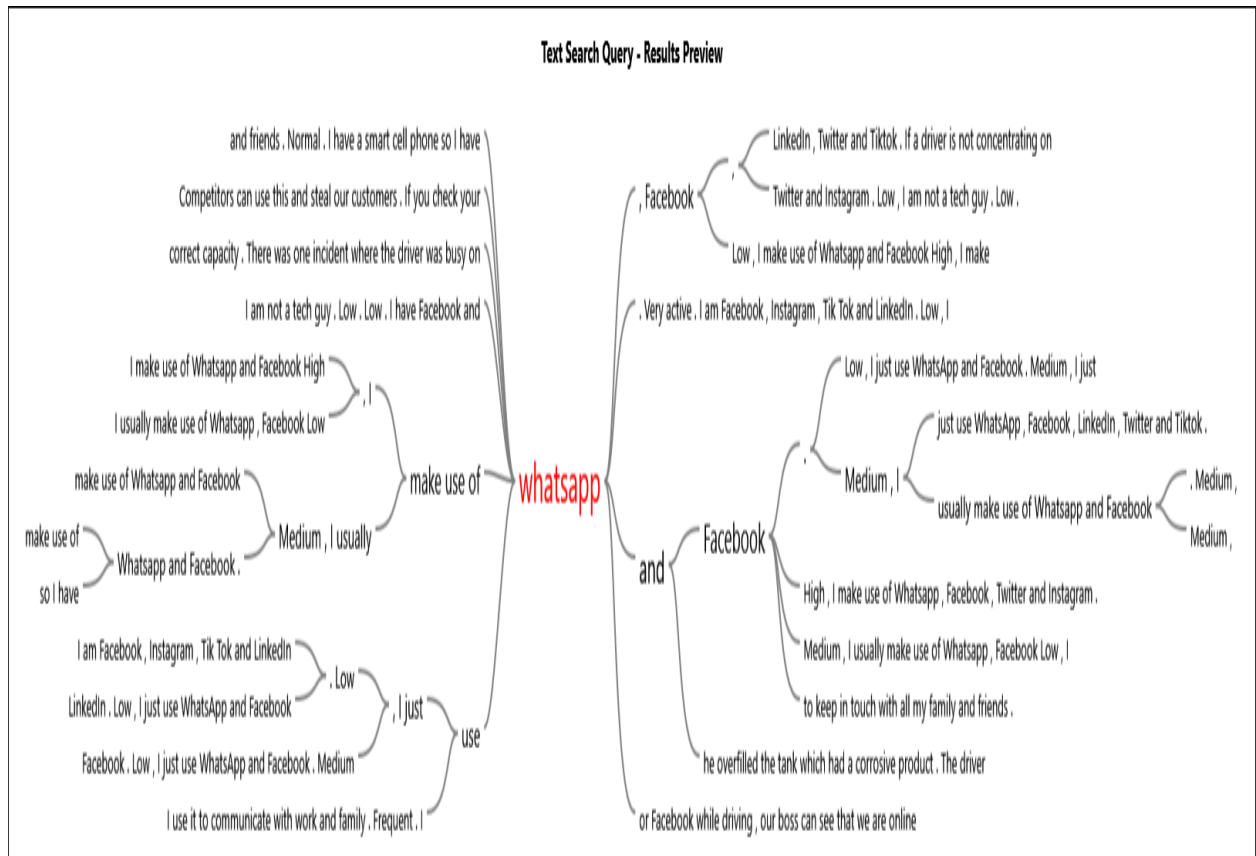


Figure 2.2: ‘WhatsApp’ tree displaying the context within the research transcripts that the term was discovered

Source: NVIVO qualitative analysis software V11

Figure 4.2 illustrates that social media is being used by workers in the transport industry. The word tree provides direction towards exploring the social media activity levels of transport workers and the following quotes are noteworthy:

P2 stated: *“Frequent. I use WhatsApp and Facebook to keep in touch with all my family and friends.”*

P15 stated: *“Medium, I just use WhatsApp, Facebook, LinkedIn, Twitter and TikTok.”*

Table 4.2 illustrates the generation of the theme based on the codes identified from the answers to this set of interview questions.

Table 2.2: Emerging codes for Theme 1 of Objective 1

Emerging Codes	Theme Generated
WhatsApp	Activity levels
Facebook	
Twitter	

Therefore, it can be concluded that social media is being used by workers in the transport industry. Chae et al. (2020) reinforce this result, arguing that social media provides instruments for connecting the right people with the right information at the right moment. These social media networking tools aid in the formation of interpersonal interactions as well as the provision of content and knowledge links when using mediums such as Facebook, WhatsApp and Twitter (Chae et al., 2020).

Participants were asked to share their thoughts on what could lead to serious accidents when using social media at work.



Figure 2.3: ‘Accident’ tree displaying the context within the research transcripts that the term was discovered

Source: NVIVO qualitative analysis software V11

Figure 4.3 illustrates that inconsiderate social media usage while operating heavy machinery such as trucks can cause accidents. The word tree provides direction towards exploring the exact causes of accidents and the following quotes are noteworthy:

P6 stated: *“Social media is addictive and time runs away from you when you are on it. Anything can happen when you lose your focus. Sometimes you even end up losing time on the road and then start speeding to meet the delivery time.”*

P7 stated: *“When you drive a truck you need the use of both your hands and all your attention, because you are responsible for a very huge and dangerous vehicle that could cause a lot of damage and even possibly lead to the loss of lives.”*

Table 4.3 illustrates the generation of the theme based on the codes identified from the answers to this set of interview questions.

Table 2.3: Emerging codes for Theme 2 of Objective 1

Emerging Codes	Theme Generated
Loss of focus	Cause of accidents
Speeding	
Severe damage and loss of life	

As a result, it may be inferred that using social media carelessly may result in accidents. This result is backed up by Simmons et al. (2016), who claim that using social media while driving may cause SCEs. For example, locating and calling a mobile device, as well as texting or browsing, elevated the chance of SCE; however, reading a message cost less in terms of performance than typing (Simmons et al., 2016).

Participants were asked how using social media at work might lead to trust violations.

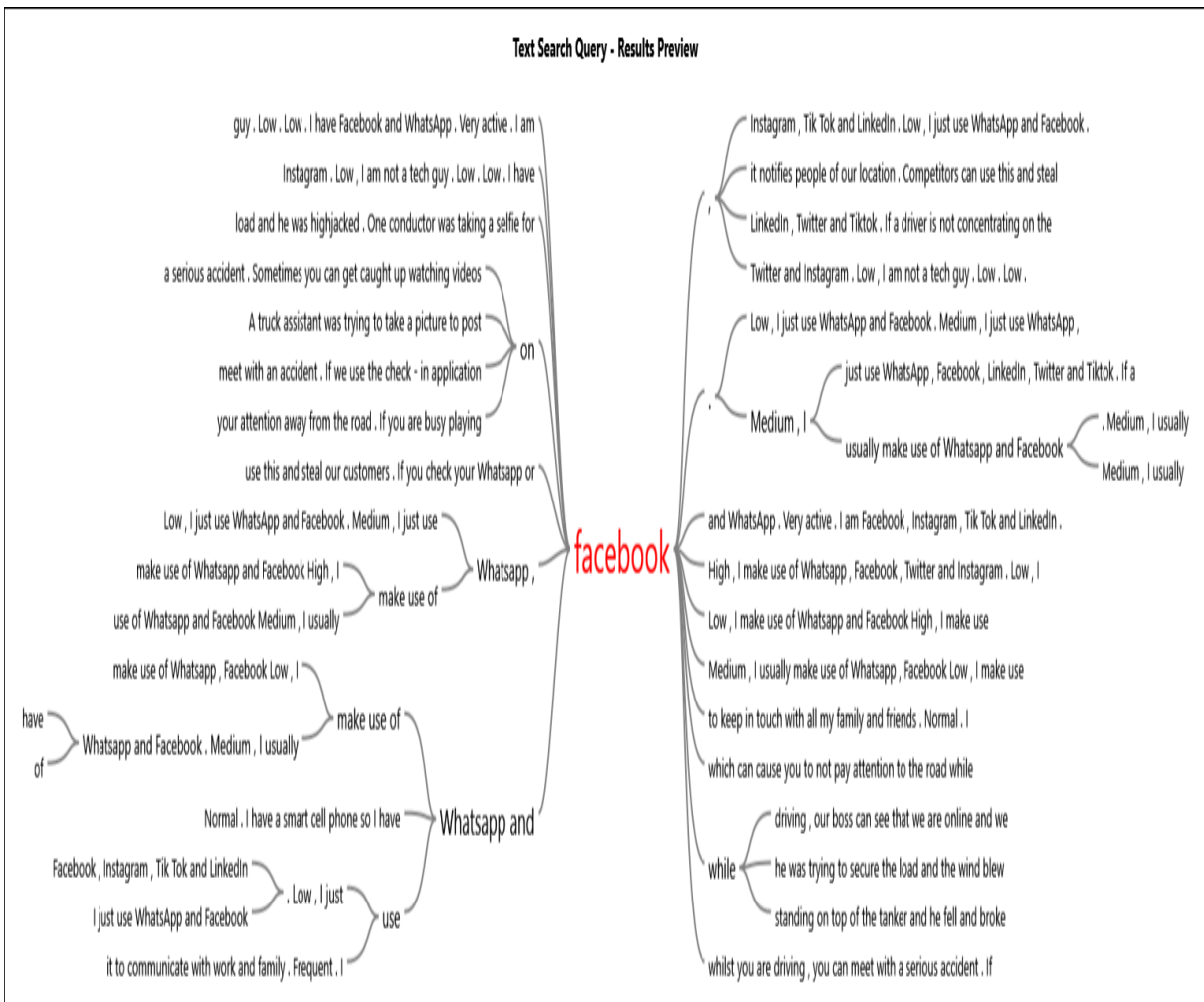


Figure 2.4: ‘Facebook’ tree displaying the context within the research transcripts that the term was discovered

Source: NVIVO qualitative analysis software V11

Figure 4.4 illustrates that reckless social media usage can violate trust and create unforeseen risks for companies. The word tree provides direction towards exploring potential trust violations caused by social media usage and the following quotes are noteworthy:

P5 stated: *“If we use the check-in application on Facebook, it notifies people of our location. Competitors can use this and steal our customers.”*

P9 stated: *“Our company’s cellphone policy does not allow us to use cellphones while the ignition of the vehicle is on. If we use social media while driving, we are breaking the company rules and the trust our employer has in us.”*

Table 4.4 illustrates the generation of the theme based on the codes identified from the answers to this set of interview questions.

Table 2.4: Emerging codes for Theme 3 of Objective 1

Emerging Codes	Theme Generated
Monitoring location	Trust violations
Breaking company rules	
Cellphone policy	

Therefore, it can be concluded that reckless social media usage can violate trust and create unforeseen risks for companies. Mennie (2015) concurs, stating that the major types of hazards connected with corporate social networking include reputation, operational, regulatory, financial and security threats.

Participants were asked to provide examples of where the use of social media had put an employee’s health and safety at risk.

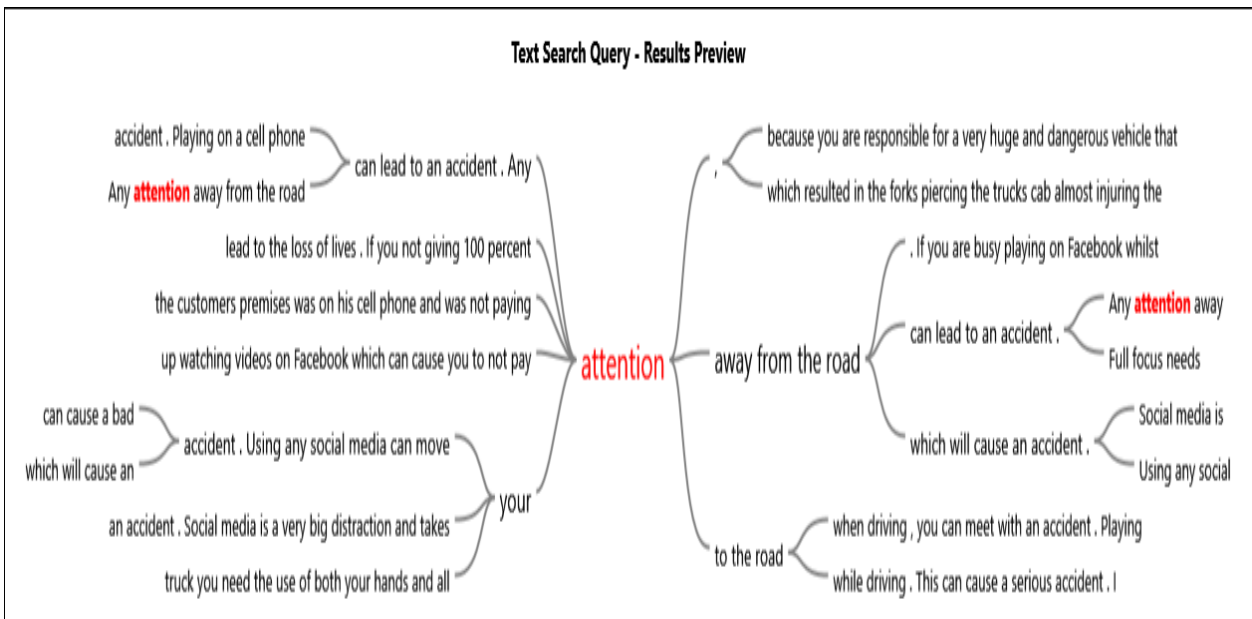


Figure 2.5: ‘Attention’ tree displaying the context within the research transcripts that the term was discovered

Source: NVIVO qualitative analysis software V11

Figure 4.5 illustrates that social media can make an individual shift attention and create health and safety risks for employees. The word tree provides direction towards exploring the specific safety risks faced by truck drivers and the following quotes are noteworthy:

P4 stated: *“Once I had an alcohol load that shifted and the recovery company posted a picture on social media which caused looters to come through. The looters almost caused an accident with another truck.”*

P5 stated: *“A friend was reversing his truck and trailer and a man was standing at the back of the trailer on his cellphone talking to his girlfriend on WhatsApp and he did not notice the truck reversing and he was injured by the reversing rig.”*

P11 stated: *“A truck assistant was trying to take a picture to post on Facebook while he was trying to secure the load and the wind blew him off the trailer and he broke his hand.”*

Table 4.5 illustrates the generation of the theme based on the codes identified from the answers to this set of interview questions.

Table 2.5: Emerging codes for Theme 4 of Objective 1

Emerging Codes	Theme Generated
Accidents	Safety risks
Distractions	
Injuries	

Therefore, it can be concluded that social media can make an individual shift attention and create health and safety risks for employees. This finding is supported by Cai et al. (2021), who found that safety-critical events are associated with the risk of crashes and injuries. Their study found that rolling stability has the highest correlation with crashes; hence distractions brought about by using social media are quite likely to create situations where the rolling of large vehicles can result in unnecessary injuries or even fatalities.

4.5 Code of conduct: Results

This image, shown in Figure 4.6, is a word cloud that summarises the terms that were found to be the most often used in relation to the second study goal – to identify the code of conduct aspects most relevant to transport workers.



Figure 2.6: Word cloud for identifying the code of conduct aspects most relevant to transport workers

Based on the word cloud in Figure 4.6, relevant keywords were used to generate word trees to contextualise the answers from participants for the second set of interview questions.

Participants were asked to describe any policies or protocols governing their use of social media while on the job. They were also asked if it impacted their job and if any changes were required or which restrictions should be lifted.

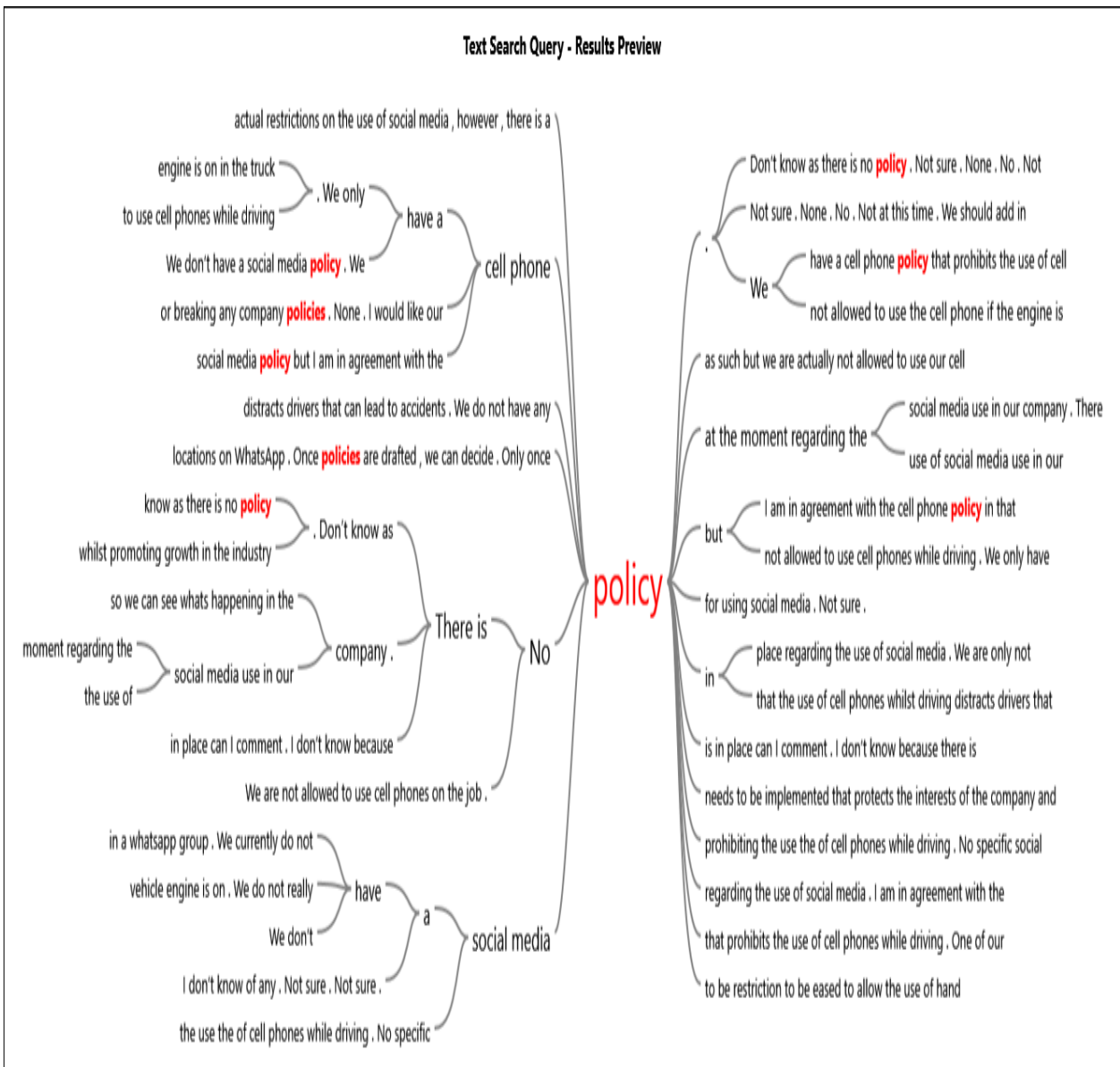


Figure 2.7: ‘Policy’ tree displaying the context within the research transcripts that the term was discovered

Source: NVIVO qualitative analysis software V11

Figure 4.7 illustrates that there is no social media usage policy and that the current cellphone usage policy is limited to when the ignition is on. The word tree provides direction towards exploring the details behind existing and suggested policies, and the following quotes are noteworthy:

P8 stated: *“We do not really have a social media policy as such but we are actually*

not allowed to use our cellphones at all when the vehicle is on.”

P14 stated: *“We only have a cellphone policy. We are not allowed to use the cellphone if the engine is on in the truck.”*

P4 stated: *“It helps for easier communication since all the relevant staff in one company can be notified at once in a WhatsApp group.”*

P10 stated: *“It does not affect me.”*

Table 4.6 illustrates the generation of the theme based on the codes identified from the answers to this set of interview questions.

Table 2.6: Emerging codes for Theme 1 and Theme 2 of Objective 2

Emerging Codes	Theme Generated
Cellphone policy	Impact of social media usage policies
Easier communication	
Indifference	

Therefore, it can be concluded that in the absence of a specific social media usage policy, a cellphone usage policy has major limitations. This result is confirmed by Chae et al. (2020), whose research emphasised the need for management to educate and train employees on how simple it is for important business information to be accidentally disclosed through social media. Similarly, just 60% of the companies surveyed had a social media usage policy, indicating that the risk of harm was not examined as thoroughly as it should have been (Chae et al., 2020).

Furthermore, the following social media policy suggestions were provided by participants:

P12 stated: *“A social media policy needs to be implemented that protects the interests of the company and its employees while promoting growth in the industry.”*

P2 stated: *“The company should subsidise data and cellphones for drivers employed for more than a year to be able to communicate more effectively.”*

P6 stated: *“I would like our cellphone policy restrictions to be eased to allow the use of hands-free kits.”*

P8 stated: *“All documents are still hard copies and handwritten; we should become more electronic and paperless.”*

Table 4.7 illustrates the generation of the theme based on the codes identified from the answers to this set of interview questions.

Table 2.7: Emerging codes for Theme 3 and Theme 4 of Objective 2

Emerging Codes	Theme Generated
Hands-free	Suggested changes and revisions to social media policies
Data provision	
Digital communication	

Therefore, it can be concluded that data should be subsidised by companies to promote more effective communication. Orji et al. (2020) corroborate this result, arguing that information has advantages and that social media enables new information to be acquired from sources that were previously outside of traditional communication infrastructure. In addition, cellphone policy restrictions should be eased to allow for hands-free kits; however, Simmons et al. (2016) assert that further research is required to understand the precise SCE risk associated with hands-free

gadgets.

4.6 Communication innovation: Results

This image, shown in Figure 4.8, is a word cloud that summarises the terms that were found to be the most often used in relation to the third study goal – to explore the communication innovations brought about by advances in social media technologies.



Figure 2.8: Word cloud for exploring the communication innovations brought about by advances in social media technologies

Based on the word cloud in Figure 4.8, relevant keywords were used to generate word trees to contextualise the answers from participants for the third set of interview questions. Participants were asked to share their thoughts on how social media technologies are influencing customers.



Figure 2.9: 'Customers' tree displaying the context within the research transcripts that the term was discovered

Source: NVIVO qualitative analysis software V11

Figure 4.9 illustrates that new technologies are creating opportunities for marketing with clients. The word tree provides direction towards exploring the influence of new

technologies on customers and the following quotes are noteworthy:

P1 stated: *“When friends share posts of our new vehicles and accreditations, it leads to more likes, more popularity, spreading our company name.”*

P5 stated: *“Smart devices allow us to capture the abnormal or unique loads that we transport and when we upload it to our social media pages we get a lot of publicity for our company that gives us more customers wanting us to convey their goods.”*

Table 4.8 illustrates the generation of the theme based on the codes identified from the answers to this set of interview questions.

Table 2.8: Emerging codes for Theme 1 of Objective 3

Emerging Codes	Theme Generated
Reputation	New technologies
Popularity	
Coordination and collaboration	

Therefore, it can be concluded that new technologies are creating opportunities for marketing with clients. When it comes to the benefits of new technologies being used to drive social media, Chae et al. (2020) argue that there are four main areas to consider:

1. Beneficial cooperation between people, material and content.
2. Increased capacity to communicate.
3. Business intelligence and big data are used to collect, extract and apply data-based optimisation to achieve results.
4. Accelerating cooperation and cooperation across companies to reduce the occurrence of supply disruptions and maximise long-term planning.

Participants were asked what types of content would be interesting to share and be used for engagement with clients.

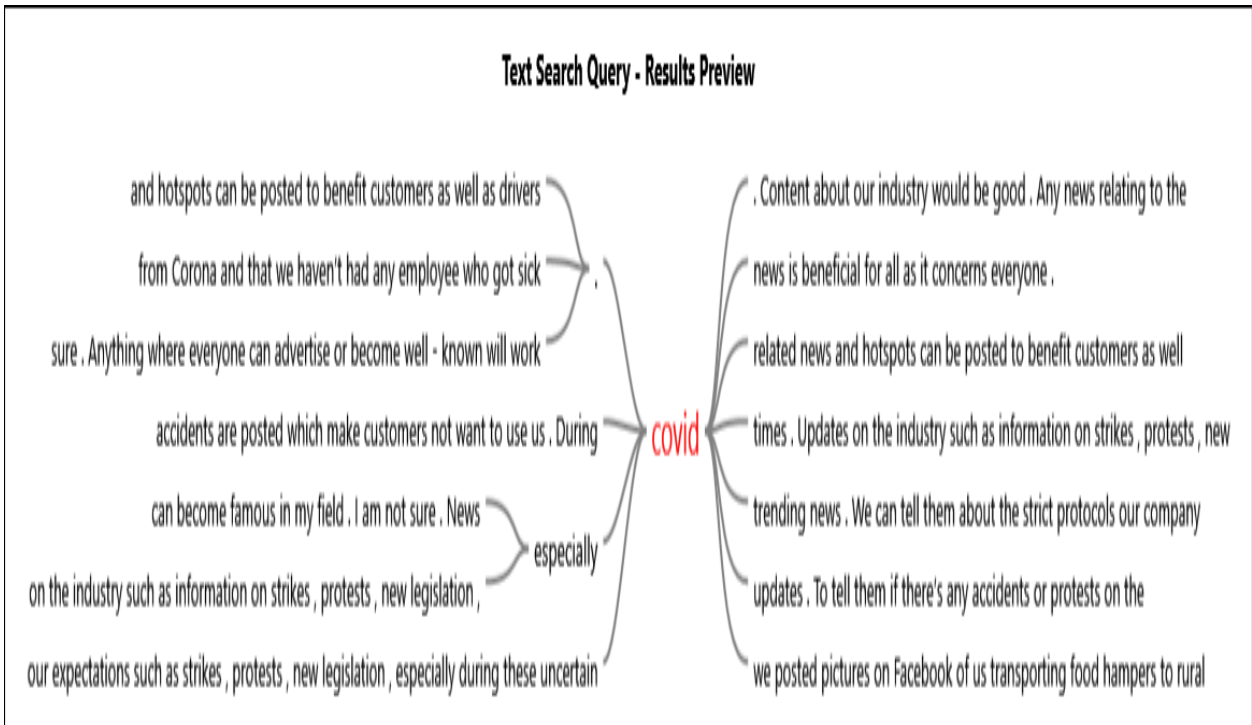


Figure 2.10: ‘Covid-19’ tree displaying the context within the research transcripts that the term was discovered

Source: NVIVO qualitative analysis software V11

Figure 4.10 illustrates that content shared with clients using social media for their benefit should include information on aspects that impact delivery schedules. The word tree provides direction towards exploring the type of content that is beneficial to share and the following quotes are noteworthy:

P13 stated: *“Updates on the industry such as information on strikes, protests, new legislation, especially Covid-19 updates.”*

P12 stated: *“Covid-19-related news and hotspots can be posted to benefit customers as well as drivers.”*

P7 stated: *“I would like customers to be aware of rules and regulations that govern*

the road freight industry of which truck drivers are affiliated with so they know what to expect of us.”

Table 4.9 illustrates the generation of the theme based on the codes identified from the answers to this set of interview questions.

Table 2.9: Emerging codes for Theme 2 of Objective 3

Emerging Codes	Theme Generated
Covid-19 updates	Types of content
Rules and regulations	
Increase awareness	

Therefore, it can be concluded that content shared with clients using social media for their benefit should include information on aspects that impact delivery schedules. Customer loyalty and trust are frequently crucial when it comes to influencing the use of social media in the logistics industry. In this situation, effective communication among stakeholders is essential, since it may influence the use of social media (Kwon et al., 2014).

Participants were asked to provide examples of mutual value that could be created by using social media to engage with clients.

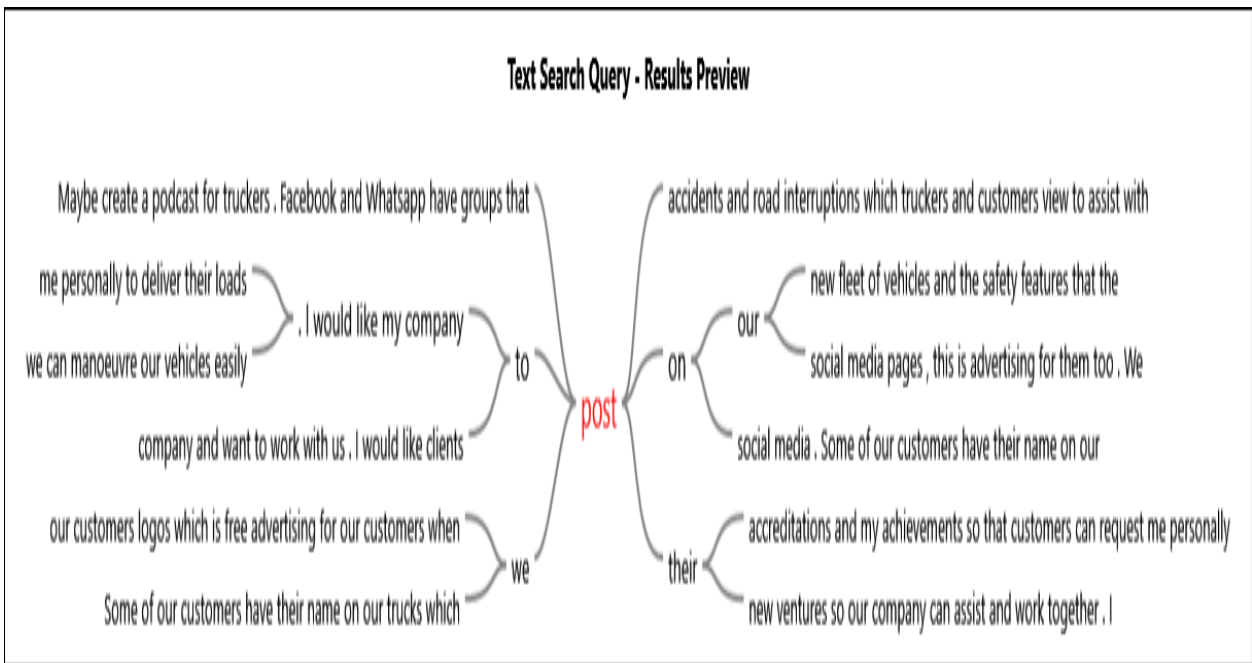


Figure 2.11: ‘Post’ tree displaying the context within the research transcripts that the term was discovered

Source: NVIVO qualitative analysis software V11

Figure 4.11 illustrates that social media creates mutual value through co-branding and collaboration during marketing activities. The word tree provides direction towards exploring the types of mutual value that can be created with customers and the following quotes are noteworthy:

P3 stated: *“Some of our customers have their name on our trucks which we post on our social media pages, this is advertising for them too.”*

P2 stated: *“Some of our vehicles are dedicated to specific customers and are branded with our customers’ logos, which is free advertising for our customers when we post on social media.”*

P5 stated: *“I would like my company to post on our new fleet of vehicles and the safety features that the new vehicles have. Customers will see that our company is a socially responsible company and will want to work with us.”*

Table 4.10 illustrates the generation of the theme based on the codes identified from the answers to this set of interview questions.

Table 2.10: Emerging codes for Theme 3 of Objective 3

Emerging Codes	Theme Generated
Co-branding	Examples of mutual values
Advertising	
Connecting with clients	

Therefore, it can be concluded that social media creates mutual value through co-branding and collaboration during marketing activities. With so many people using social media, having a social media presence has become almost as crucial for a business as having a web presence (Orji et al., 2020). Companies that do not use social media risk losing their competitive edge and being left out of a world where their customers, suppliers, partners and rivals are all present (Cui et al., 2018; Paniagua & Sapena, 2014). Social media platforms, in addition to increasing relationships, assist companies in generating ideas for improving the supply chain process and detecting/resolving problems by using the combined knowledge of supply chain partners.

4.7 Managing expectations: Results

This image, shown in Figure 4.12, is a word cloud that summarises the terms that were found to be the most often used in relation to the fourth and final study goal – to establish protocols for managing expectations across stakeholders through the use of social media.



Figure 2.12: Word cloud for establishing protocols for managing expectations across stakeholders through the use of social media

Based on the word cloud in Figure 4.12, relevant keywords were used to generate word trees to contextualise the answers from participants for the final set of interview questions. Participants were asked to describe whether social media is currently being used to interact with clients.

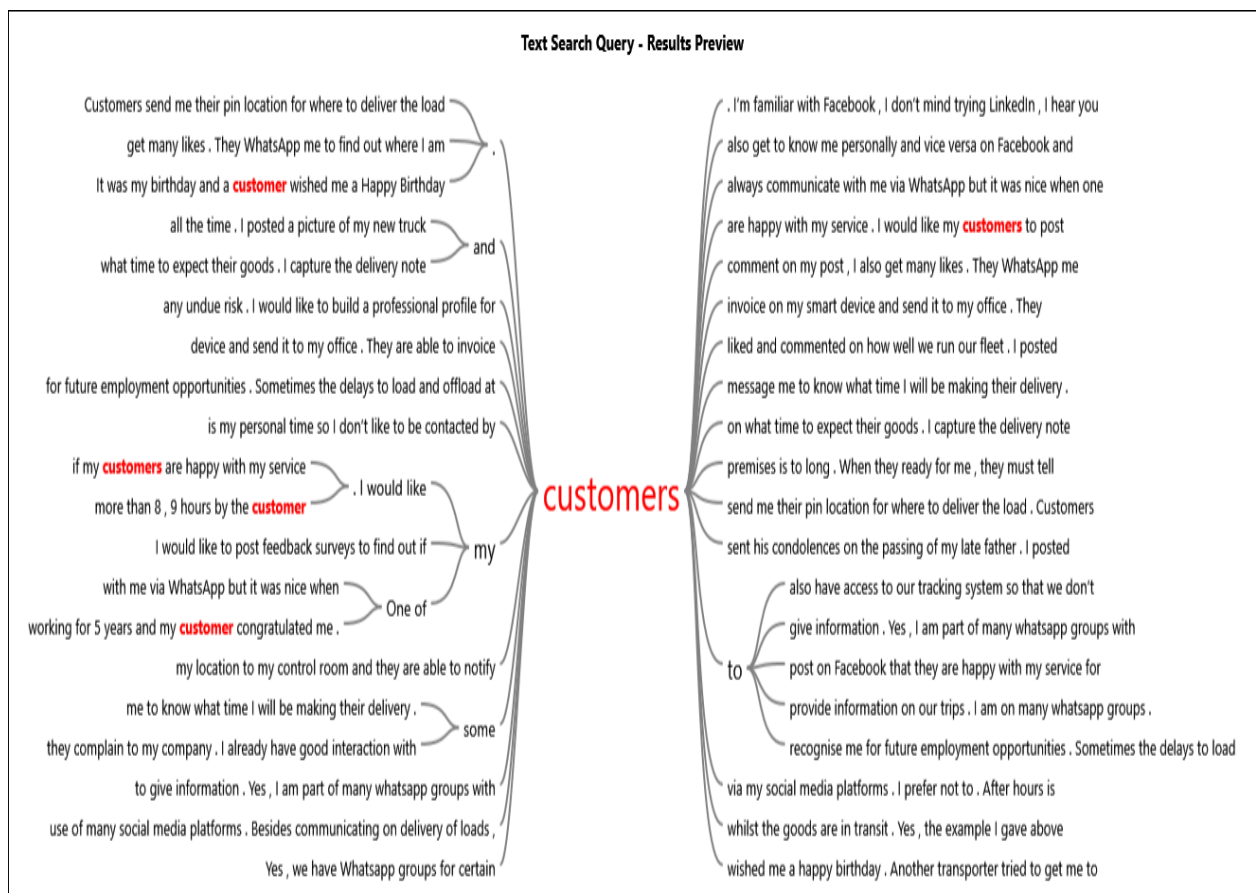


Figure 2.13: ‘Customers’ tree displaying the context within the research transcripts that the term was discovered

Source: NVIVO qualitative analysis software V11

Figure 4.13 illustrates that customers appreciate delivery updates and providing direct feedback through social media. The word tree provides direction towards exploring how to use social media with customers and the following quotes are noteworthy:

P8 stated: *“Yes, I make use of many social media platforms. Besides communicating on delivery of loads, customers also get to know me personally and vice versa on Facebook and Instagram. This helps to create a closer relationship between us.”*

P14 stated: *“Yes, when I make a delivery to a customer they take a picture of my truck because they say it is a very good looking truck and then I see it on Facebook.”*

Table 4.11 illustrates the generation of the theme based on the codes identified from the answers to this set of interview questions.

Table 2.11: Emerging codes for Theme 1 of Objective 4

Emerging Codes	Theme Generated
Delivery updates	Using social media with customers
Building relationships	
Design	

Therefore, it can be concluded that customers appreciate delivery updates and providing direct feedback through social media. According to existing B2B branding research, building a strong brand can provide several strategic benefits, including increased competitive advantage (Kotler & Pfoertsch, 2007), improved

communication across the distribution network (Ohnemus, 2009) and supply chain relationships (Anees-ur-Rehman et al., 2018), all of which improve financial performance.

Participants were asked how they would like to interact with clients using social media.

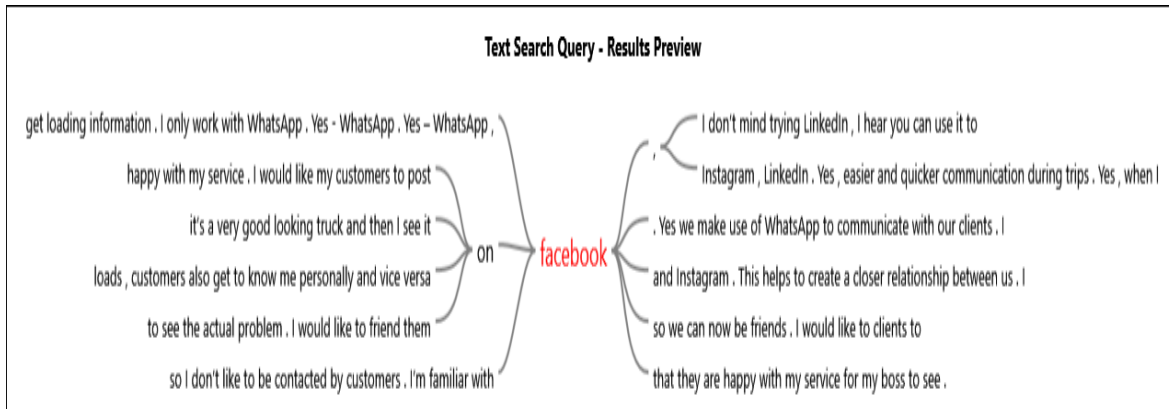


Figure 2.14: ‘Facebook’ tree displaying the context within the research transcripts that the term was discovered

Source: NVIVO qualitative analysis software V11

Figure 4.14 illustrates that Facebook is one of the preferred social media platforms for interaction between clients and customers. The word tree provides direction towards exploring the preferred social media platforms and the following quotes are noteworthy:

P4 stated: *“I would like the customer to be able to publicly commend me on my good service for my performance reviews.”*

P15 stated: *“I would like my customers to also have access to our tracking system so that we don’t need to tell them where we are all the time.”*

Participants were asked to provide any examples where customers had reached out to them directly through social media.

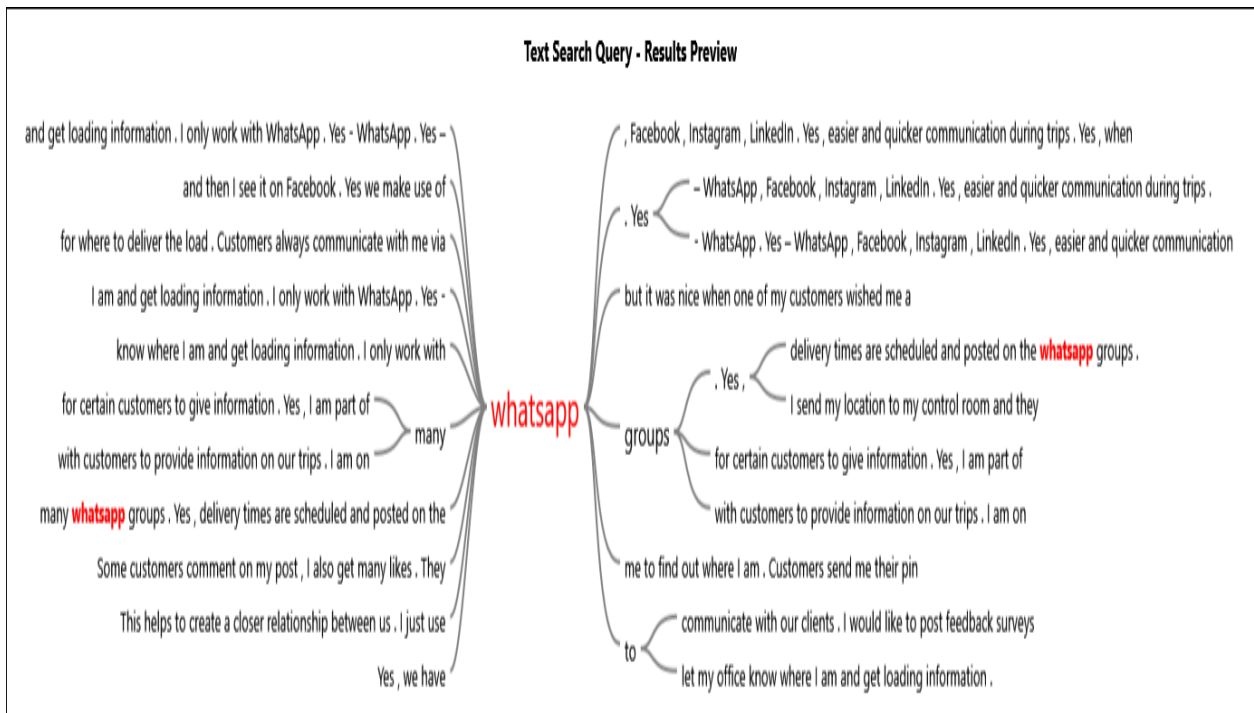


Figure 2.15: ‘WhatsApp’ tree displaying the context within the research transcripts that the term was discovered

Source: NVIVO qualitative analysis software V11

Figure 4.15 indicates that WhatsApp is one of the preferred social media platforms for interactivity between clients and customers. The following quotes are noteworthy:

P11 stated: *“Customers always communicate with me via WhatsApp, but it was nice when one of my customers wished me a happy birthday.”*

P15 stated: *“A customer once contacted me to refer our company to do work.”*

Table 4.12 illustrates the generation of the theme based on the codes identified from the answers to this set of interview questions.

Table 2.12: Emerging codes for Theme 2 of Objective 4

Emerging Codes	Theme Generated
Facebook	Social media preferences
WhatsApp	
Client accessibility	

Therefore, it can be concluded that WhatsApp and Facebook are the preferred social media platforms for interactivity between clients and customers. For example, Facebook and WhatsApp may be used to send out specialised messages, keep track of status changes and swiftly contact others in the case of an emergency. Therefore, social media provides tools for connecting the appropriate individuals with the right information at the right time (Chae et al., 2020).

Participants also provided examples of posts that they had made which elicited interactions from customers.

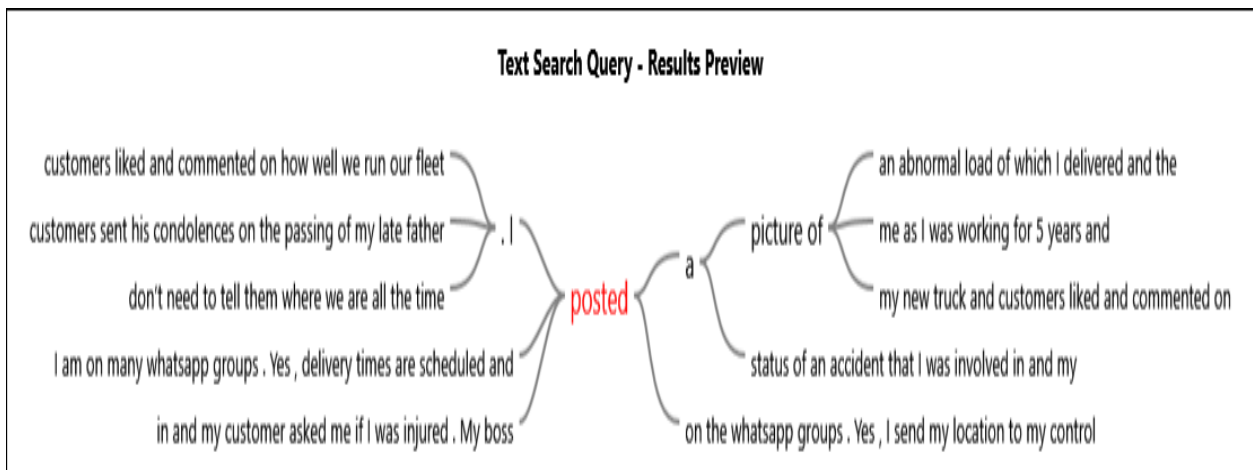


Figure 2.16: ‘Posted’ tree displaying the context within the research transcripts that the term was discovered

Source: NVIVO qualitative analysis software V11

Figure 4.16 illustrates that customers comment directly on social media posts. The word tree provides direction towards exploring examples of customer interactions via social media and the following quotes are noteworthy:

P1 stated: *“I posted a picture of my new truck and customers liked and commented on how well we run our fleet.”*

P3 stated: *“My boss posted a picture of me as I was working for five years and my customer congratulated me.”*

Lastly, participants also provided examples of how social media has enhanced the delivery process.

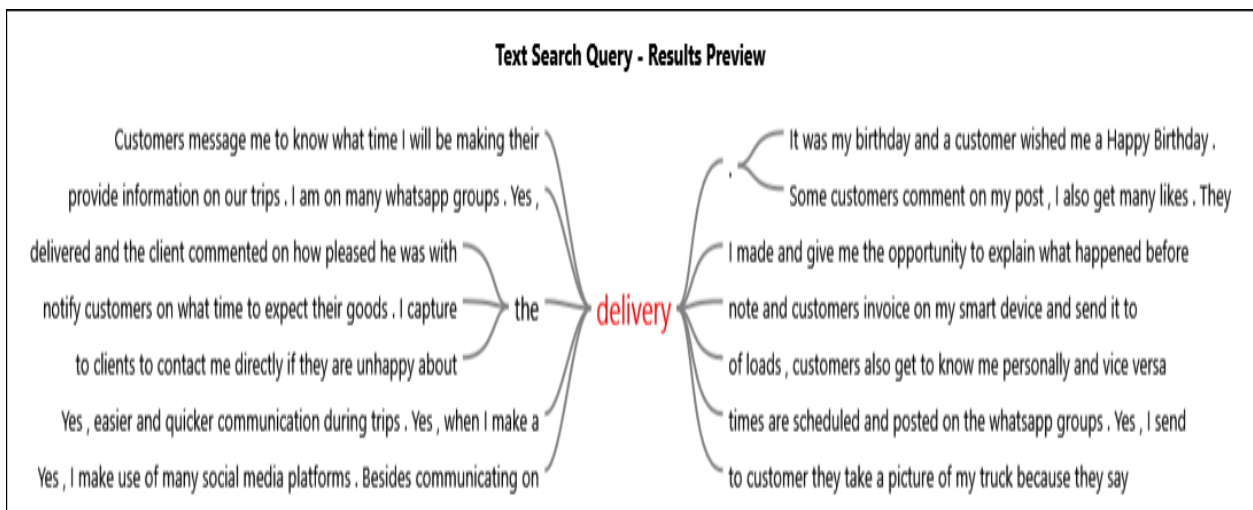


Figure 2.17: ‘Delivery’ tree displaying the context within the research transcripts that the term was discovered

Source: NVIVO qualitative analysis software V11

Figure 4.17 illustrates that customers can comment on their satisfaction levels with delivery using social media. The following quotes are noteworthy:

P5 stated: *“I posted a picture of an abnormal load of which I delivered and the client commented on how pleased he was with the delivery.”*

P7 stated: *“I would like clients to contact me directly if they are unhappy about the delivery I made and give me the opportunity to explain what happened before they complain to my company.”*

Table 4.13 illustrates the generation of the theme based on the codes identified from the answers to this set of interview questions.

Table 2.13: Emerging codes for Theme 3 of Objective 4

Emerging Codes	Theme Generated
Social media comments	Examples of customer interactions
Association	
Creating opportunities	

Therefore, it can be concluded that customers like to comment directly on social media posts, especially regarding their levels of satisfaction with the delivery of goods and services. Previous research has demonstrated that in B2B markets, credibility is defined by the company’s whole reputation rather than just the products and that this credibility lowers perceived risk, allowing for more investment in the matching brands (Leek & Christodoulides, 2011).

4.8 Results summary

Table 2.14: Summary of key findings

Research Objective	Major Themes	Finding
Understanding the safety implications of using social media by transport workers	Activity Levels	Social media is being used by workers in the transport industry
	Cause of Accidents	Reckless social media usage can cause accidents
	Trust Violations	Reckless social media usage can violate trust and create unforeseen risks for companies
	Safety Risks	Social media can make an individual shift attention and create health and safety risks for employees
Identifying the code of conduct aspects most relevant to transport workers	Social Media Usage Policies	There is no social media usage policy
	Impact of Policies	A cellphone usage policy is limited to only when the ignition is on
	Changes to Policies	Data should be subsidised by companies to promote more effective communication
	Policy Revisions	Cellphone policy restrictions should be eased to allow for hands-free kits
Exploring the communication innovations brought about by advances in social media technologies	New Technologies	New technologies are creating opportunities for marketing with clients.
	Types of Content	Content shared with clients using social media for their benefit should include information on aspects that impact delivery schedules
	Examples of Mutual Values	Social media creates mutual value through co-branding and collaboration during marketing activities
Establishing protocols for managing expectations across stakeholders through the use of social media	Using Social Media with Customers	Customers appreciate delivery updates and providing direct feedback through social media
	Social Media Preferences	WhatsApp and Facebook are the preferred social media platforms for interactivity between clients and customers
	Examples of Customer Interactions	Customers like to comment directly on social media posts, especially regarding their levels of satisfaction with the delivery of goods and services

Source: Researcher's own construction

The next chapter will present the discussion of the results in light of the existing theories and literature.

CHAPTER 5: DISCUSSION

5.1 Introduction

This chapter presents the theoretical link between the results presented in Chapter 4 and the literature reviewed in Chapter 2. The discussion of the results will follow in the order of the research questions to position the extant literature to possibly explain and answer the research questions.

5.2 Research Question 1

The first study topic was to investigate the safety consequences of transportation personnel using social media. Figure 4.2 depicts how professionals in the transportation business use social media. Atlas Van Lines' research found that 93% of truck driver respondents used smartphones and 73% accessed social media platforms including Facebook, Twitter and Instagram at least once a day (Atlas Van Lines, 2016).

Figure 4.3 shows how the careless use of social media may lead to accidents. Faurie et al. (2013) and NIOSH (2016) agree that employee safety is a component of organisational activities that needs improvement in the execution of interventions to prevent workplace injuries. This implies that it is the company's obligation to have interventions in place to improve employee health and safety.

Figure 4.4 shows how irresponsible social media use may jeopardise confidence and expose businesses to unanticipated hazards. Mennie (2015) supports these results by identifying many dangers linked with the use of social media, including reputational, operational, regulatory, financial and security concerns. This implies that transportation businesses must be fully aware of how the careless use of social media may considerably increase the hazards they face daily.

Figure 4.5 shows how social media might cause an individual's attention to shift, posing health and safety dangers to employees. These results are reinforced by Xu et al. (2009), who discovered that individuals pay greater attention to more vivid media such as photographs and videos than to text messages. This demonstrates that social media is more compelling than conventional voice and text communication and is more likely to distract transportation employees, posing extra health and safety issues.

5.3 Research Question 2

The second study question attempted to determine which components of the social media code of conduct need to be revised. Figure 4.7 shows that there is no social media usage regulation; nevertheless, there is a smartphone usage regulation that is restricted to when the ignition is turned on. Sendall et al. (2018) found that truck drivers were usually under-engaged with social media due to their older age, lack of social media skills, the costly cost of smartphone technology or their workplace's "no Facebook" policy. This implies that companies may not anticipate their employees being able to purchase or own smartphones; therefore, there was no need to design a thorough social media strategy; and the expectation that a mobile use policy would be sufficient.

Table 4.14 displays participant proposals for developing the social media usage policy. These included measures for companies to subsidise data to encourage more effective communication, as well as relaxation of cellphone policy limits to allow for hands-free kits. Sendall et al. (2018) backed up these findings by highlighting the following benefits of social media use among truck drivers, specifically: improved workplace safety, reporting road accidents, identifying and stopping fatigued drivers, searching for missing drivers and socially connecting with other drivers, mapping traffic congestion, identifying parts dealers, communicating fatigue laws, planning routes and finding trucks. All of these advantages can only be achieved by providing drivers with data plans that allow them to use social media thoughtfully and ethically (e.g. using hands-free kits while driving heavy vehicles).

5.4 Research Question 3

The final study topic seeks to investigate how social media technologies promote communication innovations. Figure 4.9 shows how new technologies are opening up new avenues for client marketing. These findings are supported by Drahoová and Balco (2016), who say that the capacity to involve customers and employees, promote innovation via knowledge sharing and contribute to the growth of corporate decision-making processes are the three main benefits of social media usage.

Figure 4.10 shows that material supplied with customers through social media for their benefit should contain information on factors that influence delivery timelines. Rusch (2014) supports these findings, proposing the following benefits of social media for logistics and supply chain management: the provision of real-time information relating to delivery arrivals and departures that could be impacted by weather conditions, road closures or other extenuating circumstances.

Figure 4.11 shows how social media generates reciprocal value via co-branding and participation in marketing operations. Since interactions between companies and their stakeholders have mainly been examined in terms of stakeholder engagement, which plays an important role in helping companies in obtaining information from their stakeholders, a study by Sharma (2005) also supports these results. Furthermore, Ji et al. (2017) claim that stakeholders' active participation in social media has a significant effect on a company's online reputation and interactions with other companies. This suggests that reciprocal value is produced between a company and its consumers as a result of their interactions on social media.

5.5 Research Question 4

The fourth study question attempted to determine the best strategies for the use of social media to manage stakeholder expectations. Customers like delivery updates and the ability to provide immediate feedback through social media, as seen in

Figure 4.13. These results are reinforced by Bonsón et al. (2015), who propose that enterprises operating in strongly competitive contexts must measure and manage consumer activity on social media. This social media involvement may be assessed by levels of stakeholder engagement, which may be seen as critical to the building of ongoing connections with key stakeholders (Smith et al., 2011).

Figures 4.14 and 4.15 show that the most popular social media platforms for engaging with customers and customers are WhatsApp and Facebook. These results are reinforced by Ji et al. (2017), who observed that superficial involvement occurs when the “like” and “share” tools are used, but deeper involvement happens when the “comment” tool is used.

Figures 4.16 and 4.17 show that consumers directly remark on social media postings, particularly on their levels of satisfaction with the delivery of products and services. These results are reinforced by Lin and Lu (2011), who discovered that when companies publish messages about celebrations on their Facebook sites, stakeholders react more favourably. This might be because stakeholders may feel “engaged” with the festivities as a consequence. Stakeholders may feel cared for and valued by a business that sends a statement emphasising a specific festival or religious occasion (Denktaş-Sakar & Sürücü, 2020).

5.6 Discussion summary

This chapter presented the theoretical support of the findings identified in this study. As a result, the following framework illustrating the influence of social media on employees' performance in the transport industry was developed, as indicated in Figure 5.1.

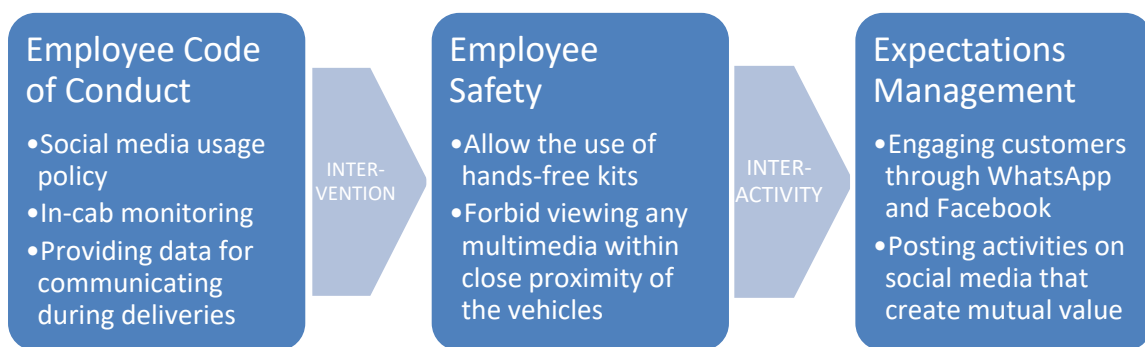


Figure 3.1: Framework for using social media to enhance employees' performance

Source: Researcher's own construction

The framework highlights that the foundation for establishing an effective employee code of conduct requires a social media usage policy, in-cab monitoring and collective delivery data. The types of interventions required to enhance employee safety and performance must take the form of hand-free kits and forbidding the consumption of multimedia and around the transport vehicles. Lastly, customer interactions should be encouraged through engaging customers using social networks and posting activities related to successful customer collaborations on social media. The next chapter will present the conclusions and recommendations of this study.

CHAPTER 6: CONCLUSIONS AND RECOMMENDATIONS

6.1 Introduction

This chapter presents the conclusions and recommendations formed based on the discussions presented in the previous chapter. Furthermore, the implications of this research for theory and practice are presented, followed by an overview of the limitations regarding the findings of the study. Thereafter, recommendations are put forward to assist companies in the transport industry to make more effective use of social media, which is followed by recommendations for future research. A concise conclusion of the study is then provided to conclude the chapter.

6.2 Conclusion

The study aimed to explore the influence of social media on employees' performance in the transport industry. The main findings of the study are summarised in the order of the research questions as follows:

What are the safety implications of using social media by transport workers?

- Social media is being used by workers in the transport industry.
- Inconsiderate social media usage while operating heavy machinery can cause accidents.
- Reckless social media usage can violate trust and create unforeseen risks for companies.
- Social media can make an individual shift attention and create health and safety risks for employees.

Which social media code of conduct aspects require revision?

- There is no social media usage policy.
- A cellphone usage policy is limited to only when the ignition is on.

- Data should be subsidised by companies to promote more effective communication.
- Cellphone policy restrictions should be eased to allow for hands-free kits.

How do social media technologies foster communication innovations?

- New technologies are creating opportunities for marketing with clients.
- Content shared with clients using social media for their benefit should include information on aspects that impact delivery schedules.
- Social media creates mutual value through co-branding and collaboration during marketing activities.

What is the best way to use social media for managing expectations across stakeholders?

- Customers appreciate delivery updates and providing direct feedback through social media.
- WhatsApp and Facebook are the preferred social media platforms for interactivity between clients and customers.
- Customers comment directly on social media posts, especially regarding their levels of satisfaction with the delivery of goods and services.

6.3 Implications of this research

The findings of the survey have provided rich insights into the perceptions, views and experiences of truck drivers' use of social media. Figure 5.1 highlights a framework that can be adopted by the transport industry to develop and implement a social media usage policy. This study is one of the first studies exploring the context of using social media within the South African transport industry.

The framework highlights how having a social media usage policy as an intervention can promote better levels of employee safety. This is one of the ways that social media can influence employees' performance in the South African transport

industry. The framework also encourages more engagement and interactivity between employees and customers by posting about activities that create mutual value.

6.4 Limitations of the study

The following limitations were encountered during this study:

- Truck drivers who match the characteristics of the sample included in this study are likely to share similar views and opinions; however, the results cannot be generalised to other actors and stakeholders in the transport industry.
- Due to the Covid-19 pandemic, access to stakeholders who could participate in this study was severely limited. Furthermore, lockdown restrictions meant that interviews had to be kept as short as possible, so this limited the opportunities to probe participants further during the interview process.
- There was a practical limitation caused by time constraints which meant that the data collection process had to be completed in a very short timeframe. This meant that only truck drivers were included to represent workers in the South African transport industry as other stakeholders were not available at such short notice.

6.5 Recommendations to solve the research problem

The following recommendations for companies and employees in the transport industry are proposed:

- Companies must develop social media usage policies to augment their existing cellphone usage policies to benefit more from the advances in communication innovations.
- Employees should engage with their companies to understand what the expectations around social media usage in terms of acceptable and unacceptable use are.

- The transport industry's employee code of conduct regarding social media usage policies must be standardised across the industry. Once the correct and appropriate use of social networks and social media becomes a norm across the industry, it should reduce any serious accidents caused by reckless behaviour during the transportation process.
- Companies in the South African transport industry need to educate their employees around the risks of reckless social media usage and the detrimental impact it could have on not only employees' health and safety; but also the reputation, operational, regulatory, financial and security risks.

6.6 Recommendations for future studies

The following recommendations for future studies are proposed:

- This study provides an exploratory framework to assist companies in the South African transport industry to develop and implement a social media usage policy. The efficacy of the framework can be evaluated by using a quantitative methodology
- The purposive sampling strategy used in this study was limited to just truck drivers because social media usage while actively transporting goods has more severe direct consequences (Cai et al., 2021) when compared to social media usage of administrative staff and managers, which have more indirect consequences. Future studies can increase the scope of the study to include a wider range of stakeholders in the transport industry, which could include administrative staff, managers and company owners to further explore a wider range of implications of social media usage in the transport industry.
- Due to Covid-19 restrictions, the length of the qualitative interviews had to be limited to mitigate any risks of infection or harm coming to respondents. Future studies can increase the length of the interviews to explore more topics and aspects related to social media usage, especially by delving deeper into how WhatsApp usage compares or differs from Facebook usage.

6.7 Conclusion of the study

The study's results may help companies in the South African transport industry build social media strategies. Following an analysis of the main findings, a framework illustrated in Figure 5.1 has been created to help develop employees' and customers' abilities to include one another, generating new ideas through shared knowledge and enhancing decision-making procedures inside the company. Hands-free equipment and clearly defined limitations on social media consumption are essential to improve employee safety and performance. Finally, consumers should be encouraged to connect through social media by sharing successful customer collaborations and interactions. According to the findings of this research, corporations must intervene to enhance health and safety while also mitigating the consequences of irresponsible social media use.

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APPENDIX 1: INFORMED CONSENT LETTER

The influence social media has on employees performance in the transport industry

Please read and sign this form should you agree to participate in the research

I, the undersigned, confirm that:

- My participation in this research project is voluntary.
- I understand that this project is to gather information for academic work.
- I understand that I may withdraw or discontinue participating at any time.
- I also understand that my identity will remain anonymous and no personal information will be used or made known.
- The use of data in research as collected through this interview process has been explained to me.
- I have read and understand the explanation provided to me.
- All my questions have been answered and I voluntary agree to participate in this study.
- I understand that this interview may be recorded with my permission.
- I have been given a copy of this consent form.

Signed by:

Participant: _____
NAME SIGNATURE

Date:

Researcher: _____

APPENDIX 2: INTERVIEW GUIDE/SCHEDULE

Phase 1: The aim of this phase is to understand the safety implications of using social media by transport workers; and to identify the code of conduct aspects most relevant to transport workers.

Section A: This section poses questions about the safety implications of using social media by transport workers.

- a) Describe your current levels of activity on social media?
- b) What do you think can lead to serious accidents when using social media at work?
- c) How would using social media at work lead to trust violations?
- d) Provide examples that you are aware of where the use of social media has put an employee's health and safety at risk?

Section B: This section poses questions about which social media code of conduct aspects require revision.

- a) Describe any policies or protocols governing your use of social media while on the job?
- b) How do you feel the current social media policies or protocols impacts your ability to do your job?
- c) What changes do you think are required for the current social media policies or protocols to assist in building effective relationships?
- d) Provide examples of any elements or restrictions you would like to have revised?

Phase 2: This phase explores the communication innovations brought about by advances in social media technologies to establish protocols for managing expectations across stakeholders through the use of social media.

Section C: This section poses questions about whether social media technologies foster communication innovations.

- a) Describe your thoughts on how social media and new technologies are influencing your companies presence in the minds of its customers?
- b) What types of content would you be interested to be involved in when using social media to engage with clients?
- c) Provide any examples of mutual value that could be created by using social media to engage with clients?

Section D: This section poses questions about the best way to use social media for managing expectations across stakeholders.

- a) Describe whether social media is currently being used to interact with clients through your involvement?
- b) How would you, if given the opportunity, like to interact with clients using social media?
- c) Provide any examples where a customer has reached out to you directly through social media?

Thank You for taking part.

02 March 2021

Mr Avith Kissonlall (202516803)
Grad School Of Bus & Leadership
Westville Campus

Dear Mr Kissonlall,

Protocol reference number: HSSREC/00002453/2021

Project title: The influence social media has on workers' performance in the transport industry.

Degree: Masters

Approval Notification – Expedited Application

This letter serves to notify you that your application received on 08 February 2021 in connection with the above, was reviewed by the Humanities and Social Sciences Research Ethics Committee (HSSREC) and the protocol has been granted **FULL APPROVAL**.

Any alteration/s to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form, Title of the Project, Location of the Study, Research Approach and Methods must be reviewed and approved through the amendment/modification prior to its implementation. In case you have further queries, please quote the above reference number. PLEASE NOTE: Research data should be securely stored in the discipline/department for a period of 5 years.

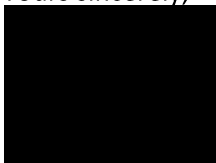
This approval is valid until 02 March 2022.

To ensure uninterrupted approval of this study beyond the approval expiry date, a progress report must be submitted to the Research Office on the appropriate form 2 - 3 months before the expiry date. A close-out report to be submitted when study is finished.

All research conducted during the COVID-19 period must adhere to the national and UKZN guidelines.

HSSREC is registered with the South African National Research Ethics Council (REC-040414-040).

Yours sincerely,



Professor Dipane Hlalele (Chair)

/dd