ENHANCE THE EFFECTIVENESS OF ORGANIZATIONAL RESPONSE TO PUBLIC COMPLAINTS IN SOCIAL MEDIA OFFENCE

MUHAMMAD SYAFIQ BIN ZULKIFLI

UNIVERSITI TEKNOLOGI MALAYSIA

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MUHAMMAD SYAFIQ BIN ZULKIFLI

A project report submitted in partial fulfilment of the requirement for the award of the degree of Master of Business Administration

Azman Hashim International Business School

Universiti Teknologi Malaysia

JUNE 2021

DEDICATION

Every difficult task requires some effort on our part, but it also calls for the assistance of those who are close to us, in particular our family. This small effort is dedicated to my wife, mother, father, and other family members who provide support and encouragement so that I can carry on with my creative endeavour.

My supervisor, who has been nothing short of amazing in her support, guidance, knowledge, and motivation, has helped make this entire project possible.

My sincere appreciation goes out to everyone who helped along the way.

ACKNOWLEDGEMENT

In the name of Allah, the Most Gracious and the Most Merciful.

All praise to Allah and His blessing, who has helped with the completion of this project. I thank Allah for providing me with every opportunity, test, and source of strength that I will need to accomplish this writing assignment.

First of all, I would like to express my gratitude to my supervisor, Dr Nor Hidayati Binti Zakaria, for all of her guidance, inputs, patience, and positivity. In addition, she was instrumental in assisting me with the research project, which allowed me to develop and perfect the skills that are necessary for my future. I've greatly benefited from having her as my supervisor. I would like to extend my heartfelt gratitude to Universiti Teknology Malaysia (UTM) specifically the Azman Hashim International Business School for their support in making this opportunity possible.

This dissertation could not have been written without the love of family and the support of friends. It has been a long journey. I could not have come this far without the assistance of many individuals and I want to express my deepest appreciation to them. I wish to acknowledge the loving encouragement from my family. They have been my support system throughout this entire process. For their "patience, encouragement, strength, and love, I will be ever grateful.

I would like to thank everyone at the Consumer Protection Department and New Media Department for their participation in my action research. I'm thankful for the assistance and support they've provided when it comes to data collection, as well as their participation and involvement with the intervention.

Special thanks go to each of the participants of this study. Finally, I wish to thank all my friends who travelled this journey with me. It has been a memorable experience.

ABSTRACT

The Malaysian Communication and Multimedia Commission (MCMC) commits to upholding the Client's Charter on complaints received and protecting consumers' interests concerning social media offences. However, due to the advancement of technology, complaints on social media offences have rapidly increased, bringing challenges for the organization. Thus, this study aims to enhance the effectiveness of the organizational response to public complaints in social media cases by introducing a new process flow for the organization to provide regular updates and provides more detailed information on the progress of the complaint. The theory adopted in this research is to apply Davidow's six (6) dimensions of effective organizational response and McKinsey 7-s model on "shared values". The methodology used in this research is mixed-method by qualitative (online interviews) analyzed using NVivo software, and quantitative (questionnaires) analyzed using SPSS software. It is believed that the findings of this research by introducing the new process flow would enhance the effectiveness of the organizational response to the public complaint in social media cases. The theoretical implication of this research is that it could help contribute to academic research on organizational response issued by the public organization in complaint handling to ensure the consumer satisfaction.

Keywords: Complaint Handling, Complaint Management, Public Organization, Organization Response & Consumer Satisfaction

ABSTRAK

Suruhanjaya Komunikasi dan Multimedia Malaysia (MCMC) komited untuk menegakkan Piagam Pelanggan mengenai aduan yang diterima dan melindungi kepentingan pengguna berhubung kesalahan media sosial. Walau bagaimanapun, disebabkan oleh kemajuan teknologi, aduan terhadap kesalahan media sosial telah meningkat dengan mendadak, membawa cabaran kepada organisasi. Justeru, penyelidikan ini bertujuan untuk mempertingkatkan keberkesanan maklumbalas organisasi terhadap aduan awam dalam kes media sosial dengan memperkenalkan aliran proses baharu untuk organisasi menyediakan maklumbalas secara berkala dan menyediakan maklumat yang lebih terperinci tentang perkembangan aduan. Teori yang diterima pakai dalam penyelidikan ini adalah untuk mengaplikasikan enam (6) dimensi Davidow bagi maklumbalas organisasi yang berkesan dan model McKinsey 7-s pada "nilai dikongsi bersama". Metodologi yang digunakan dalam penyelidikan ini ialah kaedah campuran secara kualitatif (temubual dalam talian) dianalisis menggunakan perisian NVivo, dan kuantitatif (soal selidik) dianalisis menggunakan perisian SPSS. Adalah dipercayai bahawa penemuan penyelidikan ini dengan memperkenalkan aliran proses baharu akan meningkatkan keberkesanan maklumbalas organisasi terhadap aduan orang ramai dalam kes media sosial. Implikasi teori penyelidikan ini ialah ia dapat membantu menyumbang kepada kajian akademik mengenai maklumbalas organisasi yang dikeluarkan oleh organisasi awam dalam pengendalian aduan bagi memastikan kepuasan pengguna.

Kata kunci: Pengendalian Aduan, Pengurusan Aduan, Organisasi Awam, Maklumbalas Organisasi & Kepuasan Pengguna

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CHAPTER 1

INTRODUCTION

Malaysian Communication and Multimedia Commission (MCMC) is an agency established under the Ministry of Communication and Multimedia Malaysia. MCMC was established to act as a regulator in the communication and multimedia sectors under the Communication and Multimedia Act 1998. ("CMA 1998"). One of MCMC's responsibilities is implementing and enforcing communication and multimedia law provisions under the social regulation chapter, which focuses on content regulation such as the prohibition of offensive content and public education on content-related issues. MCMC has to protect consumers' interest concerning social media offences, such as complaints being handled fairly, effectively, and to monitor the level of complaints received. MCMC also commits to upholding the Client's Charter on complaints received and protecting consumers' interest concerning online content problem complaints.

MCMC is empowered by the Communications and Multimedia Act 1998 ("CMA 1998") to investigate, enforce, and penalize any person or corporation who contravenes the provisions of CMA 1998 and its subsidiary legislations. As the communications and multimedia industry regulator, MCMC has been bestowed with requisite powers under the law to enforce CMA 1998, together with several Acts and relevant subsidiary legislation. The most prevalent offences committed under CMA 1998 are stated under section 233(1) (a) CMA 1998, which sends an obscene communication, indecent, false, menacing, or offensive in character intent annoy, abuse, threaten or harass another person.

Section 69 of CMA 1998 provided that MCMC would investigate offences once it has received a written complaint by a person. To this effect, the MCMC has established a Consumer Protection Department whose responsible for receiving complaints from the public complainant. The other function of the Consumer Protection Department (CPD) is to evaluate the completeness of related information needed to be provided by the complainant and to evaluate whether such complaint has a basis for the investigation to commence.

When a complaint is received regarding a social media offence and the Consumer Protection Department (CPD) determines that sufficient evidence exists to establish the commission of a crime, the complaint is escalated to the New Media Department (NMD), whose function is to conduct a second evaluation of the complaint regarding social media-related offences. This evaluation may include examining, verifying, and collecting evidence about the new media platforms from which the alleged offence originated. After such procedures are completed, the complaint would be escalated to the Investigation Department (ID) for the investigation process to be commenced by the authorized officer of MCMC.

1.1 Background of Study

In the current practice, the complainant could check the complaint made via the "Track Existing Complaint" system via website address https://aduan.skmm.gov.my/. However, there are several issues related to the current check on the status of the complaints made. Such problems are mainly with regards to the response given by the two (2) departments which initially interact with the public complainant, namely the Consumer Protection Department (CPD) and the New Media Department (NMD).

The Consumer Protection Department (CPD) is mainly responsible for accepting complaints received from the public complainant on general matters within the jurisdiction of

MCMC. One of them is relating to the complaint regarding online content concerning social media offences. The social media offence is within the jurisdiction of MCMC, and the MCMC's authorized officers would investigate the violations under section 233(1) (a) of CMA 1998. One of the Consumer Protection Department (CPD) functions is receiving a complaint regarding social media offence from the public complainant and recording such a complaint in writing. The Consumer Protection Department (CPD) officer is the frontline officer who interacts with the general complaint and is responsible for collecting necessary and relevant information to enable the investigation to commence. The Consumer Protection Department (CPD) is also responsible for evaluating the details on social media offence complaints to identify whether such complaint is valid, whether all of the necessary information details have been compiled by the public complainant, whether such online content problem is within MCMC's jurisdiction and whether the information details needed from such complaint has been fulfilled for an investigation to commence.

Meanwhile, the New Media Department (NMD) is primarily responsible for evaluating social media's online content problems. Its function is to conduct a thorough check on the social media platforms on the issues relating to the social media offence complained. The department must ensure that critical details about the online content complained about are included, such as the content's "Uniform Resource Locator" (URL) link, the time and date the offence was committed, the details of the social media account used to commit the offence and other necessary and relevant information that will ultimately aid the investigation action in succeeding.

Through the current "Track Existing Complaint" system via website address https://aduan.skmm.gov.my/, the response given by those two (2) departments on the status of the complaints made is only limited to responses such as the complaint has been received, the complaint has been resolved, the complaint has been closed, and the complaint has been assigned to the New Media Department (NMD) or the response such as "Pegawai bertanggungjawab di peringkat MCMC akan berhubung secara terus dengan pihak tuan."

From the public complainant perspective, such responses given were insufficient, and it creates dilemmas for them such as "do my complaint has been resolved?", "are there any actions taken?", "what are the actions taken?", "has MCMC initiated investigation?", "what are the next steps to be taken by me?" or "who are the officers I should have contacted?". The public complainant is in dire need of more information on the response given by these two (2) departments as the initial intention of the complaint is to seek a redress and a prompt solution to be taken by MCMC. This research believes that it would be highly unfavourable to the public complainant if they are required to comply with multiple stages, processes, or procedures for them to get accurate and detailed information on the current status of their complaint because the lack of necessary information given through the responses which are currently issued by Consumer Protection Department (CPD) and New Media Department (NMD) to the public complainant.

1.2 Problem Background

The study's background mentioned that the public knows that MCMC, as a public authority, acts as a channel for them to address their dissatisfaction, issues, and problems to seek redress for matters relating to social media offences. The public is also aware of the procedures needed to complain about social media offences to MCMC. Therefore, after complying with the numerous process in lodging a complaint, the public should be issued a response on the complaints' status, and such response should at least meet or exceed the public complainant's satisfaction.

In the current situation, MCMC has indeed, through relevant departments, issued responses regarding the complaints made on online content problems to the public complainant. However, do those responses align with the public perceptions and expectations when they are complaining? What are the actual public complainant's perceptions and expectations regarding the answer given by MCMC relating to the complaint lodged? To that extent, the issue that arises is how MCMC could enhance the organizational response in social media offence complaints made by the public complainant to MCMC?

Based on this problem statement, there is a need to enhance the effectiveness of the organizational response to public complaints in social media offences to provide satisfaction to public complainants based on the integral parts of the organization involved.

1.3 McKinsey 7-S Model

The problem formulation identified for this proposed research is applying to the McKinsey 7-S Model to make every part of the organization work in harmony. The McKinsey 7S Model is a framework for organizational effectiveness that postulates seven internal factors of an organization that need to be aligned and reinforced for it to be successful. The concept of the McKinsey 7-S Model intended to be applied is as shown below.

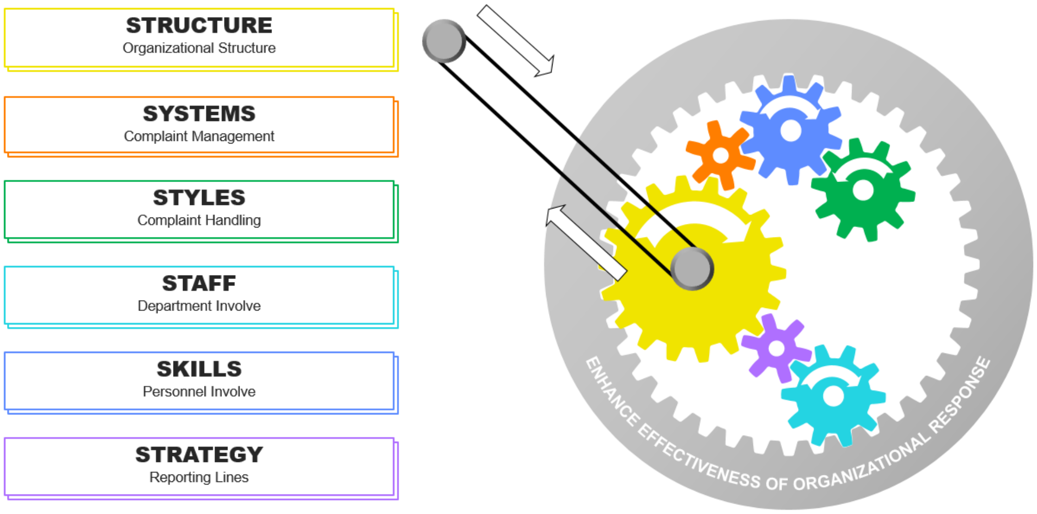
STRUCTURE
Organizational Structure
SYSTEMS
Complaint Management
STYLES
Complaint Handling
STAFF
Department Involve
SKILLS
Personnel Involve
STRATEGY
Reporting Lines
ENHANCE EFFECTIVENESS OF ORGANIZATIONAL RESPONSE

Figure 1: The Concept of McKinsey 7-S Model

According to the McKinsey 7-S Model, the first 7-S model is "Structure," which relates to MCMC organizational structure, consisting of various departments involved in complaint handling and complaint management. The second model is "Systems," referring to the process management process undertaken by the relevant departments involved in MCMC. The third model is "Styles," which relates to the complaint handling processes and procedures by relevant departments in MCMC based on their roles and responsibilities. The fourth model is "Staff," which refers to the relevant department involved in complaint handling and complaint management. The fifth model is "Skills," the relevant officers from departments involved in complaint handling and complaint management. The sixth model is "Strategy," the reporting line consisting of various departments involved in handling complaints and complaints. This research proposed that all six (6) models must be applied together and work in harmony to achieve its “shared values” or a common goal by issuing an effective organizational response and aligning with consumer perception, expectation, and satisfaction when complaining about it social media offence.

1.4 Ishikawa (Fish Bone) Diagram

This study will use Ishikawa (fish bone) diagram to highlight better the root cause of the organisation's response, which does not meet public complainant perception, expectation, and satisfaction in social media offence.

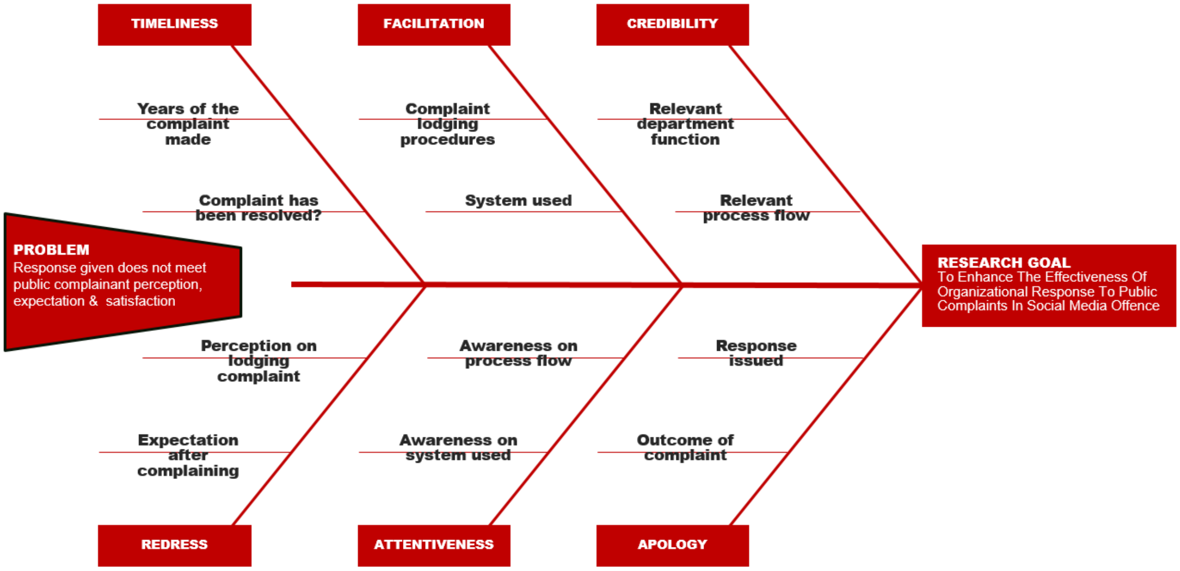
TIMELINESS
FACILITATION
CREDIBILITY
Years of the complaint made
Complaint lodging procedures
Relevant department function
Complaint has been resolved?
System used
Relevant process flow
PROBLEM
Response given does not meet public complainant perception, expectation & satisfaction
RESEARCH GOAL
To Enhance The Effectiveness Of Organizational Response To Public Complaints In Social Media Offence
Perception on lodging complaint
Awareness on process flow
Response issued
Expectation after complaining
Awareness on system used
Outcome of complaint
REDRESS
ATTENTIVENESS
APOLOGY

Figure 2: The Concept of Ishikawa (Fish Bone) Diagram

From the Ishikawa (Fish Bone) diagram shown above, the researcher finds that the goal to enhance the effectiveness of the organizational response to the public complaint in social media offence could be achieved by adopting (Davidow, 2003) six (6) dimensions of organizational response to a complaint. A model framework is presented that divides these organizational responses into six different dimensions, which are timeliness, facilitation, redress, apology, credibility, and attentiveness.

He also discusses how the organizational response to a consumer complaint affects the post-complaint consumer behaviour based on the six separate dimensions framework of corporate reactions, which are "Timeliness" (the perceived speed with which an organization responds to or handles a complaint), "Facilitation" (the policies, procedures, and structure that a company has in place to support consumers engaging in complaints and communications), "Redress" (the benefits of response outcome that a consumer receives from the organization in response to the complaint), "Apology" (an acknowledgement by the organization of the complainant's distress), "Credibility" (the organization's willingness to present an explanation or account for the problem), and "Attentiveness" (the interpersonal communication and interaction between the organizational representative and the consumer) and takes an in-depth look at each dimension on the organizational response.

Based on the Ishikawa (Fish Bone) diagram above, this study believed that the effectiveness of the organizational response to the public complaint in social media offence could be enhanced by adopting the six (6) variables such as “timeliness”, which refers to the years of the complaint made & if the complaint has been resolved. “Facilitation, which refers to the complaint lodging procedure and the system used in complaint handing. “Credibility” refers to the relevant function of the department involved in complaint handling and the process flow adopted by the departments involved. “Redress” refers to the public complaint perception on lodging complaints on social media offence and public complainant expectation after complaining about social media offence. “Attentiveness” refers to the public complainant awareness on the process flow of complaint handling and their awareness of the usage of the system used in complaint handling. Lastly, “apology”, which refers to the response issued by an organization to the public complainant and the outcome of complaint issued by the organization.

1.5 Research Goal

Under the research goal, the researcher will highlight the research questions based on the problem explained in detail in Problem Statement. Aside from this sub-topic, the researcher will also emphasize the research objectives of this research.

1.6 Research Questions

The research questions have been identified based on the problems that arise. Thus, the questions of the study are:

RQ1: What is the current process flow of complaint handling in social media offences by the relevant departments (CPCBD/ NMMD) in MCMC?

RQ2: What is the public complainant knowledge on the function of the relevant MCMC departments in handling their complaints and whether they are satisfied with the response given regarding the current status of the complaints made?

RQ3: What is the recommendation needed to enhance the organizational response in social media offence complaints made by the public complainant to MCMC?

This action research proposed enhancing the effectiveness of the organisational response to public complaints about social media offences from public complainants' perspectives. The research proposal identified several questions that could focus on the study area and established what data would be collected and how such data would be collected to accomplish the objective mentioned above.

1.7 Research Objectives

Based on the research questions, research objectives have been constructed to conduct this research. The research objectives consist of:

RO1: To understand the current process flow in complaint handling.

To obtain information from relevant departments involved and identify any problems or suggestions for enhancing the organizational response to the public complaint in social media offence.

RO2: To identify the public complainant perception, expectation and satisfaction.

To understand the public complainant perception on lodging a complaint on social media offence to MCMC, the public complainant expectation after complaining about social media offence to MCMC and the public complainant satisfaction on the response issued regarding the progress of the complaint and to obtain any suggestion for the area of improvements.

RO3: To recommend a new process flow.

A new process flow for the organizational response to provide regular updates and provide detailed information to enhance the effectiveness of the organizational response to the public complaint in social media offence.

1.8 Role of Researcher

Since this research is action research conducted during the researcher’s employment in the organization, the researcher needs to conduct this research by himself. For this research, the researcher plays an enormous role in ensuring this study's effectiveness. This study requires researchers to share knowledge in research methodology, create data systems, decide on collecting data, execute data gathering and analysis, and ensure that all data is appropriately collected and documented. The researcher then formulated the research questions and decided on the research design, building awareness to the research's stakeholders, and designing the appropriate intervention process. Even though action research can be time-consuming, having full participation in all areas from the people involved ease the researcher burden in conducting this research.

1.9 Research Ethics

When conducting research, there are a variety of ethical standards that should be taken into consideration. Research should not only attempt to do well but also avoid harming the research participants. Although ethical principles can differ between countries in research, these are the fundamental principles of ethical research. This is essential not just for ethical but also practical reasons, as failure to uphold these fundamental principles can lead to research being criticized and condemned. The first principle of research ethics that researchers try to comply with while conducting this research is minimizing the risk of harm to the research participants. In conducting this research, the researcher has conducted a detailed briefing to the participants to acknowledge the flow and direction of the research.

Secondly, the researcher has obtained informed consent where respondents understand and agree that they are participating in the study and what they require. The details acknowledged by the participants include the purpose of the study, the techniques used in conducting the research, the potential results of the research, as well as the related demands, discomforts, inconveniences and risks that the respondents could encounter. In addition, the researcher also maintains the privacy and confidentiality of respondents during the data collection process. All sensitive data that could offend respondents have been held confidential. Finally, this research provides respondents with the right to withdraw their involvement in this research. Aside from that, the respondents were also told that they had the right to withdraw their participation during the research process. The researcher would not pressure the respondents to continue in this study if they decided to withdraw.

1.10 Importance of the Proposed Research

This study will significantly contribute to enhancing public complainant satisfaction through the organizational responses given on the current status of public complainants' complaints.

1.10.1 Theoretical

Currently, there is a limitation on studies conducted concerning complaint handling and complaint management by a public organization. Most of the studies made are only related to companies and organizations involved in a particular business operation, which focuses on managing their customers' complaints on the product made or produced. Additionally, some studies concentrated exclusively on the police authority, such as handling complaints against the police.

According to the analysis made under the keyword of complaint handling, complaint management, public organization, organization response, and consumer satisfaction in Web Science website under UTM, a total of just one (1) record were found. The Tree Map data is as shown below.

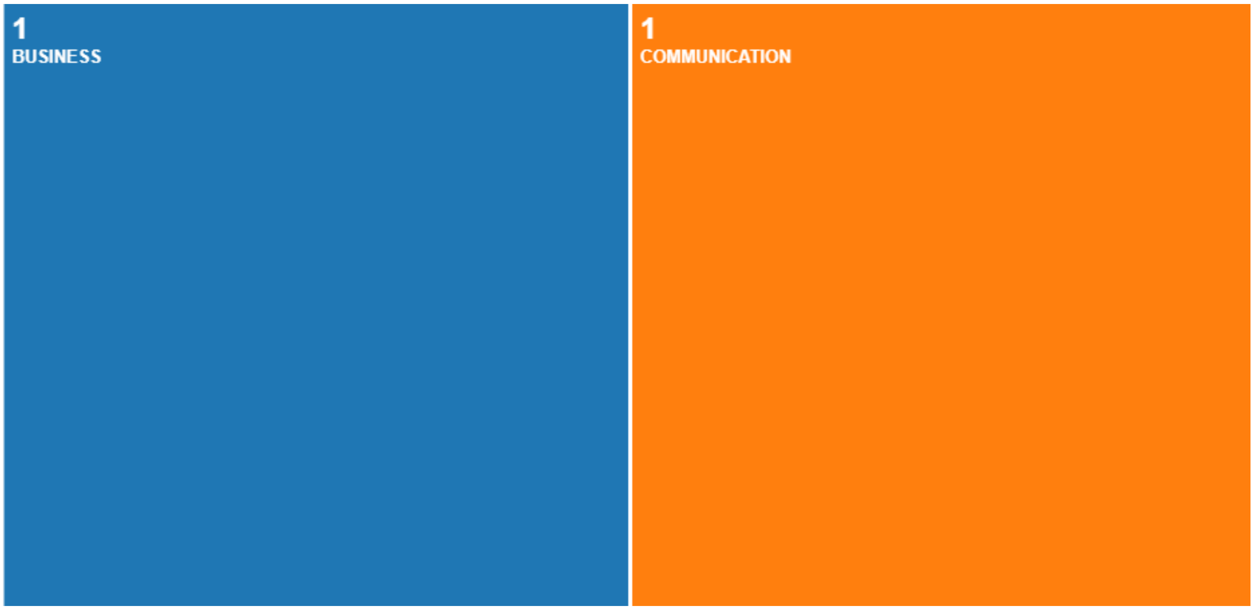

Figure 3: Tree Map Topic on Complaint Handling, Complaint Management, Public Organization, Organization Response, and Consumer Satisfaction

There is only one (1) study being conducted in the management field from the treemap. Thus, this study will help future researchers better understand factors related to enhancing the effectiveness of the organizational response to public complaints in social media offences.

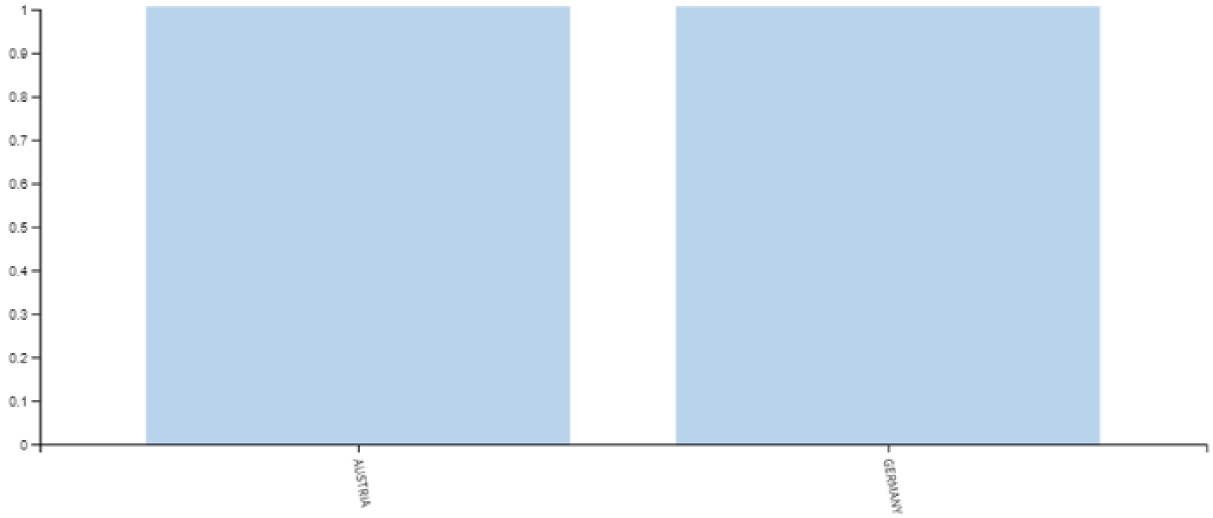

Figure 4: Visualization of Bar Graph from Web of Science Regarding Country That Conducted Related Research

Based on the figure shown above, the other significance of this study is that it can help Malaysia increase the number of research regarding complaint handling, complaint management, public organization, organization response, and consumer satisfaction. It can also help future researchers to gain more knowledge and understanding regarding Malaysia's culture and environment. As can be seen from figure 2, there is only one (1) record on complaint handling, complaint management, public organization, organization response, and consumer satisfaction as reported by Web of Science.

In addition, when conducting a literature search through Mendeley related to the same topic as mentioned before, the result shows that there are also sixteen (16) studies relevant to the topic that has been conducted internationally and none of the studies conducted involved government agencies.

Many studies highlighted the complainant to police organization or complaint to business companies and its steps taken to issue an appropriate response to maintain consumer satisfaction and word of mouth (WOM). Hence, simply put, this research will greatly benefit future researchers to identify factors by contributing to measures to enhance the effectiveness of organizational response from a public complaint, especially a complaint made to government agencies.

1.10.2 Practical

From a practical standpoint, the significance identified by this research is that by enhancing the effectiveness of the organizational response to public complaints in social media offences, the response made to the public complainant could be improved, as the current process is limited to notifying the public complainant whether the case has been "closed"/"resolved"/"assigned to" and those responses given does not relate to investigation process taken by MCMC.

The proposed research could also improve the public complainant's communication as the current process only gives a departmental response made by the relevant departments. It does not amount to an organizational response issued to the public complainant.

The other significance is that it could improve the investigation processes, as investigation usually takes a long time. The public complainant needs to be aware of the current status as this would contribute to their preparedness on their next course of action, such as when the case needs to be brought to Court or their following step if the case needs to be closed (No Further Action).

More importantly, this proposed research could increase public complainant satisfaction and confidence in the actions that MCMC is about to take or has already taken in dealing with and handling their complaints, as MCMC does not currently measure public complainant satisfaction with the actions taken by the organization in dealing with and addressing their complaints through the current process.

Besides that, the organization's effective response to the complaint's status could also act as a lesson for the public complainant to understand what requirements to be taken to ensure their complaint was wholly received for investigation action to occur. Based on the data mentioned before, from 2006 to 2020, MCMC has received 10,406 compliant on social media offences. From that amount, only 796 complaints are being investigated and only 56 complaints are compounded or charged in Court.

The other significance is that the proposal to enhance organizational response made to the public complaint aligns with MCMC's objectives to promote high consumer confidence in service delivery from the industry. The proposed research shares the same values with MCMC's primary functions: to render assistance in any form to persons engaged in communications and multimedia activities.

This research proposal to enhance organizational response made to the public complaint could also protect consumers' interest concerning online content problems to ensure complaints are handled fairly and effectively and monitor all of the complaints received.

1.11 Definition of Terms

An essential aspect of the research paper or report is the description of terms in which the primary or significant terms in the research are identified. Researchers will illustrate the meanings of terms for this research via conceptual definition and operational definition.

1.11.1 Complaint

Conceptual definition: Complaints are a specific form of negative WOM communication. While negative WOM comprises any statement with harmful content, a complaint is voiced to achieve a specific goal (Kowalski, 1996). Vos, J., Huitema, G., and LangeRos, E. D. (2008) discussed the nature of a complaint, stating that it should be facilitated, taken seriously, and eventually motivate organizations to reach some (re)solution and that complaints can and should be an opportunity for organizations to learn from one another. They explained that organizations could learn from complaints and hence may improve their long-term relationships with their customers.

Operational definition: Generally, a complaint is a dissatisfaction, dislike, or unacceptance towards a particular matter. A complaint is an expression of dissatisfaction to draw attention to perceived misconduct by an organization and achieve personal or collective goals.

1.11.2 Complaint Management

Conceptual definition: Based on the study conducted by Ogbeide, G. A., Böser, S., Harrinton, R. J., & Ottenbacher, M. C. (2016), "complaint management" is on how companies manage, act, and respond to the complaint. According to Brown (1988), a complainants' satisfaction depends on whether the complainants are broadly aware of the complaints procedure's nature and appreciate the efforts made to provide 'consumer' satisfaction.

Operational definition: Complaint management discusses complaint acceptance. When an employee receives a complaint, such an officer should listen carefully and interpret and understand the guests' degree of frustration.

1.11.3 Consumer Satisfaction

Conceptual definition: Complaint (dis)satisfaction refers to the complainant’s assessment of the organization’s response to the complaint (Stauss, 2002). According to Brown (1988), a complainants' satisfaction depends on whether the complainants are broadly aware of the complaints procedure's nature and appreciate the efforts made to provide 'consumer' satisfaction.

Operational definition: Consumer satisfaction refers to the consumers' magnitude toward the services they received on whether they complied with their expectations.

1.11.4 Organizational Response

Conceptual definition: An organization’s willingness to respond promptly to customer inquiries and complaints (Kelleher & Miller, 2006). Complaints raised towards an organization can be regarded as an opportunity to strengthen the relationship between the consumer and the organization (Mousavi & Esfidani, 2013).

Operational definition: The organizational response is a communication issued by an organization in dealing with its consumer's complaint. Consumer complaints serve benefits for both the firm and the consumer.

1.11.5 Social Media

Conceptual definition: Social media has been defined as “a group of Internet-based applications that build on the ideological and technological foundations of Web 2.0, and that allow the creation and exchange of User Generated Content” (Kaplan & Haenlein, 2010). According to Magro (2012), "social media include a variety of social networking applications which refers to websites and online tools that facilitate interactions between users by providing them with opportunities to share information, opinions, and interests."

Operational definition: Social media refers to the media platforms created in an online space for internet users to communicate and interact socially across physical boundaries.

1.12 Report Organization

To support the researcher's intervention plan, the researcher will discuss the previous study and its findings in Chapter 2. In the later stages of this research, theories and models such as Davidow's six (6) organisational response dimensions and the McKinsey 7-S model would be applied. The effectiveness of the organisational response to a public complaint in a social media offence could be improved by implementing the six (6) elements of organisational response introduced by Davidow, as well as the seven (7) elements introduced by McKinsey 7-S model on "shared values."

There will be a time horizon, an analysis unit, a degree of involvement in this research, as well as a discussion of the population and sampling, which will include the creation and clarifications of a sampling framework as well as the sampling size and type, in Chapter 3 of the research. It will also discuss data collection methods, including qualitative and quantitative methods, relevant research instruments, and the content validity of the journal, as well as Expert Opinion Analysis (EOA) and triangulation, in addition to the validity of the content. Further discussion will include the data analysis method, which will include descriptive analysis, the T-test, and Coding, as well as other data analysis tools and techniques.

In Chapter 4, the researcher will conduct the data analysis process using Thematic Analysis for qualitative data, and SPSS software will be used to analyse the quantitative data that has been accumulated. The descriptive analysis will be used to analyse and explain the demography data, and a normality test will be performed on the data to determine if the data is normally distributed. As a result, the statistically significant findings from the paired-sample t-test analysis that was conducted indicate that the intervention implemented effectively increases the effectiveness of the organization's response to public complaints in the case of a social media offence.

Later in Chapter 5, the findings of the data analysis will be discussed and highlighted to support the three (3) study objectives. Furthermore, the chapter will cover reflection, including the limitations of the research, as well as the recommendation of a revised action plan for Action Research 2.

During Chapter 6, the researchers will discuss how the data collected from the relevant research participants were analysed, as well as the findings of the study. This chapter presents and deliberates on the data analysis and conclusions that were reached during the research process, which was achieved through qualitative approaches to address the study objectives. A review is carried out to determine whether or not the outcomes of the data analysis were in accordance with the objectives of the research. The chapter concludes with a review of the data collection findings, as well as a summary of those findings, and a recommendation.

In the final chapter, the findings and conclusions derived from the data analysis will be discussed in greater detail and highlighted to support the three (3) primary objectives of this study, as well as any limitations of the study and recommendations for future research.

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