

DIGITALES ARCHIV

ZBW – Leibniz-Informationszentrum Wirtschaft
ZBW – Leibniz Information Centre for Economics

Masele, Juma James; Magova, Gerald Bernard

Article

Towards social media usage for promotional activities in Tanzanian pension schemes : a factor scores regression analysis of perceived factors

Provided in Cooperation with:

University of Dar es Salaam (UDSM)

Reference: Masele, Juma James/Magova, Gerald Bernard (2017). Towards social media usage for promotional activities in Tanzanian pension schemes : a factor scores regression analysis of perceived factors. In: Business management review 20 (1), S. 38 - 52.

This Version is available at:

<http://hdl.handle.net/11159/3273>

Kontakt/Contact

ZBW – Leibniz-Informationszentrum Wirtschaft/Leibniz Information Centre for Economics
Düsternbrooker Weg 120
24105 Kiel (Germany)
E-Mail: [rights\[at\]zbw.eu](mailto:rights[at]zbw.eu)
<https://www.zbw.eu/econis-archiv/>

Standard-Nutzungsbedingungen:

Dieses Dokument darf zu eigenen wissenschaftlichen Zwecken und zum Privatgebrauch gespeichert und kopiert werden. Sie dürfen dieses Dokument nicht für öffentliche oder kommerzielle Zwecke vervielfältigen, öffentlich ausstellen, aufführen, vertreiben oder anderweitig nutzen. Sofern für das Dokument eine Open-Content-Lizenz verwendet wurde, so gelten abweichend von diesen Nutzungsbedingungen die in der Lizenz gewährten Nutzungsrechte.

<https://zbw.eu/econis-archiv/termsfuse>

Terms of use:

This document may be saved and copied for your personal and scholarly purposes. You are not to copy it for public or commercial purposes, to exhibit the document in public, to perform, distribute or otherwise use the document in public. If the document is made available under a Creative Commons Licence you may exercise further usage rights as specified in the licence.

Open Access article distributed in terms of the
Creative Commons Attribution License
[CC BY 4.0] (<http://creativecommons.org/licenses/by/4.0>)

TOWARDS SOCIAL MEDIA USAGE FOR PROMOTIONAL ACTIVITIES IN TANZANIAN PENSION SCHEMES A Factor Scores Regression Analysis of Perceived Factors

Juma James Masele¹ and Gerald Bernard Magova²

Abstract

This study assessed perceived factors for social media usage among pension schemes in Tanzania in their endeavour to enhance their promotional activities. Specifically, it sought to assess perception by pension firms regarding social media as promotional tools for their activities in the pension firms. The study involved 96 Social Security Organisations (SSOs) employees from four Pension Schemes (NSSF, GEPEF, PSPF and PPF) headquarters in Dar es Salaam. Analysis was done using Statistical Package for Social Sciences (SPSS Version 20) using factor analysis and later regression analysis. Through regression analysis, findings indicated that social media usage for promotional activities is predicted by perceived usefulness, ease of use, and trustworthiness. This is a result of positive relationship between social media usage and the three independent variables. The study urges top management to provide support that would facilitate social media usage through adequate budget allocation for training, equipment acquisition and maintenance. In so doing, it will, in turn, impart positive organisational culture change and increase understanding on social media usefulness. Also SSOs should integrate both traditional media with social media to tap the impact of each to specific target markets.

Keywords: *Promotion Activities, Pension Schemes, Social Media, Social Media Usage, Social Security Organisation, Perceived Factors, Tanzania.*

BACKGROUND

Since the birth of social media in the 2000s, for example, Blogs in 1999 – close to 2000, LinkedIn in 2003, Facebook in 2004, YouTube in 2005, Twitter in 2006, WhatsApp in 2009, Pinterest in 2010, Instagram 2010, and Google+ in 2011 (Stelzner, 2014), social media has changed businesses around the world and will probably bring further changes in future (Borders, 2009; Lankshear and Knobel, 2007; Kotler and Keller, 2006). Thus, it has kept growing from year to year. According to Bennett (2013), there were 1.41 billion users in 2012, 1.61 billion users in 2013, 1.82 billion users in 2014, and 1.99 billion users in 2015 worldwide. Country-wide, a number of local social media forums are already in boom. For example, in Tanzania, apart from Facebook, Twitter, YouTube, LinkedIn, Blogs, WhatsApp and Instagram, local popular social media platforms include Jamii Forum, Michuzi blog, Mabadiliko forum, Milard Ayo blog, Mpekuzi blog, Bongo 5, Bongo-Lob and others. Other sites with added social media features include newspaper sites such as The Citizen, Daily News, Global Publishers and This Day. Other countries, likewise, have their own locally used platforms. Thus, it is an opportunity for marketers to communicate their products and services and enjoy wide feedback in enabling them meet their needs profitably (Stelzner, 2014).

¹ Lecturer, Department of General Management, University of Dar es Salaam Business School. masele2000@yahoo.com

² Assistant Lecturer, Department of General Management, University of Dar es Salaam Business School. gebemanka@yahoo.com
Business Management Review pp. 38-52 ISSN 0856-2253 (eISSN 2546-213X) ©January-June 2017 UDBS. All rights of reproduction in any form are reserved

The booming growth of social media is not without important supporting factors that have led to their enhancement, including among others, emergence of Internet supported by Web 2.0 and growth of mobile phones technology especially smart-phones (Southwood, 2014; Grewal and Levy, 2014). Specifically, in Tanzania, heavy infrastructural investment in regard to fibre optic technology has made Internet service highly affordable and speedy (Mtweve, 2014; BongoToday, 2014; Tanzaniainvest, 2014). The speed has kept improving, from first generation (1G) to the much anticipated fifth generation (5G), come 2020 allowing data transfer of up to 1 terabyte per second (BBC, 2015; Fagbohun, 2014). Besides, Tanzania already had seven Mobile Service Providers by December 2016 including Airtel, Tigo, Vodacom Tanzania, Zantel, Smart, TTCL, and Halotel (TCRA, 2016), serving more than 32 million subscribers with mobile phone usage projected to be 20 times by 2019 (Ubwani, 2015). These are driving social media use through their competitive data bundle packages and affordable smart-phone campaigns to increase sales.

The underlying aspect that makes social media preferable by various users is content, which allows people of different age groups and diverse cultures to easily engage in conversations that are open to both negative as well as positive comments transparently (Hutchins, 2015; Grewal and Levy, 2014; Nielsen, 2012; Grabner-Krauter, 2002). Hence, they make everyone gain access and voice out opinions including comments attributed to growth of firms (E-Marketer, 2010; Accenture, 2011). Dervojeda *et al.* (2014) indicate increasing engagement over social media among people who trust one another in making purchase decisions. Despite companies having less control about information flow, it is an advantage for consumers to trust each other while businesses intervene only as observers as well as moderators, and create further engagement by really using comments and feedback to improve services/products including ties. Also, they create further trust amongst consumers towards social media platforms, which is a prominent factor for their growth (Accenture, 2011).

Apart from cheap advertising with huge and better customer outreach as well as product/service choices offered by social media, marketers can involve customers in discussions about their offerings so as to capitalise on shared information for product/service improvements (Mtweve, 2014). Strategically used, social media support businesses to extend customer focus to integrated marketing and relationship marketing (Kotler, 2003; Zeithaml *et al.*, 2013). As time lapses, organisations, for profit and non-profit, are greatly using social media in their endeavours.

Similar to profit oriented organisations, SSOs across the world use social media to drive their goals. In many parts of the world, SSOs are engaged in social media due to, among others, growing membership contributions thereby making the industry highly lucrative and investment-prone such that they raise concerns on returns, accountability, decision-making processes, profit sharing, stakeholder involvement and transparency (Mangiero, 2015; Riley, 2012; Social Media Week, 2015). Growing competition among SSOs in Tanzania resulting from deregulation (SSRA, 2011) justifies a need for thinking about careful strategic marketing planning, implementation and general management. Ideally, SSOs use social media to cheaply have huge outreach and offer transparency, in turn, so as to gain customers' awareness, trust and loyalty, that result to broader membership as well as financial bases (Lankshear and Knobel, 2007; Kotler and Keller, 2006). Despite risks in social media spheres, it is agreed that rewards from placing views in public domains are higher than entailed risks (Riley, 2012).

However, despite continuous social media growth in Tanzania and by the fact that pension schemes in Tanzania were present in the social media realm (Facebook, 2014 cited in Mboma, 2014), preliminary investigations showed low social media usage in pension scheme marketing activities especially in view of the industry's competitiveness. For example, Table 1 indicates Tanzania Facebook members in the media and telecommunications, while social security industries show that SSOs are lagging behind compared to other industries, such as Telecommunication and media despite immense competition among their actors. For instance, GEPF did not have even a Facebook page, an aspect which sparks greater concerns on why it has not followed their counterparts to engage in social media. The study used Facebook because it is the most frequently used social media platform in Tanzania (Lwoga, 2014). Page likes are indicators of usage because they signal

engagement rate, that is, the level of interaction that page owners have with their respective audiences (Dervojeda *et al.*, 2014). The fact that literature showed there are industries reaping merits from social media in Tanzania, the study wondered why a pension schemes industry, which has fierce competition due to deregulations does not intensively use the tool – social media. The phenomenon raised a lot of curiosity as to why social media usage in the social security industry (SSI) was low given the merits it can provide to promotion activities in organisations as a whole. The literature is also silent as to what could enhance social media usage for promotional activities in SSOs in Tanzania. Although such comparison is done in unrelated sectors, it was necessary to have this study assess the perceived factors for social media usage among Pension Scheme firms in Tanzania with the view to overturning them to enhance promotional activities in the respective pension schemes. It is opined that the more active the SSOs are on social media platforms, the more members they will have through engagement so as to reap merits from social media in promotion and other marketing activities.

Table 1: Page Likes as an Indicator of Social Media Usage

Industry		Page Likes	Total Page Likes	Remarks
Social Security	NSSF	272	24,806	Low Usage
	PSPF	11,697		
	LAPF	643		
	PPF	12,194		
	GEPF	0		
Media	ITV	323,260	753,926	High Usage
	EATV	367,734		
	TV1	45,551		
	Clouds TV	17,381		
Telecom	Tigo	467,152	1,302,607	Very High Usage
	Airtel	336,839		
	Vodacom	421,291		
	TTCL	77,325		

Source: Modified from Facebook Website by Mboma (2014)

OBJECTIVES OF THE STUDY

Specifically, this study sought to assess the influence of perceived usefulness on social media as promotional tools; assess influence of perceived ease of use on social media as promotional tools; and assess the influence of perceived trustworthiness on social media as promotional tools among selected pension schemes in Tanzania.

LITERATURE REVIEW

Technology Acceptance Model (TAM)

Technology Acceptance Model (TAM) was introduced by Davis in the 1980s to predict technology acceptance by users in an organisation (Sago, 2013). Both perceived ease of use and perceived usefulness are key components of the model, which ultimately form a positive attitude in a person towards a certain technological product whether within or outside an organisation (Sago, 2013). According to Davis *et al.* (1989), perceived ease of use is “the degree to which the prospective user expects the target system to be free of effort” while, perceived usefulness is “the prospective user’s subjective probability that using a specific application system will increase his or her job performance within an organisation”.

According to the model, if people encounter a new or existing technology or even process for that matter, perceived usefulness and ease of use can determine their adoption including its frequency of use (Davis *et al.*,

1989). In this case, if social media platforms are perceived useful and easy to use by the SSO users, they are more likely to be adopted and frequently used.

TAM was chosen and considered more relevant to this study than other competing models or theories because it is considered highly interactive, engaging particularly with regards to communicating with customers and suppliers (Porter and Dunthu, 2006; Rogers, 1995; Wamba and Carter, 2013) and it is less complex than other web-based applications such as graphics (Wamba and Carter, 2013). Besides, TAM remains the dominant model (Bagozzi, 2007; Lee *et al.*, 2003; Venkatesh, Davis and Moris, 2007) compared to other adoption theories (Rogers, 2010; Agrwal and Prasad, 1998; Moore and Benbasat, 1991). The parsimonious characteristics of TAM combined with its consistent predictive power makes it easy to apply to the broadest range of contexts in different situations by a substantial proportion of variance in technology usage (Bagozzi, 2007; Venakatesh and Davis, 2000; Venkatesh *et al.*, 2007; Venkatesh, 2010; Nistor, 2013). Thus, TAM has been applied in multiple technology contexts e.g., e-mail, voice mail, word processing, graphics, online shopping etc..

Despite the advantages of TAM, some limitations have been identified; these include, among others, its failure to help understand and explain acceptance in ways that guide development beyond suggesting that system characteristics impact ease of use. Thus, this study goes beyond confines of TAM, which has been criticised by Benbasat and Barki (2007) and Bagozzi (2007 cited in Siamagka, 2015) by including perceived trust as an additional postulated determinant of social media adoption. According to Rauniar *et al.* (2010), the issue of trustworthiness of social media sites is an important construct to TAM for social media. The authors assert that social media is about gathering information about users' physical and social context. Trusting the social media site to keep information confidential and not to abuse it is an aspect of trustworthiness for its users (Rauniar *et al.*, 2014).

Social Media Usefulness and Ease of Use

Studies (such as by Kotler, 2003; Zeithaml *et al.*, 2013) acknowledge that in areas where Internet use and its facilitation tools such as mobile phones are high, social media has already shown great effectiveness in marketing to organisations. Social media has broken borders and increased scope through global interactions via the Internet. In so doing it allows people to communicate, exchange knowledge, conduct businesses, interact socially and collaborate in general global level and thus, they embody a tremendous potential for mass outreach including market penetration to on-line populations (Nielsen, 2012; Sago, 2013; Grewal and Levy, 2014; Accenture, 2011; Cross, 2014). As a result, it has created a world of highly informed consumers who can easily inquire on other people's experiences on products before purchasing, check out other product offers and even get involved in various purchasing options in order to save costs. Foux (2006) notes that consumers perceive social media as more trustworthy than any other information sponsored by organisations and consequently, they are increasingly turning to social media to get information about products and services.

Due to opportunity for engagement, marketers cheaply advertise their brands, products and services to consumers through social networking sites (Grewal and Levy, 2014; Accenture, 2011), while making necessary changes from feedback information (Mangold and Faulds, 2009; Turner and Shah, 2011; Nielsen, 2012; Dervojeda *et al.*, 2014; Lazaro, 2015). Social media does not demand such significant initial investment like it is the case with other technologies and their platforms; is it neither owned by companies nor is it within the control of companies (Christodoulides, 2009). Besides, its contents are usually jointly generated by organisations and external stakeholders such as prospective as well as existing customers (Sing and Sonnenburg, 2012). Thus, social media offers possibilities for fast and easy collaboration or knowledge generation about both geographical and physical markets that firm(s) may be interested in exploiting (Ferneley *et al.*, 2000; Prah, 2011). According to Zarella (2010), social media consists of effective online tools for customers' word of mouth communication and building a community between individuals and entities. Typically, this media is highly accessible (easy to get to) and scalable (can be used to reach large numbers). A person in Facebook, for example, has an average of 245 friends, implying that business can lose or gain a lot of customers and business in the modern business environment due to outreach of the social media (Coles, 2015).

Industry reports by Nielsen (2012) show the manner in which social media is effective and crucial in promotion together with overall organisational activities to attain goals. Stelzner's (2014) report from a survey of more than 2,800 marketers which had sought to find out the manner these marketers would change their social media use in the not so distant future. The results showed that in the most popular platforms, blogs, YouTube, Twitter, LinkedIn and Facebook, marketers plan to increase utilisation by more than 60% (*ibid.*). Besides, according to Dervojeda *et al.* (2014) as well as Lazaro (2015), prominence and increased utilisation of social media by marketers are also triggered by emerging markets and growing users in developing regions such as Asia-Pacific, Middle East, and Africa.

Despite surveys done in various countries, results of high prominence are from developed nations, with those from developing countries remaining scanty. It is from this unfilled gap that this study embarked on, for it is believed that social media can enhance promotion activities in Tanzania, particularly in the SSOs. Although literature (such as Accenture, 2011) has shown that other countries highly support social media adoption and massive usage in the Social Security Industry (SSI), such literature on social media in the SSI is limited in Tanzania. Accenture (2011) asserts that in countries in which SSI has been adopted and social media used, evidence indicates that there has also been numerous advantages including fostering transparency and genuine connections with people the media serves at low cost; joining member conversations; answering members as well as non-members quickly; and pointing to sources for additional information (*ibid.*). Accenture (2011) adds that social media enables feedback for service and product improvement and even introduction, doing service comparisons between competitors to determine company strengths better and so much more. This study holds that social security entities in Tanzania have a great opportunity to enjoy fruits (in terms of its usefulness and ease to use) from social media if such media is given a chance.

Trustworthiness and Social Media Usage

Trust is defined by some researchers as a somewhat negatively biased situation where individuals act against their rationale when they are willing to become vulnerable to the actions of their counterparts (Bandura, 1986; Baier, 1986; Coleman, 1998; Mishra, 1996 cited in Kivijärvi *et al.*, 2013). In the organisational context, trust can decrease the need for control and improve cooperation, and can be defined as "the willingness of a party to be vulnerable to the actions of another party based on the expectation that the other will perform a particular action important to the trust or, irrespective of the ability to monitor or control that other part (Mayer, 1995). Least perceived, trust is considered an important facet in information exchange especially when the action does not involve face-to-face contacts (Grabner-Krauter, 2003; Phonthanukitithaworn *et al.*, 2015; Tan and Kaitawarn, 2015; Alsheikh and Bojei, 2014; Hallikainen, 2015).

Although Culman and Armstrong (1999) posited that various levels of security features could be employed to reduce a user's privacy concerns and build trust, given the end user perspective, such measures may still hold subjective beliefs and concerns regarding how users feel that their information shared on social media site would be handled. Postings and social media related activities of a user demonstrate online behaviour of the user to fully and freely participate in a social media and whether the user should be free from worries related to privacy or safety concerns (Rauniar *et al.*, 2014).

Already, several studies have established a link between trust and direct acceptance of social media. According to Hallikainen (2015), trust has been proven to be important in both social interaction between people and as a factor affecting consideration to adopt/use a social media platform. While Rauniar *et al.* (2014) found that improving trustworthiness seemed to enhance acceptance and usage of social media, Hallikainen (2015) established that trust affects directly continued use of a social media platform. This study assumes that the more the social media is perceived by the pension schemes as credible, the more it builds a trustworthy relationship with the users, and it is more likely that it will be adopted and used.

Conceptual Framework

Although existing literature has shown that social media has the potential for enhancing promotional activities and that there is low social media usage among SSOs under study, literature has remained silent about aspects to enhance social media usage in SSOs in Tanzania. In Tanzania, social media embodies a new phenomenon and there is inadequate literature that has given specific highlights on its usage as a promotional tool for promotional activities in the Pension Scheme Organisations. Therefore, this study sought to investigate the use of social media by SSOs and people's general perception. The study conceptualises (see Figure 1) that if social media is perceived useful, easy to use and trustworthy, it will influence the use of social media in promotional activities among SSOs. Thus, the study had the following three hypotheses:

- i) H₁: Perceived usefulness of social media significantly influences social media usage for promotional activities.
- ii) H₂: Perceived ease of use of social media significantly influences social media usage for promotional activities.
- iii) H₃: Perceived trustworthiness of social media significantly influences social media usage for promotional activities.

Figure 1 provides a summary of the formulated hunches.

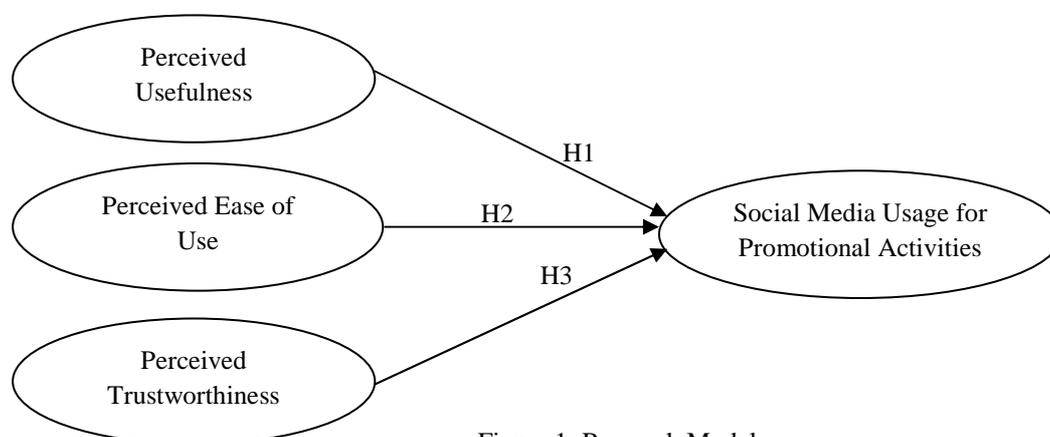


Figure 1: Research Model

Source: Own Conceptualisation from Literature

Table 2: Constructs of the Model, Definitions, Item Indicators and Citations

Construct	Definition	Items	Citation
Perceived Usefulness	...sensational merits towards social media	<ol style="list-style-type: none"> 1. Belief in getting customised content through usage trackers 2. Belief in the ability to reach masses of people at once 3. Belief in getting fast and instant news and information from social media platforms 4. Belief in helping people stay in touch 5. Worldwide engaging users on a particular topic at the same time by giving out their views and opinions 6. Belief in reducing advertising costs 	Davis <i>et al.</i> , (1989); Johnston <i>et al.</i> , (2013); Stelzner (2014); Nielsen (2012)
Perceived Ease of Use	... the degree to which the prospective user expects the target system to be free from effort	<ol style="list-style-type: none"> 1. Easy access to social media platforms even with portable devices 2. Belief that learning how to use social media applications is easy 3. Belief in easy access to software and hardware for social media applications 4. Belief that it will be easy to become skilful in using social media 5. Belief that social media/applications are easy to use 	Davis <i>et al.</i> , (1989); Johnston <i>et al.</i> , (2013); Stelzner (2014); Nielsen (2012)
Perceived	measurement	<ol style="list-style-type: none"> 1. Belief that posted content is true 	Hutchins

Trustworthiness	of confidence that entities will behave in manners expected	<ol style="list-style-type: none"> 2. Belief that people can freely express their opinions, comments 3. Belief that recommendations are trustworthy 4. Belief that people can give both negative and positive comments on posted content 5. No biasness by content moderators 	(2015); Sherchan <i>et al.</i> (2013)
Social Media Usage	... the extent to which social media platforms are used for various activities	<ol style="list-style-type: none"> 1. Rate of uploading different types of content on social media platforms like texts, audio, video, or picture files etc. 2. Members engagement and reaction to uploaded social media content by commenting, liking, sharing, following, blocking, reporting, updating status, etc. 3. Membership base in various social media platform pages, channels, etc. 4. Rate or number of times people access and use social media platforms for various activities 	Lalmas (2013); Nielsen (2012); Cohen (2015)

METHODOLOGY

The study involved four Pension Schemes (NSSF, GEPF, PSPF and PPF) headquarters in Dar es Salaam where the organisation marketing strategies and goals of these organisations are laid out before being disseminated to their branches across the country. A five point Likert Scale questionnaire from “1 = strongly agree” to “5 = strongly disagree” was used to assess respondents’ perception on social media as a tool in promotion. In every organisation, the study reached two (2) top managers, one of them the marketing manager to explore issues related to promotional tools and respective perceptions. A convenient sampling technique was used to pick respondents at operational level from various departments of the pensions. Respondents from the top management, including marketing managers, were purposively selected because they had authority over marketing strategies executed by organisations (see also Saunders *et al.*, 2009); thus, they had better insight about why social media usage was low. A total of 96 respondents were targeted. SPSS Version 20 was used to import data from Google on-line, saved Microsoft Excel 2013 forms, and executed calculations and analysis to unveil the findings. However, the study managed to get 63 respondents and thus, made a response rate of 65.6%.

Reliability of the scale was ensured through Cronbach’s Alpha test. Hair *et al.* (2006) argue that Cronbach Alpha values of 0.7 or above prove that the instrument was reliable (also see Table 3). In addition, the questionnaire was developed with the aid of professionals in Management Information System and Marketing. Also each respondent received a preamble sample describing objectives of the study and its implications. The responses were verified for correctness as well as reasonability and unclear questions were revised to make them understood to all respondents.

Table 3: Cronbach’s Alpha Coefficients

Construct	Number of Items	Cronbach’s Alpha Value
Social media perceived usefulness	6	0.915
Social media perceived ease of use	6	0.890
Social media perceived trustworthiness	5	0.903
Social media usage	7	0.850

Source: Field Data (2016)

FINDINGS

Demographic Information

As far as the response rate was concerned, 63 questionnaires (66%) out of 96 responses from SSO employees were returned. Table 4 indicates that from all respondents (NSSF, GEPF, PSPF and PPF officers), just over two-thirds (63.5%) were females, while 36.5% were males. The Chi-Square Test, $X^2 = 1.667$, showed however that there was no significant difference between the number of females and males, although the former contributed more (60%) than their male counterparts (40%)(Table 4). In terms of age, 55% of the employees ranged between 41 and 50 years old, followed by 25% aged between 31 and 40 years old, while those aged between 18 and 30 as well as those over 50 years old accounted for 10% each in SSO employees. This implies that the majority of respondents were in middle old age.

Table 4: Respondents' Demographic Characteristics

Item	Frequency	Percentage (%)
Pension Scheme		
NSSF	16	25.4
PPF	14	22.2
GEPF	15	23.8
PSPF	18	28.6
Respondent's Gender		
Male	23	36.5
Female	40	63.5
Respondent's Age		
18 – 30	6	10.0
31 – 40	16	25.0
41 – 50	35	55.0
50 and above	6	10.0

Source: Field Data (2016)

Results on Firms' Perception on Social Media as Promotional Tools

To determine the perception of social media usage for promotional activities in pension firms in Tanzania, three variables were used as mentioned earlier, as factors influencing social media usage for promotional activities. Before any analysis was done, factor analyses were employed for the purpose of computing factor scores that could be used for regression analysis (see Tabachnick and Fidell, 2001). However, before a factor analysis output is interpreted and used for subsequent analysis, literature suggests that Kaiser-Meyer-Olkin (KMO) and Bartlett's test have to be scrutinised to confirm whether or not it was appropriate to use the factor analysis procedure. The findings in Table 5 confirm that it is appropriate to interpret and use factor analysis because the KMO sample was adequate and the correlation matrix is not an identity matrix.

Table 5: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.565
	Approx. Chi-Square	1389.108
Bartlett's Test of Sphericity	Df	276
	Sig.	0.0001

Source: Field Data (2016)

As a result of factor analyses, both perceived usefulness and perceived ease of use were each measured by six (6) items, while perceived trustworthiness was measured by using five (5) items. Social media usage, which was the dependent variable in this study was measured by using four (4) items. Furthermore, factor scores generated from SPSS Version 20 for the variables of interest were regressed. The dependent variable was regressed against three independent variables: perceived usefulness, perceived ease of use, and perceived trustworthiness. Table 6 presents results from correlation analysis of variables used for the first regression model. The findings in the Table 6 indicate that variables are correlated and correlation coefficients are not above 0.7 (which is good) and therefore, all variables were retained for subsequent analysis.

Table 6: Correlations

		Perceived Usefulness	Perceived Ease of Use	Perceived Trustworthiness	Social Media Usage
Pearson Correlation	Perceived Usefulness	1.000			
	Perceived Ease of Use	0.660**	1.000		
	Perceived Trustworthiness	0.639**	0.611**	1.000	
	Social Media Usage	0.618**	0.533**	0.548**	1.000

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

Furthermore, collinearity diagnostic was checked to examine presence of multicollinearity. Hence, Tolerance and Variance Inflation Factor (VIF) were examined. Both indicated that there was a multicollinearity problem but it was not strong, and given the purpose of the study that sought to assess the relationship among variables, presence of multicollinearity may not have been a big problem (see Gujarati, 2006).

Table 7: Regression Coefficients and Collinearity Statistics

	Unstandardised Coefficients		Standardised Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	1.450E-016	0.047		0.0001	1.000		
Perceived Usefulness	1.136	0.329	1.136	3.454	0.001	0.021	15.855
Perceived Ease of Use	0.540	0.169	0.540	3.197	0.002	0.019	12.632
Perceived Trustworthiness	0.874	0.208	0.874	4.212	0.0001	0.024	14.087

a. Dependent Variable: Social Media Usage

Note: Multicollinearity exists when there is a tolerance value of less than .10, or a VIF value of above 10 is obtained

Table 8: Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.931 ^a	0.867	0.860	0.37417362
a. Predictors: (Constant), Perceived Trustworthiness, Perceived Ease of Use, Perceived Usefulness				
b. Dependent Variable: Social Media Usage				

Table 9: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	53.740	3	17.913	127.946	0.000 ^b
	Residual	8.260	59	0.140		
	Total	62.000	62			
a. Dependent Variable: Social Media Usage						
b. Predictors: (Constant), Perceived Trustworthiness, Perceived Ease of Use, Perceived Usefulness						

Further, a normality test was carried out to establish whether or not properties of the best linear unbiased estimators were to be achieved. Thus, the normal P-P plot was generated as shown in Figure 2. The P-P plot demonstrates that points of independent variables lie in a reasonably straight line (Figure 2). This implies that data has no major deviations from normality, a pattern, which is a major statistical assumption to be fulfilled.

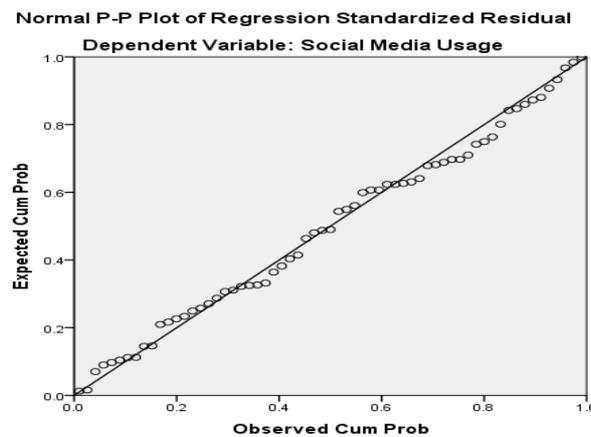


Figure 2: The P-P Plot of Data

Again, evaluation of independent variables was conducted. Using standardised beta column, the coefficient for the perceived usefulness of the social media is 1.136. Thus, there is a positive relationship between perceived usefulness and social media usage. The coefficient of perceived ease of use was 0.540 and therefore, there is a positive relationship between perceived ease of use and social media usage. The coefficient of perceived trustworthiness is 0.874 and therefore the study concludes that there is a positive relationship between perceived trustworthiness of social media and social media usage. Since findings in Table 7 indicate that significant values are all less than 0.05, variables made statistically significant contribution to the predictor variable, social media usage.

Additionally, evaluation of the model summary presented in Table 8 indicates that coefficient of determination (R –Square) is 86.7%, meaning that 86.7% of variability of the dependent variable (social media usage) is accounted for by the three independent variables, while the remaining 13.3% of variability of the dependent variable is accounted for by other factors not considered in the model.

Furthermore, evaluation of Analysis of Variance (ANOVA) was carried out as presented in Table 9. The analysis provides that the model is very significant in predicting response social media usage as the actual significant value is less than the hypothesised significant value of 0.05. In this case, perceived usefulness of social media, perceived ease of use of social media and perceived trustworthiness of social media make a unique contribution to the dependent variable. Thus, findings support hypotheses H_1 , H_2 and H_3 as presented in Table 10.

The regression model of social media usage against the three independent variables is presented below.

Where

SMU = Social Media Usage

$$SMU = 1.136PU + 0.540PEU + 0.874PT + E$$

PEU = Perceived Ease of Use

PT = Perceived Trustworthiness

E = Error term

Table 10: Summary of Hypotheses

Hypothesis	β	P-value	Remarks
H1: PU→SMU	1.136	0.001	Supported
H2: PEU→SMU	0.540	0.002	Supported
H3: PT→SMU	0.874	0.0001	Supported

Supported at 0.05 level of significance

Discussion of Findings

Pension Scheme Organisations in Tanzania including NSSF, PPF, GEPI, PSPF, LAPF and ZSSF are now tirelessly competing for the same customers by using different strategies to ‘poach’ and communicate their products and services. Such level of competition requires proper promotion strategies and management. It was opined that social media usage would assist pension scheme firms to easily promote their services in the emerging competition. Again, it was postulated that social media usage depends on users’ perception of usefulness, user perceived ease of use and perceived trust of the social media in question. Objectives of this study aimed at not only assessing the reasons for low social media usage, but also aimed at assessing the viability of adoption by the industry, through assessment of firms’ perception and trustworthiness among the pension schemes under study.

Findings as presented before indicate that the coefficient of determination (R –Square) is 0.867, meaning that 86.7% of variability of the dependent variable usage is accounted for by the three independent variables: perceived usefulness, perceived ease of use and perceived trustworthiness. The remaining 13.3% (patterns of variability of the dependent variable) is accounted for by other factors not considered in the model.

The study has demonstrated that where social media is perceived useful, easy to use and trustworthy towards social media among users, there would be positive influence on its usage. The findings are consistent with TAM, which postulates that both perceived usefulness and perceived ease of use of technology influence technology usage. Also, they are consistent with Xin *et al.* (2015) who assert that trust related characteristics of technology influence usage of that technology because they reduce the level of transaction specific uncertainties a consumer may perceive towards new technologies. The findings indicated that most of those who gave their views believed social media has tremendous value in business due to its mass outreach, user engagement and immediate feedback abilities at relatively efficient ways. Hence, they foster efficient and effective ways in communication between an organisation and its audiences. Also they give customers a range of opportunities to learn about pension scheme firms’ products/services more than other available means such as broadcast media, television, radio, and print media. Some claimed that the world has changed and it is high time businesses conformed to changes by adjusting their structures including operations to keep pace with development. Respondents showed positive attitude towards social media tools. The study revealed that users could rely on information provided in social media due to its perceived trustworthiness, validity and transparency of contents.

Hence, users were ready to share views and opinions concerning certain contents related to products and services provided by the firms. Respondents had positive perceptions that social media would improve security

on user data against hackers. They were comfortable uploading and sharing company information in social media platforms. They trusted contents and replies uploaded, shared as well as commented by users in social media platforms. Such disclosures had been reported before by Accenture (2011) who argued that through engagement, social media creates transparency, trust and loyalty from customers. Transparency is felt through activities happening in the open, including new laws and policies that can affect a member's benefits. Since organisations are not always perfect, in case a dissatisfied customer emerges, Grewal and Levy (2014) suggest that organisations should provide customer service representatives (on-line, in a store, company office, on the phone) to handle complaints.

There were a few factors that were thought to hinder the use of social media for example culture, inadequate budget allocation and tools/equipment, unfavourable marketing strategies and policies - all linking to the top management at corporate level. Although it has been noted that broadcast and print media accounted for more than 80%, they have price tags, with some being expensive and consuming immense organisational financial resources. Although social media had a low percentage share in SSOs in reaching customers compared to other channels, there is very little cost involved; yet it produces the desired results in terms of outreach (Coles, 2015). It is way less expensive or free to use and its application can bring efficiency and proper utilisation of resources, given the fact that media purchases are expensive in Tanzania.

PPF Tanzania, a SSO that intensively uses social media platforms, according to field data, seemed slack in the wake of 2015. It needs improvement if it wants to enjoy the benefits of social media. Engagement is a really important aspect in social media; it is through engagement that people really feel close and trusting towards the company. Engagement can lead to cost reduction and more exposure to people who will daily or frequently check for page updates, share their experiences including news they get on their updates (word of mouth promotion) and provide useful information to help serve customers better. In engaging with customers through social media, organisations should first of all listen to what these customers have to say through engagement, analyse the information and even use social media generated reports to better understand customers and finally, implement plans through making informed decision (see Grewal and Levy, 2014).

The pension schemes that were studied need to solve unveiled setbacks in the field by inducing change in the top level management where corporate strategies that determine an organisation's paths could be formulated. This is important because it is at the corporate level that an organisation focuses on long-term and expansive objectives, in particular, about business activities to venture in, where and how to penetrate, about aspects to do with the ventured business and scope for the business (Coulter, 2005). Pearce II and Robinson Jr (2005) add that the corporate level also focuses and is accountable for a business' financial performance and even non-financial such as corporate image to the public as well as social duties.

The authors are of opinion that if the importance of social media is realised in pension schemes' marketing activities by top managers (e.g. board of directors, chief executive officer(s) and administrative officers), it can be easily enforced to make the tools adopted as well as used to facilitate attainment of goals. All four organisations had the same top-down management structure where what was planned was sent down for implementation. Integrated marketing was also encouraged if SSOs want to adapt and enjoy the benefits of social media through cultural changes that might not take effect from top level strategic planning. When an organisation's functional unit works together to meet customers' requirements, it is called Integrated Marketing (Kotler, 2003). The organisation has to ensure that departmental goals such as cost minimisation and resource control are aligned to meeting customers' interests. Such scenario was evident in GEPF where a regional manager of Marketing and Operations, who is part of the corporate level, according to GEPF's organisational structure, admitted that their organisational culture did not embrace intensive social media use. In such companies where even top level managers believe that social media is helpful, if it is not used intensively, integrated marketing becomes one of the key strategies to enforce it.

Without having integrated marketing, even if the marketer believes such a strategy would increase their flight traffic, its implementation might face challenges from other departments. If all departments plan and operate in view of serving customers' interests, such strategies would easily be accepted and would receive full support. According to Kotler (2003), Integrated Marketing would do surveyed pension schemes a great deal to ensure that departments are working together towards a common goal. Such strategies transform organisational culture to make people highly interactive and corporative.

It is suggested that pension schemes can quickly and easily change their marketing strategies to foster increased social media use since their workers already have positive attitude towards the said media. Combined with management support for adequate budget allocation, adequately equipped, most definitely can strive through social media use. According to Kotter (1995), SSOs can make adjustments and changes step-by-step to obtain successful and powerful organisational changes to make them keep pace with environmental changes.

CONCLUSION AND RECOMMENDATIONS

Conclusion

Social media can greatly benefit SSOs in Tanzania, especially the organisations that will choose to intensively and smartly use the media on cost minimisation, outreach and exposure as well as engagement that clearly opens up doors to many opportunities. Top management is required to provide support that would facilitate social media usage by making it easy to use. Such undertakings might include training, equipment acquisition and maintenance. Besides, the firms should strive to institute all security and privacy precautions to make social media trustworthy. Such measure will, in turn, impart positive organisational culture change as well as increase understanding of social media usefulness and hence, its usage in their various promotional activities. In so doing, firms will be able to keep their customers close, loyal and less likely to outflow.

Recommendations

Since social media usage is still growing in Tanzania, traditional media such as television and radio should work in tandem with social media among the SSOs, for each channel has impact on specific target markets especially with the case of Tanzania where SSOs' targets are meant for every citizen that does not have social security protection. In addition, SSOs should not just place social media tags on websites, fliers, brochures and on any other promotional material; instead, they should be active on their social media platforms to encourage engagement.

REFERENCES

- Accenture (2011). *Social Media for Public Pension Organisations: A New Model for High Performance*. [Online] Available at: <http://www.accenture.com/SiteCollectionDocuments/PDF/Accenture-PensionsSocialMedia-FINAL5.pdf> [Accessed 16 September 2014].
- Agarwal, R., & Prasad, J. (1998). The Antecedents and Consequents of User Perceptions in Information Technology Adoption. *Decision Support Systems*, 22, 15.
- Alsheikh, L., & Bojei, J. (2014). Determinants Affecting Customer's Intention to Adopt Mobile Banking in Saudi Arabia. *International Arab Journal of Information Technology* 3(4), pp. 210-219.
- Bagozzi, R. P. (2007). The Legacy of the Technology Acceptance Model and a Proposal for a Paradigm Shift. *Journal of the Association for Information Systems*, 8(4), pp. 243-254.
- Baier, A. 1986. Trust and Antitrust. *Ethics*, 96 (2), pp. 231-260.
- Bandawe, K. D. (n.d.). *Adequacy of Current Social Security Benefits*. Dar es Salaam, Tanzania.
- Bandura, A. (1986). *Social Foundations of Thought and Action: A Social Cognitive Theory*. New Jersey: Prentice-Hall, Englewood Cliffs.

- BBC (2015). *5G Researchers Manage Record Connection Speed*. [Online] Available at: <http://www.bbc.com/news/technology-31622297> [Accessed 22 May 2015].
- Benbasat, I., & Barki, H. (2007), Quo Vadis, TAM? *Journal of the Association for Information Systems*, 8 (4), pp. 211-218.
- Bennett, S. (2013). *Social Media Growth Worldwide*. [Online] Available at: http://www.mediabistro.com/alltwitter/social-media-growth-worldwide_b51877 [Accessed 14 September 2014].
- Bongo Today (2014). *Tanzania's Internet Users Have Reached 9 Million*. [Online] Available at: <http://www.bongotoday.com/2014/04/tanzanias-internet-users.html> [Accessed 20 May 2015].
- Borders, B. (2009). *A Brief History of Social Media*. [Online] Available at: <http://copybrighter.com/history-of-social-media> [Accessed 26 August 2014].
- Chiwambo, A. (2013). *What are the Following; NSSF, LAPF, PPF and PSPF?*. [Online] Available at: <http://discussionqn.blogspot.com/2013/01/qn-what-are-following-nssf-lapf-ppf-and.html>
- Coles (2015)
- Christodoulides, G. (2009). Branding in the post-internet era. *Marketing Theory*, 9(1), pp. 141- 144.
- Coleman, J. S. (1998). *Foundations of Social Theory*. Cambridge, Massachusetts: Harvard University Press.
- Coles, L. (2015). *Marketing with Social Media. 10 Easy Steps to Success for Business*. Australia : John Wiley and Sons Australia Ltd.
- Costantine, D. (2013). *The Social Media and Organisational Performance among Civil Society Organisation in Tanzania*. Dar es Salaam: s.n.
- Cross, M. (2014). *Social Media Security. Leveraging Social Networking while Mitigating Risk*. USA: Syngress.
- Culnan, M. J., & Armstrong, P. K. (1999). Information Privacy Concerns, Procedural Fairness and Impersonal Trust: An Empirical Investigation. *Organisation Science* 10 (1), pp. 104-115.
- Davis, F., Bagozzi, R., & Warshaw, P. (1989). User Acceptance of Computer Technology: A Comparison of Two Theoretical Models. *Management Science*, 35(8), pp. 982-1003.
- Dervojeda, K., Verzijl, D., Nagtegaal, F., & Lengton, M. (2014). *Innovative Business Models for Competitiveness. Social Media for Internationalisation*. European Union: Business Innovation Observatory.
- E-Marketer (2010). *What Makes Social Media Trustworthy? Venues and Relationships Affect how Social Media Users Perceive Advice*. [Online] Available at: <http://www.emarketer.com/Article/What-Makes-Social-Media-Trustworthy/1007863>Fagbohun, 2014
- Ferneley, E., Heinze, A., & Child, P. (2009). Research 2.0: Improving Participation in On-Line Research Communities. European Conference in Information Systems, Verona, Italy.
- Foux, G. (2006). Consumer-generated Media: Get Your Customers Involved. *Brand Strategy*, 202, pp. 38-39.
- Gaya, C. (2011). *Why Social Security in Tanzania is vastly Inadequate*. [Online] Available at: http://www.business-times.co.tz/index.php?option=com_content&id=1174:why-social-security-in-tanzania-is-vastly-inadequate-and&Itemid=60 [Accessed 16 September 2014].
- George, D., & Mallery, P. (2003). *SPSS for Windows Step by Step: A Simple Guide and Reference. 11.0 Update* (4th ed.). Boston: Allyn and Bacon.
- Grabner-Krauter, S. (2002). The Role of Consumers' Trust in Online-Shopping. *Journal of Business Ethics*, 39 (1), pp. 43-50.
- Grewal, D., & Levy, M. (2014). *Marketing* (4th ed). New York: McGraw Hill/Irwin, Hutchins.
- Gujarati, D. N. (2006). *Essentials of Econometrics* (3rd ed.). New York: McGraw Hill Companies.
- Hallikainen, P. (2015). *Why People Use Social Media Platforms: Exploring The Motivations and Consequences of Use*. Springer International Publishing Switzerland.
- Hamalainen, A. (2015). Trust Antecedents in Social Networking Services. Master's Thesis. MSc programme in Information and Service Management. Aalto University School of Business. Finland.
- Kietzmann, J. H., Hermkens, K., McCarthy, I. P., & Silvestre, B. S. (2011). Social Media/ Get Serious! Understanding the Functional Building Blocks of Social Media. *Business Horizons*, 54, pp. 241-251.
- Kivijärvi, H., Leppänen, A., & Hallikainen, P. (2013). Technology Trust: From Antecedents to Perceived Performance Effects. 46th Hawaii International Conference on System Sciences.
- Kotler, P. (2003). *Marketing Management* (11th ed). Singapore: Pearson Education.

- Kotler, P., & Keller, K. L. (2006). *Marketing Management* (12th ed). United States of America: Pearson Prentice Hall.
- Lankshear, C., & Knobel, M. (2007). *New Literacies: Everyday Practices and Classroom Learning*. McGraw Hill/Open University Press.
- Lazaro, F. (2015). *Firms Join Forces to Promote Online Shopping in Tanzania*. [Online] Available at: <http://www.thecitizen.co.tz/Business/Firms-join-forces-to-promote-online-shopping-in-Tanzania/-/1840414/2594340/-/iho0gpz/-/index.html> [Accessed 08 May 2015]
- Lwoga, E. T. (2014). Integrating Web 2.0 into an Academic Library in Tanzania. *The Electronic Library*, 32(2), pp. 183-202.
- Mangiero, S. (2015). *Pension Transparency in a Digital World*. [Online] Available at: <http://www.pensionriskmatters.com/tags/social-media/> [Accessed 30 March 2015].
- Mayer, R. C., Davis, J. H., & Schoorman, F. D. (1995). An Integrative Model of Organisational Trust. *Academic Management Review*, 20 (3), pp. 709-734.
- Mboma, N. P. (2014). The Potential of Social Media in Enhancing Promotion Activities: A Case of Social Security Industry in Tanzania. MBA Dissertation. University of Dar es Salaam.
- Mishra, A. K. (1996). Organisational Response to Crisis: The Centrality of Trust. In Kramer, R. M., Tyler, T. R. (Eds.) *Trust in Organisations: Frontiers of Theory and Research* (pp. 261-287). Sage, Thousand Oaks.
- Mtweve, S. (2014). *Bright Future for Mobile Internet in Sub-Saharan Africa Region*. [Online] Available at: <http://www.thecitizen.co.tz/News/Bright-future-for-mobile-Internet-in-sub-Saharan-Africa-region/-/1840392/2357740/-/6denjb/-/index.html> [Accessed 14 September 2014].
- Nielsen (2012). *Social Media Report 2012*, Nielsen Company.
- Nistor, C. (2013). A Conceptual Model for the Use of Social Media in Companies. The MPRA Paper No. 44224, available online at <https://mpra.ub.uni-muenchen.de/44224>, posted on 6 February, 2013, 9:00 UTC. Munich personal ReREc Archive.
- Phonthanakitithaworn, C., Sellitto, C., & Fong, M. W. L. (2015). A Comparative Study of Current and Potential Users of Mobile Payment Services. *Journal of Internet Banking and Commerce*, 20(1), pp.1-29.
- Porter, C. E., & Donthu, N. (2006). Using the Technology Acceptance Model to Explain how Attitudes Determine Internet Usage: The Role of Perceived Access Barriers and Demographics. *Journal of Business Research*, 59 (9), pp. 999-1007.
- Prah, M. (2011). *The Role of Networking and the Entrepreneur in the Internationalisations of Small Software Firm in Finland*. Vaasan ammattikorkeakoulu (VAMK), Vaasa.
- Rauniar, R., Rawski, G., Yang, J., & Honson, B. (2014). Technology Acceptance Model (TAM) and Social Media Usage: An Empirical Study on Facebook. *Journal of Enterprise Information Management* 27(1), pp. 6-30.
- Riley, S. (2012). *US Public Pensions Take to Social Media*. [Online] Available at: <http://www.top1000funds.com/news/2012/04/18/us-public-pensions-take-to-social-media/> [Accessed 30 March 2015].
- Sago, B. (2013). Factors Influencing Social Media Adoption and Frequency of Use. *An International Journal of Business and Commerce*, 3(1), pp. 01-14.
- Saunders, M., Lewis, P., & Thornhill, A. (2009). *Research Methods for Business Students* (5th ed.). United Kingdom: Pearson Education.
- Singh, S., & Sonnenburg, S. (2012). Brand Performances in Social Media. *Journal of Interactive Marketing* 26 (4), pp. 189-197.
- Social Media Week (2015). *Contributory Pension Schemes for All*. [Online] Available at <http://socialmediaweek.org/lagos/events/smwlagosinnovators-breakfast-tuesday/> [Accessed 30 March 2015]
- Southwood, R. (2014). *Africa: A Detailed Snapshot of Africa's Emerging Internet and Social Media Space - the Users and What They Are Doing*. [Online] Available at: <http://allafrica.com/stories/201409210118.html> [Accessed 29 March 2015].
- Tabachnick, B. G., & Fidell, L. S. (2001). *Using Multivariate Statistics* (4th edn.). Needham Heights, MA: Allyn and Bacon.
- Tanzaniainvest (2014). *Tanzania Internet Users Reach 9 Milion, Says TCRA*. [Online] Available at: <http://www.tanzaniainvest.com/telecoms/news/1099-tanzania-internet-users-reach-9-million-says-tcra> [Accessed 22 May 2015].
- Taprial, V., & Kanwar, P. (2012). *Understanding Social Media*. United States: Ventus Publishing.
- TCRA (2016). *Telecom Subscriptions. Annual Report as of December, 2016*. Dar es Salaam.

- The Citizen (2015). *Investment Flows into the Global Online News Sector*, Dar es Salaam, Tanzania: Mwananchi.
- Turner, J., & Shah, R. (2011). *How to Make Money with Social Media*. New Jersey: Pearson Education, Inc.
- Ubwani, Z. (2015). *TZ's Number of Internet Users Hits 5 Million*. Dar es Salaam: Nation Media Group.
- Venkatesh, V., & Davis, F. D. (2000). A Theoretical Extension of the Technology Acceptance Model: Four Longitudinal Field Studies. *Management Science* 46(2), pp. 186-204.
- Venkatesh, V., Davis, F. D., & Morris, M. G. (2007). Dead or alive? The Development, Trajectory and Future of Technology Adoption Research. *Journal of the Association for Information Systems*, 8(4), pp. 267-286.
- Wamba, S. F., & Carter, L. (2013). Twitter Adoption and Use by SMEs: An Empirical Study. System Sciences (HICSS), 46th Hawaii International Conference.
- Xin, H., Techatassanasountorn, A. A., & Tan, F. B. (2015). Antecedents of Consumer Trust in Mobile Payment Adoption. *Journal of Computer Information Systems*, 55(4), pp.1-10.
- Zarella, D. (2010). *The Social Media Marketing Book*. North Sebastopol, CA: O'Reilly Media.
- Zeithaml, V. A., Bitner, M. J., Gremler, D. D., & Pandit, A. (2013). *Services Marketing. Integrating Customer Focus across the Firm* (6th ed). New Delhi: McGraw Hill Education.