

**INTEGRATION OF SOCIAL MEDIA RECORDS INTO ENTERPRISE CONTENT  
MANAGEMENT AT THE SOUTH AFRICAN BROADCASTING CORPORATION IN  
THE LIMPOPO PROVINCIAL OFFICE IN SOUTH AFRICA**

**by**

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Submitted in accordance with the requirements for the degree of

**MASTER OF ARTS**

in the subject

**Information Science**

**at the**

**UNIVERSITY OF SOUTH AFRICA**

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## ABSTRACT

The integration of social media records into enterprise content management systems is crucial to organisations as it enables them to have access to these records if they are required for evidential purposes. However, despite social media content being considered as official records in state-owned enterprises, they are often left unmanaged. The purpose of this study was to investigate the integration of social media content into the enterprise content management system at the South African Broadcast Corporation Limpopo provincial office in South Africa. The study utilised quantitative data collected through questionnaires distributed to SABC employees and employees at three radio stations in the Limpopo provincial office (Munghanalonene FM, Thobela FM and Phalaphala FM). The key results suggest that there were no policies or guidelines on the management of digital records that emanated from social media. It was discovered that the SABC's Limpopo provincial office opened official accounts with various social media platforms such as SNSs, online content communities and podcasts to use for official matters; yet content generated through these platforms is neither managed nor preserved. It has been established that the responsibility of managing social media content is unconsciously assigned to the creators of the content as no official records management responsibilities were assigned. It is recommended that digital records emanating from the use of social media by the staff of the SABC Limpopo provincial office need to be treated and managed as official records, like all other paper-based records. In this regard, a policy for integration of social media content into enterprise content management is desirable. A further study on the development of a framework to integrate social media content into organisational records management is recommended.

**Key words:** social media content, social media platform, enterprise content management, digital records, records, records management, online content communities, South African Broadcasting Authority.

## ACKNOWLEDGEMENT

First of all, I would like to thank God Almighty for the grace, strength and perseverance to complete this study.

Secondly, I would like to extend my deepest gratitude to my supervisor, Professor Mpho Ngoepe, for his patience and consistent guidance, tolerance, support and motivation throughout this study.

I do not want to forget the following contributors for the great work they have done for me to complete this study:

Mr James Arguma, Acting CEO of the SABC, for the approval of the request to conduct the study in such an important state-owned enterprise which is a National Key Point.

- Ms Molaba Elisa, in charge of the Learning and Development Department for coordinating the approval of my study.
- The General Manager of the SABC Limpopo provincial office for writing the permission letter to conduct the study at the SABC Limpopo provincial office and, importantly, the employees of the SABC in Limpopo in various sections for agreeing to participate in the study.
- The library of the University of South Africa for the provision of unlimited information resources and sources to assist me in the completion of this study, and for sponsoring me to conduct this study.
- Finally, I would like to thank everyone who has directly and indirectly motivated me to work tirelessly to complete this study.

## **DEDICATION**

This dissertation is dedicated to all my predecessors and all who are in the records management fraternity, my late mother Rebecca Mathepe (Pheladi), my wife and my children who have always motivated me to complete this piece of work.

**DECLARATION**

I declare that ***Integration of social media content into enterprise content management at the South African Broadcasting Corporation in the Limpopo provincial office in South Africa*** is my own work and that all sources I have used or quoted have been indicated and acknowledged by means of complete references.



Signature:.....

Date: 26 March 2018

(Mr MF Masekoameng)

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## LIST OF ABBREVIATIONS AND ACRONYMS

<b>AIIM</b>	Association of Information and Image Management
<b>ARMA</b>	Association of Records Management and administration
<b>DAM</b>	Digital Asset Management
<b>EDM</b>	Electronic Documents Management
<b>ECM</b>	Enterprise Content Management
<b>ERM</b>	Electronic Records Management
<b>ERP</b>	Enterprise Resource Planning
<b>ERDM</b>	Electronic Records and Document Management
<b>GCIS</b>	Government Communications and Information Services
<b>ICASA</b>	Independent Communications Associations of South Africa
<b>NARA</b>	National Archives Records Administration
<b>NARSSA</b>	National Archives and Records Services of South Africa
<b>NKP</b>	National Key Point
<b>OCC</b>	Online Content Communities
<b>PDF</b>	Portable Document Format
<b>RCM</b>	Records Continuum Model
<b>SABC</b>	South African Broadcasting Corporation
<b>SAP</b>	System Analysis and Program Development
<b>SMS</b>	Small Message Service
<b>SOEs</b>	State-Owned Enterprises
<b>SNS</b>	Social Network Site/Service
<b>USA</b>	United States of America

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**Appendix A:** Non-Disclosure Agreement Entered Between the researcher and SABC

**Appendix B:** SABC Learning and development student declaration letter

**Appendix C:** Questionnaire used in the study to collect data

**Appendix D:** Letter of request to undertake research at SABC Limpopo provincial office

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**Appendix F:** Ethical Clearance certificate from the University of South Africa

# **CHAPTER ONE**

## **INTRODUCTION AND BACKGROUND TO THE STUDY**

### **1.1 Introduction**

The importance of integrating social media records into Enterprise Content Management (ECM) systems cannot be overemphasised, especially for the long-term preservation of social media content (Svärd 2013:160). Social media content is considered a complex and recent phenomenon that organisations strive not only to understand, but also to gain knowledge about it, especially on how to utilise technology in the best way to capture content for business competitive advantage (Vuori 2012). Despite the business competitive advantage brought by the usage of social media by public organisations, the presence of the social media platforms poses a risk not only to the organisations that use them, but also to employees' careers (Dreher 2014).

Latham (2012:5) observes that social media content is often not integrated into the ECM system. Thus, social media content becomes difficult to retrieve and, in some instances, organisational key business and strategic content is disposed of without valid disposal authorities or existing social media content management policies. The lack of integration of social media content is compounded by the inability to maintain and capture social media content, the legal risk issues, ownership of content and records destruction, loss of contents and shortage of skills (Government Communications and Information Systems 2011:27; Latham 2012:5). The integration of social media into ECM involves creation, capture, preservation and delivery of documents using the ECM system. This study investigates the integration of social media content into the ECM system at the Limpopo provincial office of the South African Broadcasting Corporation. This chapter specifically put records management issues into perspective by providing an introduction and background to the study.

### **1.2 Background to the study**

When using social media as one of the channels of communications, digital records are generated. Due to the fact that this mode of communication is always increasing,

challenges emerge to manage content in digital format and in terms of accessibility of digital records to its users (Svärd 2013:160; AIIM 2015). ECM is considered by other organisations as the most relevant electronic platform to manage records in digital format (Svärd 2013:160). The use of ECM involves the application of technologies to capture, manage, store, preserve and deliver content and documents that are electronic or digital in nature, and that are strategic to the organisational business processes (Svärd 2013:160; AIIM 2015). AIIM (2015) and Svärd (2013:) explain ECM as a combination of various capabilities and facilities for the management of records in various formats.

The capabilities and facilities incorporated within ECM include strategies, methods and tools of storing, and preserving and delivering content. It is these capabilities that provide ECM with the advantages to solve the long-term preservation problem experienced by most public-sector organisations (Svärd 2013:160; AIIM 2015). If records that are not in digital format need to be managed using ECM, they are digitised before being captured (Svärd 2013:160). Those who used ECM considered it not only as a panacea to the management of the strategic records of the organisation, but also as a dynamic combination of strategies, methods and tools required to manage content to support a key organisational process through its entire life cycle (Svärd 2013:160; AIIM 2015).

ECM is not only viewed as a solution to the management of records in social media to solve a long-term preservation problem by its users (Svärd 2013:160; AIIM 2015), but is also a breakthrough to the proper management of records stored in social media platforms and is strengthened by the formulation of archival legislation to embrace records created and stored in a networked environment (Ngoepe & Saurombe 2016:25). ECM as an integrated records management technology (AIIM 2015) has been used in other countries.

The need to formulate proper and up-to-date records management policies has been realised internationally and locally, and the formulation of such policies has been assigned to specific departments or organs of state in various countries (Ngoepe & Saurombe 2016). In 2012, North Carolina launched the world's first interactive open

archive of social media, which contained more than 250 000 records (Social Media Archiving 2015). The city of Austin in Texas and Snohomish County in Washington are among the first in the world to launch an open archive of social media (Social Media Archiving 2015). In the United States of America, the National Archives and Records Administration (NARA 2010) was formed specifically for the regulation and management of records in the USA. NARA is an agency of the USA government responsible for preserving and documenting government and historical records (NARA 2010).

Locally, in South Africa, there is an agency responsible for the formulation of records management policies and guidelines. The National Archives and Records Services of South Africa Act (43 of 1996 as amended) (NARSSA Act No 43 of 1996) was enacted to provide guidelines for the National Archives and Records Services of South Africa (NARSSA No 43 of 1996), the proper management and care of the records of the public organisations and the preservation of records. The records that should be archived include digital records in their original format. The definition of a record according to NARSSA also includes digital records that emanate from social media. A record is defined as any “recorded information regardless of form or medium” (NARSSA Act No 43 of 1996). According to Ngoepe and Saurombe (2016), this definition also includes digital records that emanate from social media.

Failure to integrate social media content into ECM might lead to loss of organisational memory. The loss might result from untimely closure or termination of the service by third party companies or contractors who are entrusted with the responsibility of managing social media digital records. The loss of social media content has a legal implication for the organisations that created them; therefore, social media content needs to be managed in compliance with available records management policies, specifically regarding social media content. Social media policies and guidelines need to be understood by those who are entrusted with the integration of social media content into the ECM of the state-owned enterprises (SOEs), including the SABC Limpopo regional office. The understanding of relevant policies does not only assist employees to manage the records in social media properly, it also helps them to understand their responsibility of preserving social media content, as this task of

preservation is also placed more in the hands of the social media subscriber than in the hands of services providers (Finkel 2014). The understanding of formulated policies by employees should include records management activities such as preservation, retention and disposal of social media content. If officials do not understand these policies, records could be destroyed prematurely as evidence of communication or transaction. To manage digital records properly, the South African Broadcasting Corporation (SABC) Limpopo provincial office, like other public organisations or SOEs, is committed to evade the challenges that are brought about by social media content and is in the process of reviewing its policies regarding the social media platforms (SABC 2004:33). It has committed itself to research the “creative use of technologies to facilitate implementation of its mandate” in order to conquer the challenges coming from social media platforms (SABC 2004:33).

With the number of users of social networks growing exponentially, the need for managing and preserving digital records in network environments has gained prime importance (Begum 2015). However, the challenge with social media content is that information can be shared many times beyond the control of the creating organisation, resulting in confusion regarding the management and preservation of such content. ECM brings an end to this confusion (AIIM 2015). Latham (2012) recommends that records and information managers in charge of social media content should determine what content should be created and how long that content should be retained as active records, as well as how that content should be disposed of eventually. Determination of digital records should be in the form of a formal policy such as NARSSA in South Africa. The NARSSA Act (Act No. 43 of 1996 as amendment), was formulated specifically for the management of all records in all formats that are created by public institutions and organs of state. It is not only the absence of skills, proper technologies and legislative framework that affect best practices in the management of electronic records created and contained in social media (Ngoepe & Saurombe 2016), but also the lack of understanding of minimum metadata (Latham 2012). Latham (2012) indicates that in order for records and information managers to manage records successfully, they need a basic understanding of minimum metadata requirements for capturing social media content, as well as an understanding of how to maintain social media content within the ECM system.

### **1.2.1 Contextual setting**

The SABC is a public company (state-owned enterprise) incorporated in accordance with the South African Companies Act, No. 61 of 1973. The SABC was established in terms of the Broadcasting Act, No. 4 of 1999, as amended. The head office of the SABC is in the Gauteng province on the corner of Artillery Road and Henley Road, Radio Park Building, Auckland Park in Johannesburg, Republic of South Africa. The SABC has provincial offices in various provinces of South Africa. The SABC Limpopo provincial office is in the city Polokwane in the Limpopo province on the corner of Hospital Street and Hans van Rensburg Street. The SABC Limpopo provincial office is the setting of this study.

The SABC, as a state-owned enterprise, is categorised as a National Key Point (NKP) property (De Wet & Benjamin 2015). The National Key Point state properties are categorised in terms of the National Key Point Act (Act No. 102 of 1980). The act was established to protect some of the special buildings and properties by the former apartheid government of the Republic of South Africa (Eybers 2018). An NKP properties or buildings are strategic to the state and need extraordinary protection provided by state security (De Wet & Benjamin 2015).

The primary stakeholders of the SABC are staff members and audiences. It is operating in terms of the Broadcasting Act of 1999 (as amended). The main objective of the SABC is to provide current information to the public. Any other services that are provided in the Republic of South Africa and outside the republic are in line with the Broadcasting Act, as amended, and in compliance with the Independent Broadcasting Authority Act, No. 153 of 1993, as amended.

In terms of section 6(5) of the Broadcasting Act, the SABC is required to develop policies to ensure compliance with the Independent Communication Authority of South Africa (ICASA) Code of Conduct, the corporation's licence conditions and the provision of the Act. The SABC is South Africa's only public broadcaster and is controlled by the board that was appointed by the president of South Africa on the advice of the National

Assembly. The SABC enjoys freedom of expression and journalistic creative and programming independency. The SABC board was appointed to protect specifically that freedom.

The SABC has formulated editorial policy which is reviewed every five years (SABC 2004:52). The policy is formulated in terms of the Broadcasting Act. It is in this policy that the SABC acknowledges that technology is a solution to the broadcasting challenges. It is also stated that the SABC has recently committed itself to research into the creative and innovative use of technologies to facilitate the implementation of its mandate (SABC 2004:33).

At the time of writing this report the SABC was in the process of reviewing its current editorial policies (SABC). The editorial policies affect all its offices, including the Limpopo provincial office. These policies include the policy on the use of social media (SABC 2015:2). The SABC indicates that the increased use of social media platforms such as blogs, microblogs, content communities and social networks brought about some challenges that led to the review of some part of the existing editorial policy (SABC 2004:4).

Despite content produced during radio broadcasting, the editorial policies also cover services that are rendered to both South African and international audiences (SABC 2015:1). These policies also include content produced by the SABC or any content generated by stakeholders, including members of the public, during radio broadcasting services using Short Message Services (SMS) and social media via mobile phones and computers (SABC 2015:1). The policies regarding content generated by staff and public users were also some of the factors that the researcher was mostly interested in, as they form part of the objectives of the study.

Fundamental changes involved in the reviewing of the editorial policy are related to technological development, which gave rise to the increased use of social media such as blogs, microblogs and content communities such as Facebook, Twitter, Youtube, etc. (SABC 2015:4; SABC 2015:13). The SABC acknowledged that the web-based content increased as a result of the use of social media, which is one of its major

concerns. The SABC also concurs that the increase in usage of social media platforms influenced its decisions to review its editorial policies (SABC 2015:4). The following are the five main issues that have been reviewed by the SABC.

- The use of social media site as information source, particularly in a news environment
- The use of social media networks by the SABC staff in their personal capacity
- The use of SABC platforms to promote third-party social media sites
- The management of user-generated content such as below-the-line comments on blog style web pages

As a result of the reviewed editorial policies, the SABC came with a plan to establish and resource integration competency centre (ICC). The responsibility of this centre was to develop a blueprint of enterprise resource planning (ERP) to outsource applications such as system analysis program development (SAP), TVBMS and Landmark. The objective of the SABC to outsource these applications was to upgrade the broadcast service in terms of technology to enable the integration of services that include but not limited to the management of content emanating from various form of broadcast (SABC 2017).

One of the objectives of the SABC is to collect news and information in any manner that is compatible through social media, telephonic or paper-based media (SABC 2004). The other objective related to the management of information and content is to establish and maintain libraries and archives containing materials in all formats (SABC 2004:1). The information and content should be relevant to the objectives of the corporation and should make the content available to the public. The SABC also aims to integrate the collected social media content in its content management system as archives. To accomplish these objectives, the SABC needs to be guided by a formal policy. Considering the above objectives of the SABC, the researcher was also interested in how the three SABC radio stations in Limpopo managed its social media content as records of primary and secondary value and to make them available to the public for some reason or the other.

The SABC is responsible for radio and television broadcasting while the SABC Limpopo provincial office is responsible for radio broadcasting. The Limpopo provincial office accommodate three radio stations, namely, Thobela FM, which broadcasts in Sepedi or Northern Sotho language; Phalafala FM, which broadcasts in Tshivenda language; and Munghanalonene FM, which broadcasts in Xitsonga language. Staff of the three radio stations have opened accounts with the main three social media, that is, Facebook, Twitter and YouTube (SABC 2015:2). The researcher focused only on these three radio stations that were accommodated in the SABC Limpopo provincial office.

Radio is considered to be a pervasive medium and therefore care is taken to respect the audiences (members of the public). The principle applied in television broadcasting to sensitive material that may offend listeners is also applied to radio broadcasting or social media as a form of communication (SABC 2015:9). Care is taken that radio stations do not broadcast issues that cause harm to children, especially when it is assumed that children are making up a huge number of the listeners at the time of the broadcast (SABC 2015:10). In South Africa, radio is still the most used and accessible broadcasting medium in places such as homes and cars. It is also the only medium available in many homes in South Africa. Radio is used to promote access to information for most South Africans (SABC 2004).

### **1.2.2 Conceptual setting**

According to Sarantakos (2013:479), conceptual setting is more about explaining and predicting the social phenomena synonymous to theoretical framework. It is a logic and systematic explanation of the social phenomena (Bernard 2013:71). Conceptual setting helped the researcher in logical thinking and in the interpretation of the research findings. It also provided the researcher with a means to reflect upon and challenge the current practice and experiences of other authors (May 2011:272).

In this study, the main concepts that are discussed are social media content and Enterprise Content Management (ECM) as an integrated electronic technology. The

ECM's predecessors were also explained to provide the reader with background information as to how the ECM evolved to the stage it is currently.

### **1.3 Problem statement**

A research problem as cited by Creswell (2009:18) is an issue or concern that needs to be addressed. Each social research problem needs a specific approach that is relevant to solve that specific problem. Many organisations fail to integrate social media content into an enterprise content management system because of a lack of proper technology to execute the integration (CEBIT 2015). The problem investigated in this study was how social media content was integrated into the electronic content management by the SABC Limpopo provincial office as one of the public organisations in South Africa.

The causes of this problem were noted to be because of a lack of treatment of social media content as official records by some of the SOEs (OERC 2012). The lack of identifying some of social media content as official records led to the premature loss or destruction of key business and strategic records contained in social media. In some instances, formulated records management policies exclude some of the social media as official records.

The exclusion of some of electronic records emanating from social media by the formulated policies was due to the fact that the policies were not updated by policy makers in order to align them with digital records emanating from social media. Most of these policies were merely relevant to paper-based records and other types of digital records such as email. Social media records are newly acquired in most public enterprises.

During the integration of social media content into the ECM system by public enterprises, digital records emanating from social media are mainly excluded because current records management policies or guidelines required specifically to guide how they should be integrated in the ECM system of public enterprises, are outdated and

ineffective. Therefore, in the long run, digital records in social media are lost permanently.

The use of contracted external virtual storage owned by social media service providers is also another factor that led to the loss of digital records emanating from social media by public enterprises. These contracted external storage services for social media content left content open to destruction or loss. Service providers, including Twitter, Facebook, YouTube and other social media would not be responsible for the loss of social media content due to the closure of business or deletion of content from an organisation's account (Latham 2012). Deletion of information from the SOE's account would damage the authenticity of social media content. The failure of business, the closing of websites for social media and the removal of users' access to the content are fundamental issues that could lead to the permanent loss of records in social media (Latham 2012).

Another factor leading to the mismanagement of records in social media is the fact that employees and contractors who are entrusted with the responsibility of managing social media content do not have the necessary social media content management skills. The lack of skills and proper qualifications by employees and contractors could lead to incompetence in the execution of social media content management services. Incompetence in social media content management as a result of a lack of proper skills and qualifications in turn led to the permanent loss of content that support key organisational processes (Latham 2012; AIIM 2015).

Employees responsible for social media content management should understand ICTs. The basic knowledge of ICTs will assist them to understand the minimum metadata that are essential for capturing electronic records for easy storage and retrieval (Latham 2012). Ngulube (2000:164) laments that workers entrusted with the management of the entire life cycle of records should possess some specialised knowledge acquired through formal training.

#### 1.4 The purpose and objectives of the study

The purpose of the study was to investigate the integration of social media content into an ECM system at the South African Broadcasting Corporation's Limpopo provincial office in South Africa.

Based on the aims of the study the objectives were to:

1. identify the types of social media platforms used at the SABC Limpopo provincial office.
2. determine if social media digital records are considered and managed as records by the SABC Limpopo provincial office.
3. establish whether there are policy guidelines regarding the integration of social media digital records into the ECM system of the SABC Limpopo provincial office.
4. determine how social media content is disposed of and archived at the SABC Limpopo provincial office.
5. Determine how the social media content is disposed of, archived and managed at the SABC Limpopo provincial office.

Table 1.1: The relationship between research objectives, research questions and possible source of data

<b>Research objectives</b>	<b>Research questions</b>	<b>Possible sources of data</b>	<b>Research approach</b>
Identify the types of social media used at the SABC Limpopo provincial office and the purpose of using them	Which types of social media platforms are used at the SABC Limpopo provincial office?  What are the purposes of using social media	Documents Questionnaire	Quantitative

	platforms at the SABC Limpopo provincial office?		
Determine whether social media content is considered as official records by the SABC Limpopo provincial office	Which social media content are considered as records by the SABC Limpopo provincial office?	Questionnaire Literature	Quantitative
Establish whether there are policy guidelines regarding the integration of social media content into the ECM system of the SABC Limpopo provincial office	What policy guidelines are used at the SABC Limpopo provincial office for the integration of social media content?	Questionnaire Documents Literature	Quantitative
Determine how the social media content is disposed of, archived and managed at the SABC Limpopo provincial office	How are social media disposed of and archived at the SABC Limpopo provincial office?  How are social media content managed at the SABC Limpopo provincial office?	Documents Questionnaire Literature	Quantitative

### 1.5 Justification for the study

It has been noticed that several studies of the integration of social media content into the ECM systems of both private and public-sector organisations have been conducted by scholars such as Sipior, Ward, Volonino and MacGabhann (2013) and Svärd (2013). Digital records were supposed to be managed in such a way that it is possible for them to be recovered electronically if it is requested as authentic evidence. Even though only few studies were conducted in public sector organisations, this study

focused more on SOEs or public organisations with the intention of determining how social media content were managed using integrated electronic technologies. The researcher perceived that there was a gap that needed to be closed regarding knowledge of what is the best way in which social media contents (electronic records created and stored in the networked environment) can be captured and stored for long-term utilisation to ensure that it has enduring value in public sector organisations. An extensive investigation was done by records management scholars to establish why electronic records contained in social media were not successfully captured and preserved in terms of the existing legislative framework and whether the legislative framework is relevant for the capturing and storing of the records contained in social media. This investigation was done in order to make provision for the best practice with respect to the management of electronic records in social media or a networked environment.

## **1.6 The significance of the study**

This part of the study was necessary to convey the importance of the problem to various audiences that benefited from reading the report of this study (Creswell 2009:234). Both the private and public sector that planned to use social media to interact with its stakeholders could take informed decisions regarding the type of social media on which they should open accounts and what type of content they should post on social media.

This study also provided the SABC Limpopo provincial office as a public enterprise as well as other public enterprises with information and knowledge on factors that should be taken into consideration when developing ECM policies and procedures to avoid the premature disposal of social media content. The report also provided information on the disadvantages of destroying records without disposal authorities. The disadvantages of destroying records prematurely included loss of credibility and respect for the organisation that failed to manage its official records if they are needed. For example, in a court of law to defend a case. The rights of the public are protected in terms of their rights of access to public records that contain information about

themselves. The protection of rights is possible only when the social media content requested as evidence before the court of law is authentic.

Therefore, the SABC Limpopo provincial office as a public enterprise that has created content should be able to make the authentic content available when required. In this manner, the SABC Limpopo provincial office's credibility and responsibility would be maintained for keeping archives of records that they created. The content, in the form of records, could then be made available to the public as one of the objectives of the SABC Limpopo provincial office. The SABC Limpopo provincial office and other broadcasting corporations were provided with relevant information on how social media content should be managed best by integrating them into the ECM system as records of value. The study also provided information on how the SABC Limpopo provincial office and other public enterprises should dispose of electronic records in the form of social media content at a later stage of their life cycle in line with available disposal authorities.

The study served as an attempt to provide solution to the management of digital records, and to inform the body of knowledge in the information science discipline. The study closed existing knowledge gaps in the management of records contained in social media content as less research was conducted on the integration of social media into the content management system in the public enterprises. The SABC Limpopo provincial office, other provincial offices of the SABC and other independent radio services benefited from the recommendations. The recommendations were about actions that should be taken to improve best practices in social media content management.

## **1.7 Definitions of terms**

This section defines terms that may not be familiar to readers (Creswell 2009:39).

### **1.7.1 Records**

A “record” is “information created, received, and maintained as evidence and information by an organisation or person, in pursuance of legal obligations or in the transaction of business” (Kemoni 2009:189). Finnel (2011) defines records as the evidence of what the organisation does, and that they capture the activities of the business and transactions such as contracts and negotiations. Finnel (2011) also stresses that records come in various formats, such as paper, electronic messages, content on websites and information captured in the enterprise’s various databases. According to the NARSSA Act (2004), records are defined, firstly, as recorded information regardless of form or medium and, secondly, as evidence of transactions which is preserved for the evidential information it contains. All the definitions provided does not contradict one another, as they both depict that records serve as evidence of transaction concluded, stored and preserved in various media, including social media, for future reference in case they are required to serve as evidence for the action taken.

### **1.7.2 Social media**

The phrase Social media is the collective term for internet-based networks used for sharing information and knowledge in real time all over the globe among multiple users with common interest (Oladokun 2013:245; Mushwana & Bezuidenhout 2014:63). Social media has fundamentally changed peoples’ lives in the workplace as one of the main developments in recent years (Dreher 2014: 344). Social media are online tools designed for social interaction. There are various types of social media platforms, including collaborative projects, blogs, content communities and social networking sites. Collaborative projects are social media that allow users to create contents, for example, wikis and social bookmarking applications. Blogs are compared to a personal webpage and they are often managed by single individuals who post entries to the blog. They are used as diaries and space where information on a specific area is published. They are used by SOEs to update employees and customers, and to express opinions on a specific topic. They may also be used as an educational tool.

Content communities are websites that help make it possible for users to share content in the form of information and knowledge. With content communities a large amount of different forms of content could be shared. These contents include forms such as text, photos, videos and presentations. An example of the content communities includes YouTube and Flickr. A social networking site (SNS) enables interactive online communication among users by creating a user profile. A profile includes different contents in the form of videos, text and photos. SNSs may be used by both public and private enterprises to conduct marketing research and promote brands. An example of the social networking sites includes Myspace, Twitter and Facebook. SNSs are the most popular and leading social media platforms used by many public companies or SOEs both locally and internationally.

### **1.7.3 Social media content**

Social media content is content in the form of videos, pictures and text created by using social media platforms such as social networks, blogs, microblogs, wikis, online communities, discussion forums, podcasts, vlogs and websites for public bookmarking (Svärd 2013). Social media content is created during the use of the social media by enterprises. This content needs to be managed in one way or the other in order to make them accessible if they happened to be required as evidence. To store for social media content, the appropriate infrastructure is required in the form of a relevant server and other software for content management system or information solution software (Finkel 2014).

### **1.7.4 Enterprise content management (ECM)**

Enterprise content management (ECM) is the formal application of strategies, methods and tools to obtain and organise or capture, store, preserve and transfer, or transmit organisational documents and other content that are of strategical importance to the organisation, corporation or agency throughout the life cycle of the record (AIIM 2015). ECM has been used by records professional for a decade or more. This concept was preceded by concepts such as IDMS, EDMS, EDRMS, as well as ERMS (Katu 2016). An example of ECM includes SnagIt and Camtasia (Finkel 2014). ECM is the latest

concept in the records management profession that would enable the SABC as NKP and SOE to best manage its massive digital records that are created via social media. It is able to manage all types of enterprise content and set of software products that are used to manage the entire life cycle of that content, including content created and received via social media (Katu 2016).

## **1.8 Research methodology**

This study is an attempt to establish how records contained in social media content were identified as official public records and integrated into the ECM system by the SABC Limpopo provincial office. This study used the survey research design. The researcher used the quantitative research approach to complete the research study successfully in line with the research objectives of the study. The quantitative research method was also the approach adopted by the researcher to test the objective theory by examining the relationship among variables that can be measured using an instrument so that numbered data can be analysed using statistical procedures (Creswell 2009:4). By using the quantitative research approach, the researcher avoided bias during the interpretation of the results, controlled alternative explanations, and was able to generalise and replicate the findings should another researcher want to verify the findings (Creswell 2009:4).

The descriptive survey research design was used in this study. This design was preferred because it was the research technique in which a researcher could study some people or cases in deeper details with the aim of generalising the findings to the entire research population (Neuman 2000:505; Creswell 2009:146). In a survey design, quantitative numbers were used to describe how social media contents were identified as records and integrated into the ECM of the SABC Limpopo provincial office.

In this study, the researcher used a self-administered questionnaire. The questionnaire was completed by respondents without assistance from the researcher. An open-ended question was used to elicit responses from the participants (Bless, Higson-Smith & Kagee. 2006:117). The target population included various employees

of the three radio services that were based at the SABC Limpopo provincial offices. The target population was identified using the SABC website. These employees included communication technologists, archivists, media librarians, station managers and programme presenters who were responsible for the creation and management of social media contents of the SABC Limpopo provincial office. The study investigated the integration of social media content into the ECM system of the SABC Limpopo provincial office in South Africa. The total population from the three radio stations was grouped into three strata on the sampling frame and then simple random samples were drawn from each of the strata (Creswell 2009:148). The sample from the strata was used to investigate the entire target population to which the results were generalised. More information on research methodology is made available in Chapter 3 of this study.

## **1.9 Ethical considerations**

It was important to consider the inclusion of ethical considerations in this study. The ethical considerations mentioned the anticipated issues that needed to be considered for this study to be professional and of the required standard (Marutha 2011:12). Israel and Hay (2006:2) indicate that individuals and communities should be protected during research. Israel and Hay (as cited in Creswell 2009:87) express the view that research involves collecting data from people about people. Therefore, the researcher had to protect the research participants, gain their trust, promote the integrity of research, and guard against misconduct and impropriety that might reflect on the SABC Limpopo provincial office as their place of employment.

Ethics are crucial for maintaining the integrity of the research as well as respect for participants (May 2011:277). Ethics are a set of moral principles that are concerned with whether behaviour conforms to the codes of conduct or the set of principles towards participants (Bless *et al.* 2006:140). In this study, research ethics assisted to prevent researchers from misusing the research participants and understood their responsibilities as ethical scholars (Bless *et al.* 2006:140). Various forms of ethical issues exist, and the researcher strove to consider all of them in this study.

Most of the ethical issues were related to the collection of data. In this study, no participants were put at risk and vulnerable participants were respected. Damage such as psychological, economical, physical, social and legal damage to participants was avoided. This was done by presenting the research proposal for this study to be reviewed and assessed by the research and ethical committee of the University of South Africa. The ethical conformity of this study will also be ensured by obtaining permission from the University of South Africa Higher Degree Committee to check for risks and incompatibility with the requirements of the research committee of the university and other stakeholders.

Besides the presentation of the proposal to the Ethics and Research Committee, informed consent form was designed for the participants to sign before they take part in the study. This form contained vital information such as the acknowledgement of the protection of the participants' rights during data collection.

In this study, ethical issues relating to data analysis were considered. Anonymity of individual roles and incidents in the research project was kept and the names of officials and sections were replaced by pseudonyms. Analysed data will be kept for five to ten years before disposal. Data will be disposed of to ensure that it does not fall into the hands of unauthorised people. The owners of the analysed data are the University of South Africa (UNISA) and the SABC. An accurate account of information was provided during the interpretation of the data.

### **1.10 Scope and delimitations of the study**

The study was aimed at the management of social media content of the SABC Limpopo provincial office in South Africa. The study focused on the integration of social media content into the ECM system of the SABC Limpopo provincial office. The study was limited to the management of social media content that was created during the interaction of the three SABC radio services provided by the Limpopo provincial offices to its main stakeholders, which are basically the employees and the audiences.

The study mainly focused on various sections and departments at the SABC Limpopo provincial office. The sections are Thobela FM, Monghanalonene FM, Phalaphala FM and other support service sections. The SABC Limpopo also has other support staff who are not directly involved in broadcasting. The support services sections include Radio Broadcast Facilities (RBF), the Finance Department, the Television Department, Human Resources, Radio Inputs, Radio Sales, Media Library and Bulletins.

Thobela FM has a news programme called Hlokwa-latsela, which broadcasts in Northern Sotho; Munghanalonene FM has a news programme called Tiko-axi-eteleli, which broadcasts in Xitsonga; while Phalaphala FM has Ndevhe-tsini as news programme and it broadcasts in Tshivenda. All the news programmes that are linked to both radio stations in the Limpopo provincial office have their specific staff members and they are treated as a separate section from the main broadcasting stations, which are Thobela FM, Munghanalonene FM and Phalaphala FM. These programmes are broadcast daily.

The investigations focused on the type of social media with which the department or section has accounts or are page-holders. These social media include Facebook, Twitter and YouTube (SABC 2015). The population of the study was limited only to the employees of the SABC Limpopo provincial office's various sections mentioned in the paragraph above, those which were appointed permanently and on contract. The employees included those who are working in the various sections and who are directly or indirectly responsible for the creation and management of social media content at the SABC Limpopo provincial Office.

### **1.11 Organisation of the dissertation**

This study comprises six chapters as follows:

- **Chapter One: Introduction and background to the study**

This chapter is the introductory chapter and it provides the reader with the background to the study. In this chapter, an explanation is provided as to why the integration of social media content into ECM systems in the public organisations is necessary. In this chapter, it is also explained why it was important for the SABC Limpopo provincial office as a public organisation to manage social media content as official records. This explanation is reinforced by putting forward objectives that were linked to questions that needed to be answered during the study. The objectives are related to the problem faced by the affected community members when they fail to retrieve as a result of destruction. Records may be required, for example, in the court of law as evidence for communication or transaction that was made. The main subtopics explained in this chapter comprise the research problem, research purpose and aims of the study, research objectives, research questions, significance and justification of the study and assumptions of the study. The chapter also gave the definition of the key terms, ethical considerations, scope and delimitation of the study and organisation of the dissertation. Chapter one mainly communicates what this study intends to achieve.

- **Chapter Two: Literature review**

Chapter Two focuses on concepts relevant to the management of social media content as official records by the public organisation. The chapter also puts the study in the context of the records management community in South Africa in line with the National Archives and Records Services of South Africa. This chapter also outlines why it is important for the public organisation to integrate social media content as official records and the disadvantages thereof. The chapter puts forward what other researchers have uncovered regarding the management of social media content using ECM systems, also by reviewing related literature on the management of social media content to come up with new knowledge. The chapter mainly gives an overview of social media content as official records and how records contained in social media were integrated into the enterprise content management system of public organisations. The subtopics covered includes information on the types of social media used by various public organisations; the purpose for which public organisations use social media; how social media content is identified as official records; legislative policies and guidelines for the integration of social media; enterprise content

management of public organisations and records management activities; capturing and maintenance of social media content; and disposal, preservation and retrieval policies of social media contents.

- **Chapter Three: Research methodology**

Chapter Three explains this research study from beginning to end. The explanation involves how data were collected from the participants and worked with until it was analysed. This chapter outlines the study's research approach, the population of the study, sampling procedures and methods, data collection methods, data analysis and presentation, definition of terms and limitations of the study.

- **Chapter Four: Data presentation and analysis**

In this chapter the findings are presented and analysed using tables, graphs and charts.

- **Chapter Five: Interpretation of the findings**

In this chapter, the meaning of the results on the integration of social media content into the ECM of the SABC Limpopo provincial office is discussed. This chapter communicates the researcher's interpretation of the findings.

- **Chapter Six: Summary, conclusions and recommendations**

Chapter Six provide the summary of the study as well as recommendations for future reference. Conclusions drawn, suggestions for further reading and research are also given in this chapter.

## **1.12 Summary**

This chapter focused on the importance of conducting this study. The emphasis was on the importance of the integration of social media content using the ECM system of the SABC Limpopo provincial office of South Africa. The background to the study was presented using information and knowledge gathered from various authors with various backgrounds and disciplines within the context of the information and records management profession. The objectives of the study and the research questions that were related to each other were identified. The lack of treatment of some of the records contained in the social media platforms as official records and the destruction without proper policies and guidelines as well as the employees' lack of skills were presented as a problem statement. The key terms were defined so that all audiences, irrespective of their profession and scholarly backgrounds, can understand the contents of this study. The ethical considerations on how the rights of the participants and confidentiality were upheld was presented. The chapter concluded by presenting the organisation of the study. The following chapter presents the theoretical framework and literature review.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

The previous chapter provided the introduction and background to the study. The problem statement, the purpose of the study and the justification of the study were also communicated to the readers in the previous chapter. The significance of the study, the definition of terms as well as the research methodology were provided. Ethical consideration, scope and delimitation of the study were also discussed in the previous chapter. An introduction, as a first part in this chapter sets the stage for the study in order to provide the readers with the background information, with the purpose of establishing the framework for the research so that readers can understand how this study is related to other published research works (Creswell 2013:149).

This chapter reviews the literature relating to this study. The purpose of providing this chapter is to share with readers the outcome of the other studies that are used in this study and that are related to the topic that is being discussed (Creswell 2013:60). The issues covered related studies in digital records management, specifically those that emanate from the use of social media by state-owned organisations. The use of an ECM system and other electronic records management programmes/software was also discussed. The focus of the discussions was directed at the types of social media platforms used to communicate, types of social media contents identified as official records, policies and criteria applied to identify digital records emanating from social media as official records, and how these records were identified as official records, and preserved and disposed of by state-owned organisations that created or received them.

#### **2.2 Types of social media platforms**

Social media is the collective term for internet-based networks used for sharing information and knowledge in real time all over the globe among multiple users of

social media with common interest (Mushwana & Bezuidenhout 2014:63). Social media communication technologies are internet-based, not limited by their location and capable of transmitting information within a short space of time (Zapata 2013:iii). What made technologies involved in social media more effectively, is their ability to capture and analyse the behaviour of communication between participating parties and to give immediate feedback. The feedback was given between the communicating parties or groups in the form of text or voice (Zapata 2013:iii) to complete the circle of communication process.

There are various types of social media that were used by various SOEs and other public organisations and are outlined as follows (Kaplan & Haenlein 2010) as cited in (Mondèu & Blomkvist 2013):

### **2.2.1 Collaborative projects**

Collaborative projects are social media allowing users to create contents together; for example, wikis are the type of media through which the users can edit, add and remove text-based content. Social bookmarking applications are the type of social media that enables groups of people to share and rate links and media contents. Pinterest is one example of social bookmarking application. Pinterest is used to pin content such as images and other items downloaded from the internet with comments.

### **2.2.2 Blogs**

Blog is the earliest type of social media. It is compared to a personal webpage and it is often managed by single individuals who post entries to the blog. Blogs are used as diaries and space where information on a specific area is published. They are used by companies to update employees and customers and to express opinions on a topic. Blogs may also be used as an educational tool.

### **2.2.3 Content communities**

Content communities are websites that help make it possible for users to share content in the form of information and knowledge with other users. With this type of social media there are large amounts of different types of content that could be shared. These contents include text, photos, videos and presentations. An examples of this content communities include Youtube and Flickr. Youtube is specifically used to upload and share videos, while Flickr is used to share photos and create photo blogs (DOE 2010).

### **2.2.4 Social networking sites**

Social networking site enables interactive online communication among users by creating a user profile. A profile includes different content such as videos, text and photos. These types of social media may be used by both public and private organisations to conduct marketing research and promote brands. An example of the social networking sites includes Twitter and Facebook. The social networking sites/services (SNSs) are the most popular and leading social media platforms used by many public organisations locally and internationally (NARA 2010). Twitter is used to send and receive short messages called tweets, while Facebook is used to create and update personal profile, add friends, exchange messages and to join other networks (DOE 2010).

## **2.3 Purposes of using social media**

Social media are considered by enterprises, both public and private, as a strategic tool for competitive advantages (Predmore 2014). It is generally used by various types of organisations for various business purposes such as to engage customers, industry influencers, management and other stakeholders in a cost-effective way (Predmore 2014). Social media as a strategic tool is used by organisations for marketing and communication purposes (Predmore 2014), for knowledge and information sharing (Vuori 2012:155) and for transferring culture (Dreher 2014:345).

Through social media as a marketing tool, not only do enterprises find customers, but customers also find enterprises (Predmore 2014:115). Social media can also be used not only to inform customers about the enterprise and its products, but also to inform the enterprise about its potential and actual clients (Predmore 2014:115). There are various factors that enterprises should consider in order to use social media for business purposes. These factors include opening accounts, type of devices (mobile or computers) and measures such as likes, hits, retweets, risks and advantages (Predmore 2014:116). It is only after considering these factors and others that might emerge in future, that the enterprise opens an account and gets stakeholders engaged. As a general rule there are no joining fees or subscription fees for using social media platforms. The only hidden costs that are available are in terms of time, effort and risks and errors that sensitive records or information may go viral (Predmore 2014:116).

With the presence of social media, enterprises' employees have become effective and efficient brand promoters who shape the reputation of their organisations with what they do or say online via social media (Dreher 2014:344). Employees' use of social media is essential for the enterprises they work for as they can carry themselves with characters of these organisations. However, with those characters, employees shape the reputations of the organisations by displaying online the same good characters to other social media participants (Dreher 2014:345). It is through these reputations that employees become powerful advocates and brand ambassadors of the public enterprises that they work for (Dreher 2014:345). For employees to become brand ambassadors and advocates of their organisations, it does not only require the presence of social media platforms on the organisational intranet, but also the implementation of the guidelines and policies to manage the social media as a strategic tool (Dreher 2014:345).

There are content communities type of social media such as Youtube and Flickr. Youtube is basically used to capture video clips by individuals and enterprises (GCIS 2011:3). It is also used for news management, for example, promoting press releases, communicating public news and public service announcements, emergency management and real-time updates providing up-to-the-minute guidance and advice

in the event of major incidents (GCIS 2011:3). Flickr, on the other hand, is used to capture images by public organisations to make relevant images available to constituents, who are physically removed from a physical display or to make an archive of those images, either through open public access or through restricted access to select constituents (GCIS 2011:3). Flickr, like Youtube is used by individual employees to post videos or to archive pictures (GCIS 2011:3). Individuals and SOEs in South Africa use it to organise collections of digital images, with searchable tags that make the collections easier to find and navigate (GCIS 2011:3).

Nevertheless, there are other social media platforms in the form of Online Content Communities (OCC) that are used for similar purposes by its users, for example Youtube and Facebook. These social media platforms are used to capture video clips even though they are not similar types of social media platforms. Youtube is an OCC type of social media, while Facebook is an SNSs.

Other purposes for using social media are their ability to communicate with stakeholders on grounds such as lodging complaints. It is its ability to communicate in a two-way mode that enhanced social media to be effectively used in areas where anonymity is preferred by social media participants, especially during interaction where people submitting comments and opinions want to remain anonymous (Stamati, Papadopoulos & Anagnostopoulos 2015).

The other communication purpose for using social media is the advantages they give to public enterprises, its ability to be used as complaints, compliments and suggestion channels of communication for members of the public and employees (GCIS 2011:3; Bertot, Jaeger & Hansen 2012:30; Abdelsalam, Reddick, Gamal & Al-Shaar 2013:411). Social media are an emotional and functional space where shy and complaining employees can express their feelings without intimidation or fear (Dreher 2014). These feelings of frustration may influence decisions that organisations take (Dreher 2014). Organisations can see these feelings of frustration and happiness in posted messages and respond immediately. Social media as a two-way communication are monitored around the clock by page-holders, with the intention of responding to the posted messages (Dreher 2014).

Apart from being just a communication tool, social media are used by enterprises to promote organisational culture. The culture of the organisation become more transparent to members of the public who participate in social media pages of the organisations, thereby making their values, behaviours, beliefs and overall organisational character visible to these members of public and other stakeholders (Dreher 2014:345).

Social media platforms are mainly used for internal communication and knowledge and information transfer between organisations and employees (Vuori 2012:155). Social media page holders in public enterprises are discouraged from using social media platforms as enterprise content management systems. However, social media should be used for the purpose for which they were created, which is to communicate, but not to manage content (Latham 2012:8). Latham (2012:8) reiterates that social media page holders who use social media as content management tool are at risk of losing all their content.

Besides, social media are used by public and private enterprises to provide certain distinct advantages (Predmore 2014:116). Advantages that public enterprises and their staff have experienced by using social media include the provision of mechanisms to market businesses and products to the public, and their ability to be used to communicate strategic issues with organisational staff and logistic issues with suppliers (Predmore 2014:117). By using social media, the cost associated with communications could be saved (Predmore 2014:117; Kane 2015:1).

As a strategic tool for organisations, social media assist employees of public enterprises in sharing information and knowledge, thereby empowering these employees and organisations (Predmore 2014:117; Kane 2015:1). The sharing of knowledge is made even more possible when the social media are integrated into the organisational intranet and as a result, employees can share strategic messages, stories or news with their social media online partners without first trying to search for the social media page (Dreher 2014:351). Appropriate topics that could be shared online include newly launched campaigns, media placements, general company news, quotes, open positions, new products, industry insights, trend forecasts, or executives'

views on industry-related events (Predmore 2014:117). Confidential or unpublished information could be highlighted in the same way to prevent them from being spread online prematurely (Dreher 2014:351). The highlighting of unpublished and confidential information would assist to avoid unnecessary lawsuits as a result of the spreading of unfounded confidential information to unauthorised users.

The usage of social media platforms such as SNSs could also influence career success if employees can use it at their workplaces (Sainty 2014:273). Sainty (2014:273) states that the presence of SNSs such as LinkedIn and activities by its users therein have a strong and consistent association with metrics of professional success. LinkedIn is a professional social media platform and is mostly used by professionals with common interests (Predmore 2014:117). With LinkedIn, users are not only used to list business contacts that two people have in common to provide a relational context for new connections, but it could also be used to plot the most effective path for making the desired connection by identifying individuals with the fewest degrees of separation to the desired connection. Enterprises may also use LinkedIn to identify people with skills or knowledge (Kane 2015:2).

Besides the advantages, there are also disadvantages associated with the use of social media either corporate or personal. Nevertheless, the benefits far outweigh the risks that are associated with the use of social media by employees. Disadvantages associated with the use of social media platforms by organisational employees include reputational damage to the organisation, lawsuits and litigation, humiliation, crushed credibility and career destruction. These disadvantages could lead to a loss of production (Flynn, as cited by Dreher 2014:34). Both public and private enterprises experience a certain level of risks associated with poor records management that affect the reliability and authenticity of records, especially records in the electronic and networked environment.

Poor records management does not only impact on the effectiveness of internal controls of daily activities such as losses and negative cash flows but could also ultimately lead to bankruptcy and liquidation of the enterprise (Ngoepe 2014:1). Ngoepe (2014:4) continues that even though the costs associated with poor record-

keeping are invisible, there are perceived risks associated with poor records management such as loss of reputation, legal cost, financial loss and information loss. Risks of various losses of strategic assets to an enterprise could be avoided by putting in place proper records, information and knowledge management systems supported by relevant and up-to-date legislative frameworks rather than relying on the individual as an institutional memory, who may leave the company for one or the other reason (Ngoepe 2014:4). Social media content is better if it is treated as official records by organisations in terms of the national acts or any legislative framework in place.

## **2.4 Digital records emanating from social media as official records**

Records are defined differently by various standards, organisations and legislative frameworks that are designed for providing guidelines and regulations on how official records should be managed best by organisations that are entrusted with these records and archive management. The Ohio Revised Code (ORC) defines records as any document, device or item, regardless of physical form or characteristics, including an electronic record, created or received by or coming under the jurisdiction of any public office of the state or its political subdivision, which serves to document the organisation, functions, policies, decisions, procedures, operations or other activities of the office (Ohio Electronic Records Committee 2012:3). ISO 15489-1:2016(en) defines “record” as “information created, received and maintained as evidence and information by an organisation or person, in pursuance of legal obligations or in the transaction of business” (ISO 2016). ISO 15489-2016(en) is part of an International Standard Organisation that “defines the concepts and principles from which approaches to the creation, capture and management of records are developed” (ISO 2016). Social media digital records are considered as official records as they are sometimes required as evidence to not only defend cases in court, but also to serve as evidence of business transactions (Kemoni 2009:191). According to the NARSSA Act (2004), records are defined, firstly, as recorded information, regardless of form or medium and, secondly, as evidence of transactions, preserved for the evidential information it contains. All the definitions provided does not contradict one another, as they both depict that records serve as evidence of transactions concluded, stored and

preserved in various types of media, including social media, for future reference in case they are required to serve as evidence for the action taken.

In order to be considered as an official record, the authenticity and credibility of social media digital records need to be maintained. Duranti (2013:83) states that in order to maintain the authenticity of electronic records, it should first be ascertained that the most important part of these records that should be used to verify its authenticity in future be preserved with the records. Duranti (2013) emphasises that the important part of the records that should be taken care of depends on the type of content. However, losing this important part, called the metadata or the colour in the case of pictures, maps or charts, for example, is the same as losing the whole record or all the content. It is advisable to take care of essential components of records that should be used to establish its authenticity over time (Duranti 2010:83).

Many of the international communities as well as in South Africa, digital records emanating from social media are considered as records. They are created using social media platforms such as SNSs, blogs, microblogs, wikis, OCCs, discussion forums, podcasts, vlogs and websites for public bookmarking. These formats of records are not born as paper format like other digital records. Social media content are digital records born in electronic format in the form of videos, pictures and text (Byrne 2008:64).

In the USA, NARA (2011:14) stressed that social media content is treated as federal records that need long-term preservation. There are problems that exist regarding the acceptance of social media content as official records. Zheng (2013:489), who conducted a study in China on social media in the Chinese government, claims that treating social media contents from SNSs such as Twitter, Facebook and others, as official records, was a problem experienced by the public sector in China, as compared to the other traditional electronic records such as newspapers and emails. Nevertheless, official records in the form of social media content are used as a fundamental source of the uncontaminated sources for criminal investigation, fraud and civil lawsuits (Sipior *et al.* 2013:357).

The management of records contained in the social media platform is essential as they contain important information to protect one's rights. It is therefore required by officials in charge of records management in public organisations to formulate policies on how social media content should be identified for capturing and maintenance for the easy retrieval of social media records if they are required by law. In order to identify and capture records contained in social media platforms, clear policies and guidelines as to which records should be integrated into the ECM system need to be put in place. ECM was hailed by its proponents as the only solution to the existing electronic records and information management problem (Svärd 2013:160). Svärd (2013:160) asserts that ECM is the best technology for managing unstructured organisational records and information that is placed on multiple platforms such as the web and other electronic platforms. Types of records and information include video clips, audio files, web pages, documents, shared disk drives and desk tops (Svärd 2013:160). However, a study by Sipior *et al.* (2013:357) has revealed that even though there is in some instances no formal integration of social media content by other organisations, social media contents are still considered crucially important as evidence in a court of law. Sipior *et al.* (2013:354) lament that records need to be managed in such a way they can be recovered electronically by the user if they are requested by a court of law to be used as evidence.

Most studies conducted in developing countries regarding social media focused more on the values of social media than on the value of social media content. Such values are the value that social media hold such as crime prevention, value as a community outreach and value as a source for criminal investigation (GCIS 2011; Sipior *et al.* 2013:352). With the advent of electronic records came various challenges regarding managing social media content as digital records that records managers are faced with (Kemoni 2009:192; Ngoepe & Saurombe 2016:34). These challenges include non-availability of reliable and stable storage of digital media for long-term preservation in the form of ERM systems for capturing the content and context, obsolescence of technology and impermanence and acquisition of information technology skills (Kemoni 2009:192). Not only reliable ERM and information technology skills are required for the effective management of electronic records, but also the implementation of up-to-date guidelines and policies to manage the social

media as a strategic tool and as web-based content (Dreher 2014:345; Ngoepe & Saurombe 2016:24).

## **2.5 Policy for the integration of social media content**

The presence of the digital records management policy enhances the integration of social media records into the content management system of public enterprises. Ngoepe and Saurombe (2016:24) point out that policies and guidelines have an influence on how records in all formats, irrespective of their location, are to be managed by public organisations. However, the policies should be comprehensive, up to date and relevant to the types of records they are designed to give guidance on in terms of how they should be captured, stored and disposed of (Ngoepe & Saurombe 2016:24). However, the benefits of managing social media digital records could only be experienced if the appropriate infrastructures, workable legislation and regulatory frameworks, and competent ICT personnel are available (Ngoepe & Saurombe 2016:24).

The presence of policy guidelines in SOEs would lead to the best practice for the management of social media content as records in electronic format. In the public sector in the USA, NARA affirmed that as social media content is regarded as federal records, they are required to be preserved as archives. In order to manage this form of records, like other paper-based records, NARA (2011) emphasises that a relevant legislative framework needs to be implemented. NARA is responsible for the formulation of policies and guidance on how social media content should be managed (NARA 2013).

In South Africa, only a few studies have been conducted on the formulation of policies regarding the usage of social media and the integration or management of social media content, especially in public sector organisations and SOEs. Mushwana and Bezuidenhout (2014:69) claim that only (44%) of large private organisations and businesses have sound policies as compared to 27.5% of the public-sector organisations that have the same policies. They argue that it is the private sector organisations that effectively applied social media policies (Mushwana &

Bezuidenhout 2014:69). Mushwana and Bezuidenhout (2014:69) continue to say that even though the policies were formulated quite some time ago, they were not seriously considered as an effective measure for risks related to the use and management of social media content. More organisations in the public sector did not have any policies regarding the management of social media content and those organisations in the public sector that did have them do not adhere to the records management policies in place (Mushwana & Bezuidenhout 2014:69). In the South African public sector, guidelines on the management of social media content have been written by the South African Department of Government Communications and Information Services (GCIS) (GCIS 2011:3). This policy also gives guidelines on how social media should be evaluated and assessed for use by government departments and not only on how they should be integrated in the ECM or other form of ERM system of these departments.

Sipior *et al.* (2013:352) stress that the best practice for the management of social media content would be successfully applied if relevant guidelines and policies are developed. Social media as a new form of communication tool need to be implemented with well-defined policies and guidelines (Sipior *et al.* 2013:352). This caution should be applied by SOEs in developing countries, including South Africa. The management of social media content may be solved by the development of the electronic management system or document/records management systems known as Enterprise Content Management Systems (ECM). ECM is the latest development in digital records management systems and is considered the most effective and efficient tool for long-term preservation of electronic records. ECM is a general concept covering document management, web content management, searching, collaboration, records management, digital asset management (DAM), workflow management, capturing and scanning (Katu 2012:38). The objective of the ECM is to manage the life cycle of content from creation through preservation as archives to disposal. As technologies with several sets of software products, ECM can manage the entire life cycle of content based on organisational policies and regulations that are built in (Katu 2012:38).

The existence of challenges regarding the management of digital records, especially those that are created in a networked environment or web-based content, is acknowledged by records, information and knowledge management scholars (Ngoepe

& Saurombe 2016). These challenges, especially in African countries, are perceived as being caused by a lack of proper administration and a lack of ICT infrastructure and skilled employees (Asogwa 2012:198). The colonial masters of African countries failed to formulate proper legislative frameworks regarding archives and records management. This problem of the absence of proper and up-to-date records management policies was passed on from one generation of records managers to another (Asogwa 2012; Ngoepe & Saurombe 2016). The absence of properly skilled and competent ICT personnel in handling web-based content was also cited as another cause of mismanagement of web-based digital records (Asogwa 2012:202). Asogwa (2012) argues that the problem of a lack of skills is mostly noticed among older personnel who are perceived to have developed technophobia regarding web-based records management (Asogwa 2012). Even though the advent of technology and electronic records has brought more benefits for SOEs, it has also brought with it several challenges that increased the possibility of losing electronic records. Not only the risk of losing records has increased, but also the risk of losing the reliability and authenticity of digital records stored and created in a networked environment (Asogwa 2012; Ngoepe & Saurombe 2016). The lack of trained personnel in ICT is also a challenge associated with the mismanagement of social media content. Asogwa (2012) cites other challenges, including corruption or inadequate finance, political instability, poor funding, constantly changing technology and applications, deterioration of digital media, problem of reliability and authenticity of digital records, legal issues and legislative constraints, and loss of security and privacy and issues in backing up records. When records are properly managed and preserved, they become strategic assets that enable organisations to achieve their business goals.

## **2.6 Preservation of social media content as official records**

NARA (2011), states that social media records created by the public-sector organisation in the USA are preserved as official records. NARA gave a warning that social media content should be treated as federal records which are required to be preserved as archives (NARA 2011). It further states that any duplicate of social media content hosted by a third party elsewhere, should be treated as a non-public record. NARA, as cited in NARA (2011), continues that if an organisation is hosting social

media on its own, it should treat its contents as official records and, therefore, records should be classified using a classification schedule regardless of form or medium. If the platform in which the record is captured is deemed as possessing certain value, the content itself should be also be classified by using a schedule. Using an external social media service or the private sector's social media service is discouraged, as this may lead to the total loss of content if the private sector decides to stop the creating organisation from accessing their social media account and permanently deletes the organisation's account. To avoid losing access to the social media account or direct access to the content, standard records management clauses or, in the South African context, the service level agreement should be included when signing contracts with a social media provider.

As already indicated in the above section, the preservation of digital records, especially those that were created and stored in a networked environment, has been a major challenge for records managers due to weak or non-existent of records management policies (Ngoepe & Saurombe 2016). In turn, as a result of weak existing records, management policies, records and archives in the African countries' public enterprises were prematurely disposed of from their storage spaces (Asogwa 2012). The affected records were not only paper-based records, but also electronic records contained in the social media platforms. One of the causes of the premature disposal of records in all formats was the weakness of the traditional archives and records management law and legislative frameworks that were influenced by the old Canadian Archival Act (Asogwa 2012). Under this legislation, the weakness of the policies in turn influenced the way in which records managers perceived their responsibilities and how they performed their professional duties today (Asogwa 2012:201). Records managers had little or no direct say in what should be retained (preserved) and what should be disposed of in the organisations they serve (Asogwa 2012:201) as a result of the flaws in the records management policies.

The weakness or irrelevance of records management policies was not the only problem faced by information and records management professionals regarding the preservation of records for medium and long-term purposes, the advent of development in technology also came as a challenge (Lin, Chennupati & Wal

2003:117; Ngoepe & Saurombe 2016:25). Advanced technology led to the massive production of digital records, which led to a new challenge of managing massive records in digital format. These challenges prompted information managers and archivists to keep abreast with technology (Ngoepe & Saurombe 2016:25). Despite extensive research that has been conducted on long-term preservation of digital records, these challenges remained prevalent (Svärd 2013:162). A new preservation strategy was inevitably required to manage this massive amount of records in digital format, especially as a result of the advent of electronic records contained in social media platforms (Ngoepe & Saurombe 2016:25; Lin *et al* 2003:117). This new strategy was introduced as ECM (Svärd 2013).

As social media content includes digital records, records of this type need management processes and procedures that are relevant to digital records, not to paper-based records (Kemoni 2009:193). However, legislative framework designed for managing paper-based records may not equally be applied to digital records residing in social media platforms (Kemoni 2009:193). There is a belief that the records management system for digital records would be an effective solution to the existing long-term preservation of digital records and information. It is because of this belief in digital records management systems that ECM came to be the latest development in electronic records management systems (Svärd 2013). Through ECM, all formats of records could be managed. Ngoepe and Saurombe (2016) indicate that the evolution of technology hardware and software is one of the challenges for the long-term preservation of digital records in public enterprises, as new software and hardware are introduced and replace the traditional ways in which public enterprises used to record, store and retrieve information. It is the same challenge that led to the introduction of the ECM in public organisations which made it possible to manage all formats of records (AIIM 2015). Lin *et al* (2003:117) emphasise that digital records can be managed better by using ECM in the manner that would allow it to be retrieved as reliable authentic evidence of transactions concluded. The introduction of the ECM made it possible for public enterprises to capture, store, manage and retrieve records in the manner that their authenticity and reliability are not tampered with (Svärd 2013). ECM, as a multi-modular and multipurpose records management software product, is not only interactive, but also collaborative (Svärd 2013). It is perceived to be more than

just an electronic records management software product; it is believed to be an effective solution for records management problems, including the long-term preservation of electronic records in the public enterprise, hence, its capabilities to capture, manage, store, preserve and deliver content and document (Svärd 2013:160; AIIM 2015). It is hailed by its users as the only solution to the management of the organisation's information resources (Svärd 2013:160). Its advanced technology with a new information and records management approach did not only attract more attention of professionals in the information science fraternity because of its ability to preserve and deliver content and documents related to organisational business processes (Svärd 2013:160; AIIM 2015), but also its capability that made it a relevant tool for the management of records in the public enterprise. Not only the preservation problem was solved through ECM, but access to digital records and information was also increased, and retrieval by staff and the public users was accelerated (Svärd 2013).

ECM as a method for records management can integrate content that exists in various formats, including documents, web pages, reports, audio files, video clips, projects space, shared disk drives, desktops and other records that are available in multiple places (Svärd 2013:160). Records that are generated using various social media platforms can be integrated and preserved by public enterprises in line with available policy guidelines (Svärd 2013:160). This policy is built into the application programmes for the ECM to fulfil the customised needs of the organisation (Svärd 2013:160).

The functions that can be performed by the ECM to preserve records are outlined by AIIM (2015) as follows:

- Capturing it means entering content into the system.
- Managing is maintaining and assigning other necessary data to records so that it can be found and used by whomever it is intended for. For example, managers and actual and potential customers of the organisation.
- Storing it means finding it an appropriate home (storage) in your infrastructure. For example, relevant server and other software for content management system or other information solution such as SnagIt or Camtasia (Finkel 2014).

- Preserving refers to a long-term care-archiving. If necessary, the practice of protecting it so that it can be utilised far into the future the organisation it need to be.
- Delivering is about putting the information in the right people's hands at the right time when they need it wherever they need it.

## **2.7 ECM and application challenges**

In many countries, records in public sectors are managed in terms of the national archives act of that specific country (Ngoepe & Saurombe 2016:24). It has been discovered during a survey by ARM (2011) that enterprises have applied e-recovery and Electronic Records Management systems (ERMS) in their organisations. According to the survey by ARMA (2011), 17% of the organisations that applied e-recovery and ERMS claimed that they benefited from this implementation. The survey also revealed that these enterprises are struggling with the application of retention policies regarding social media content and web 2.0/Enterprise 2.0. Only approximately 12% of web 2.0 and 2% of social media content is included in their ERM, while approximately 86% of records are office documents. This difference in the type of records contained in the ECM of the enterprise proves that there is a lack of skills with regard to the management of social media content, especially concerning their long-term preservation and retention for either utility or enduring value. In spite of the lack of skills regarding the use of ECM to manage organisational social media records, it was recommended by Finkel (2014) that proper programs or ECM like SnagIt or Camtasia should be used to capture social media electronically and authenticate it.

In South Africa, the responsibility for the proper management and preservation of digital records in public organisations is assigned to the National Archives and Records Services of South Africa in terms of the National Archives and Records Services of South Africa Act, 1996 (NARSSA 2006:5; Ngoepe 2016:339). The system responsible for archiving records generated by state-owned organisations comprises the National Archives, the National Advisory Council of the National Archives and the archives structures in the nine provinces of South Africa. The NARSSA Act (Act No.

43 of 1996) does not only assign responsibility for the management of electronic records, but also for the management of electronic management systems that are used to capture digital records (NARSSA 2006:5). The Department of Sports, Arts and Culture (DSAC) publish policies and guidelines regarding the management of digital records. One of the responsibilities of the DSAC is to implement the NARSSA Act. However, the Department of Information and Communication (DIC) is also responsible for issuing guidelines for the management of digital records emanating from social media platforms in South Africa. The following guidelines on the management of electronic records are published by NARSSA:

- Electronic records and the law: what governmental bodies need to know is published by the NARSSA and is an introduction to NARSSA's policy for managing electronic records. This publication defines the concepts of electronic records and the legal implications pertaining to digital records, as it is called in this study in governmental bodies.
- Managing electronic records in governmental bodies: policy, principles and requirement.
- Guide to the management of electronic records in governmental bodies, 1<sup>st</sup> edition published in 1999.
- Guide to the management of electronic records in governmental bodies, 2<sup>nd</sup> published in 2000.
- Managing electronic records in governmental bodies: policy guidelines version 1.1. (April 2003) and version 1.2. (April 2004).

Regarding the implementation of records management programmes, government bodies are advised to implement the following provisions of national and provincial legislation (Ngoepe 2016:340):

- Develop classification systems that are approved by the national/provincial archives.
- Obtain disposal authorities on all records from the national/provincial archives.

- Implement electronic records systems that are determined by national/provincial archives.
- Care for public records as required or prescribed by national/provincial archives.
- Appoint or designate senior officials as records managers.

By virtue of the fact that social media content are basically records in electronic format, they are also included as part and parcel of these guidelines and are bound to be preserved in such a way that their authenticity is not tampered with. In South Africa, in terms of the Electronic Communication Transaction Act of 2002, digital records that emanated from social media can be used as evidence in a court of law. This is deemed relevant as according to the NARSSA Act (Act No. 43 of 1996 as amended), the definition of record includes any “recorded information regardless of form of medium”.

### **2.7.1 Authenticity of social media records**

Ngoepe and Saurombe (2016:34) indicate that digital records that emanated from social media and that are to be used as evidence are supposed to be as authentic and reliable as possible. By the authenticity of the social media records, various factors are taken in to consideration to validate authenticity, including but not limited to: the authority of the source, accuracy, originality and quality, inalterability, validity and reliability, and verification (Park 2005). The reliability of the content or electronic records is maintained if the metadata or data message is retained in order to be used to prove the authenticity of the records in future (Ngoepe & Saurombe 2016:34). The digital records with its authenticity retained are accepted as evidence in the court of law (Ngoepe & Saurombe 2016).

### **2.7.2 Risks associated with managing electronic digital records**

If it happens that social media content is required by a court of law and the offending party fails to provide content as evidence of activities or transactions that took place, the court might impose sanctions on the accused party (Finkel 2014). It was found that in Illinois State, USA, courts are prohibited from obtaining social media content from

the social media service providers; they should rather obtain it from the users themselves. However, service providers might provide only other information such as dates and times of posting, and other useful metadata to help the affected party track the communication that was needed as evidence (Finkel 2014).

It is not wise for public organisations to rely on social media service providers to manage their content or the external storage for social media content, as they are not reliable. Organisations that rely on a social media service provider for content management are at risk of losing the strategic content in the long run as they do not have control over the activities of the social media service providers. It might happen that the service provider closes its service for the client or closes its business to the public (Finkel 2014).

#### **2.7.2.1 Deletion of social media content**

Finkel (2014) continues that most of social media users, such as Facebook page-holders in some instances, delete content that was on the page after they have realised that they are in trouble because of their conversation on the Facebook SNSs, thinking that they are save from litigation or lawsuit. However, they forget that the information that they deleted on social media pages has already been captured by someone elsewhere. Social media users do not know that even if content is deleted from their social media pages, they still have a responsibility to capture and preserve the content as evidence that the action has taken place (Finkel 2014).

#### **2.7.2.2 Retrieval of social media records**

Finkel (2014) also advises users of social media that the best way to retrieve deleted social media content is to make a request from another social media partner who requires the content. Going around and fishing somebody's social media site is not acceptable (Finkel 2014). Finkel (2014) warns that befriending a person in order to obtain the private portions of their social media pages as records may not be permissible as evidence.

### **2.7.2.3 Storage space for social media records**

It is advisable to use cloud storage for preservation of digital records. With cloud storage, the authenticity of digital records would not be tampered with as there is no need for migration from one physical storage device to another. Finkel (2014) is against printing out social media pages, as this might lead to content not being permitted as authentic evidence, as pages might lack other information to ensure that the printed copy meets all the criteria to validate it as evidence of actions taken.

Like any other digital storages for electronic records, there are also risks in cloud storage as an external storage space. The risks in the cloud storage space is that the user or subscriber does not have control over the management of records in that space. It is cited that the president of Foundation Management Associates stopped using Dropbox, one of the cloud storages facilities, because of two troubling incidents. In the first incident, an employee at a Haitian Hospital accidentally deleted a year's financial records from its computers as well as the records of another service provider, with a single keystroke. In the second incident, an anonymous services provider almost lost a new client because a state government it was tied to, had blacklisted Dropbox (Richmond 2012).

Finkel (2014) contends that if one prints out a copy of a social media page, one should make sure that the information to authenticate the records is also printed. Gilliland (2012) indicates that the Californian attorney writing in the blog agrees with Finkel (2014) that the printed content from the social media should embody extra information in order to satisfy its authentication before the proponents. Gilliland (2012) asserts that a printout of social media content or any web page without an indication of creator, source or custodian is not authentic evidence under the Federal Rule of Evidence. Finkel (2012) insists that the official electronic records to serve as evidence should retain metadata which includes information such as the date and time on which records were printed and the date on which it was edited. If it was edited before, the presence of the metadata is valid enough to authenticate the printed copy for digital records stored everywhere.

During creation of social media content using social media platforms, the language is also another important factor to be taken into consideration to increase the credibility and reliability of the official record. An unofficial language might not only interfere with the credibility of the evidence but might also compromise the resulting content that should serve as official records and evidence of actions that have taken place among the participants of social media (Finkel 2014). Finkel (2014) warns that if social media content is content with, it would be harmed, and its authenticity and reliability discredited. Finkel (2014) emphasises that even if the underlying electronic metadata shows that the other content was deleted, it would be impossible to prove the authenticity of the content in the future. Finkel (2014) continues to lament the fact that, even if the authenticity could be proven, it would be costly or sometimes impossible to retrieve these records.

### **2.7.3 Social media preservation policies**

As the responsibility for the preservation of social media and other electronic records remains the responsibility of the creator of the content (Finkel 2014), full control over how and what records should be disposed, and the relevant records management policies should be formulated by the public enterprise. Legislation has a tremendous impact on how records created on the networked environment should be preserved (Ngoepe & Saurombe 2016:24). The policies would assist with the retention of electronic records with enduring value that is strategic to public enterprises (Ngoepe & Saurombe 2016:34).

Considering what has been discussed above, the medium and technology preservation are some of the crucial concepts to be considered in the management of digital records contained in social media platforms. Duranti (2010:78) advises that research needs to be conducted in the formulation of a principle that will guide in the development of international, national and organisational policies, strategies and standards. The principle should also be able to give guidance on the specific criteria for each type of policy, strategy and standard. The procedural methods for their implementation should be consistent with one another (Duranti 2010:78). Only when the conducted research is based on the same concepts and inspired by the same

principles, the procedural methods and implementation of the policies will be consistent (Duranti 2010). Because of intensive research by records management associations and organisations such as AIIM, ECM was established as a solution and not only a medium- and long-term preservation, but also for disposal of electronic content (AIIM 2015; Katuu 2012:39).

ECM is constituted by various parts which denote its objectives. It refers to a strategy to deal with all types of enterprise content and sets of software products for managing the entire life cycle of the content (Katu 2012:39). AIIM (2015) defines an ECM as a concept denoting functions such as to “capture, manage and store, preserve and deliver content and document related to organisational processes”. The researcher observed that ECM is more effective and efficient in the management of content and documents in an integrated manner than its predecessors.

As it was indicated earlier, the responsibility for the management of digital records in public organisations is assigned to by the National Archives and Records Services of South Africa in terms of the National Archives and Records Services of South Africa Act, 1996 (NARSSA 2006:5). The way in which the records should be disposed of or preserved is also enshrined in this Act (NARSSA 2000; Duranti 2010:78; AIIM 2015).

As more research needs to be conducted on the management of social media content, Duranti (2010:78) also suggests that research needs to be conducted not only to formulate principles that guide in the development of international, national and organisational policies, strategies and standards, but also to give guidance on the specific criteria for each type of policy, strategy and standard and the procedural methods for their implementation to be consistent with one another. This may be possible only when research conducted is based on the same concepts and inspired by the same principles.

## **2.7 Summary**

This chapter presented literature review on which the study was based. The literature discussed were from scholars in the records management community and related

professionals. The chapter also presented the context of the study and provided an overview of digital records emanating from social media and their management using ECM in public organisations in South Africa. The overview of the way in which digital records are integrated into the ECM of the state-owned enterprises were explained and presented diagrammatically in order to reinforce understanding. In terms the literature discussed most of the scholars were of the opinion that the effective management of social media content does not need only technology and skilled users, it also needs clear policy to guide users of the technology and managers of the content created and received on what should be identified as official records and how those records should be managed. The challenges posed by the impact of social media platforms on the massive creation of digital records in the information/knowledge and records management fraternity was also discussed. It was generally agreed by most scholars and users of ECM tools that ECM came as the all-in-one solution to the management of records stored in the networked environment. The following chapter discusses how data for the study was gathered.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

The issues discussed in the previous chapter include literature related to the study. To achieve the objectives of these study, an empirical field research was conducted. The nature of the research was confirmatory, that is, it was informed by the theories that wanted to be confirmed if they are supported by facts (Butler 2014). As a survey research design, this study collected a large amount of data from the sampled target population. Research methodology is the set of steps involved in the research process (Creswell 2009:145). This is the crucial part in any research because it presents various steps in formulating the research design (Creswell 2009:145). These steps comprise precise standardised methods and techniques aimed at generating truthful knowledge (Mouton 1996:35). The steps and issues discussed in this study include the research approach, research method, research population, sampling, validity and reliability of the data collection instrument, pre-testing of the instrument, data collection and data analysis. The following diagram represents the research process covered in this chapter.

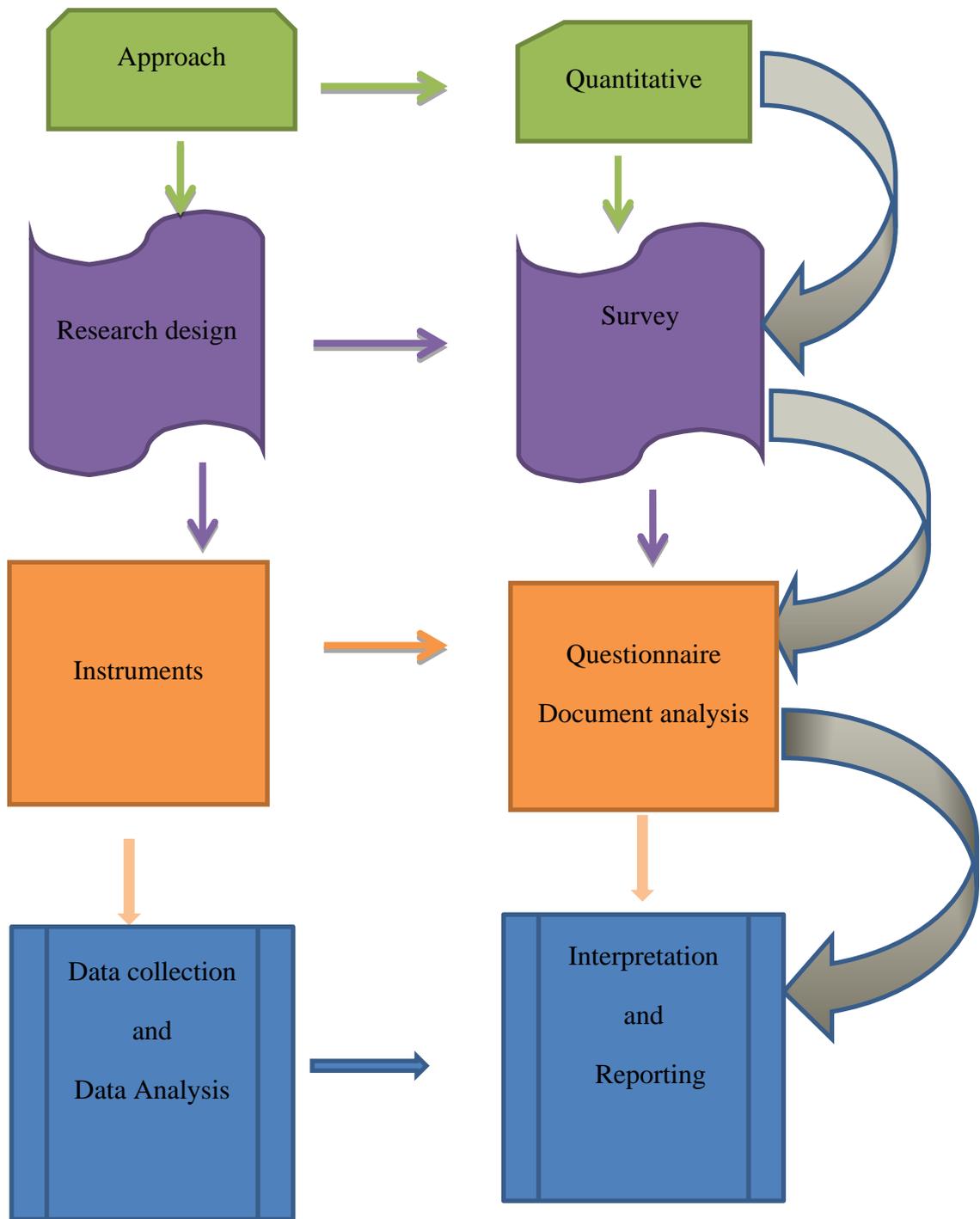


Figure 3.1: Research methodology

### 3.2 Research approach

Here are the different choices that the researcher faced, namely quantitative, qualitative and mixed methods research (MMR) (Creswell 2009:15). The quantitative research approach is a research process that originated from the positivist worldview (Ngulube 2015:127). This type of research process comprises research approaches or research designs, including experiments and surveys. The research strategies of survey design provide specific direction for procedures in a research method (Creswell 2009:11).

Unlike the quantitative approach, the qualitative approach is a research approach that originated in the constructivist paradigm (Creswell 2009:11). Sarantakos (2013:37) contends that the qualitative research approach emanates from a “naturalistic interpretive domain guided by the standards and principles of relativist orientation, constructivist ontology and an interpretivist epistemology”. It is a relevant research approach for exploring and understanding the meaning that individuals or groups ascribe to a social or human problem as it “involves emerging questions and procedures; collecting data in the participants’ setting; analysing the data inductively, building from specific to general themes; and making interpretations of the meaning of the analysed data” (Creswell 2009:233). It is also said to be inductive and explorative in nature, while quantitative research is hypothetico-deductive. Hence, it is based on the existing theory and therefore it is for confirmation of the existing theory. However, both the quantitative and qualitative research approaches could be used together to supplement each other’s weaknesses. The resulting research approach is known as MMR. MMR is more than just a triangulation of various types of research techniques in the same research design or approach (Ngulube 2013:127). The mixing of both research approaches in a single study is called MMR. This research approach emanates from the philosophical paradigm or assumptions of both research methods known as pragmatic (Creswell 200:230; Creswell 2013:45). The differences between quantitative, mixed methods and qualitative research approaches are illustrated in Table 3.1.

Table 3.1: Differences among qualitative and quantitative research and mixed methods (Creswell 2013:45)

<b>Quantitative research</b>	<b>Qualitative methods</b>	<b>Mixed methods</b>
Predetermined	Emerging methods	Both predetermined and emerging methods
Instrument based questions	Open-ended questions	Both open and closed-ended questions
Performance, attitude data, observational data and census data	Interview data, observational data, document data and audio-visual data	Multiple forms of data, drawing on all possibilities.
Statistical analysis	Text and image analysis	Statistical and text analysis
Statistical interpretation	Themes, patterns interpretation	Across database interpretation

Here is the choice that the researcher made in this study. The quantitative research method was used to complete the research study successfully in line with the objectives of the study. The quantitative research method is the approach adopted in this study to test objective theories by examining the relationship between variables that can be measured by using an instrument so that numbered data can be analysed by using statistical procedures (Creswell 2009:4). By using the quantitative research method, the researcher avoided bias during the interpretation of the results and controlled alternative explanations to generalise and replicate the findings should another researcher want to verify them (Creswell 2009:4).

Ngulube (2015:127) indicates that methodology is central to the research process as it is the lens through which a researcher looks at the universe when acquiring knowledge about a social phenomenon and it is able to extract answers by means of the research questions. Creswell (2009: 145) also agrees that it is a set of steps

involved in the research process. Ngulube (2015:127) contends that the research methodology specifies the type of research methods and research designs that should be applied to gain knowledge about a phenomenon. Mouton (1996:35) asserts that these steps consist of precise standardised strategies and techniques aimed at generating truthful knowledge. The methods and techniques in the research methodology should be objective enough to increase the likelihood of attaining valid results (Mouton 1996:35). Research methodology is therefore the process under which there are methods, strategies and techniques for research (Mouton 1996:3). There are also procedures for applying them. A research methodology is like a map which the researcher, like a traveller, uses to refer to on the journey (Neuman 2000:11).

The theory underpinning any quantitative research method is the positivism paradigm (Sarantakos 2013:31). The implication is that the choice of research method is influenced by the underlying theoretical paradigm. As this study used the quantitative approach, the study was influenced by the positivist paradigm (Sarantakos 2013:31; Ngulube 2015). The research design for this quantitative study was the survey research design or approach. The quantitative research approach was used in this study as a means of testing objective theories by examining the relationship among variables that could be measured using measuring instruments. By using the survey research design, quantitative data were gathered and analysed using statistical procedures. As with the quantitative approach, reality was perceived as objective, simple and fixed (Sarantakos 2013:31).

In this study, the research methodology used involved research methods that are appropriate to the survey design. The main concern regarding the methodology is how knowledge is understood, described, explained, verified, judged, evaluated, tested, explored, investigated and interpreted (Ngulube 2015:133). Ngulube (2015:133) continues to stress that a research methodology should be explained in the methods and material section. In this survey research design, the study provided specific direction for procedures in a research design (Creswell 2009:11). However, these techniques and methods were related to the stages in the research process. In this

study, the research method employed to find the truth comprise the research method, research design, research population, sampling, data collection and analysis.

### **3.3 Research design**

Research designs are plans adopted by researchers to assist in providing valid, objective, relevant and economic responses to the research questions (May 2011:94). May (2011:94) reiterates that research designs are, firstly, applied in research methodologies to conceptualise an operational plan to undertake various procedures and tasks to complete the study and, secondly, to ensure that these procedures are adequate to obtain valid, objective and accurate answers to the research questions. Research designs are therefore types of inquiry that apply to all types of research approaches, that is, quantitative, qualitative and mixed method approaches, and that provide specific directions for procedures in the research study (Creswell 2014:247).

The survey design was used to conduct this study and to provide quantitative descriptions of trends, attitudes or opinions of the population by studying a sample of the SABC population of employees (Creswell 2014:13). The survey research design enables the researcher to study a few people or cases in more detail with the aim of generalising the findings to the entire research population (Neuman 2000:505; Creswell 2009:146). The survey research comprises research methods, which are data collection techniques, including questionnaires, data analysis and interpretation of the research proposed for this study (Creswell 2014:247; Ngulube 2015:129).

### **3.4 Population and sampling**

Population is referred to as the entire set of objects or people of which the researcher wants to determine some characteristics and is referred to as the universe by Bless & Higson-Smith (2000:84). According to Mouton (1996:134), the population should have common characteristics the researcher is interested in studying.

In this study, the population to be studied was drawn from the employees of the SABC Limpopo provincial office of South Africa. The divisions targeted were three radio

stations that are based at the SABC Limpopo provincial office – Thobela FM, Phalafala FM and Munghanalonene FM, three news divisions – Hlokwa-latsela, Ndevhetshini and Tiko-axi-tleli, and support divisions which included Bulletins, Radio Broadcast Facilities (RBF), Finance, Human Resources (HR), Media Library, Bulletins, TV, Radio Inputs and Radio Sales. There was a total of 233 employees working in these divisions. The abovementioned sections were targeted as they are involved in communication, on a daily basis, with employees, customers or other stakeholders of the SABC Limpopo provincial office, hypothetically using social media. There were divisions that were excluded from this study during the stratification of the divisions mentioned above. These divisions included the security division, cleaning services, groundsman, contractors and consultants that provide services at the SABC Limpopo provincial office. These sections were excluded with the assumption that its incumbents are not using social media to communicate for corporate purposes. Access to the research population was requested by writing a formal, official letter to request access to the target population. The permission was granted by the office of the Provincial General Manager in Limpopo.

### **3.4.1 Sample frame**

Sample frame is a list of members of the population or a set of all cases from which a sample is drawn using chance mechanism rather than subjective method (Mouton 1996:135; Lynn 2016:244). The sample frame was developed and refined from the internal telephone directory provided by the Office of the Provincial General Manager (PGM) of the SABC Limpopo. Lynn (2016:244) explains that a sample frame may exist physically in written form or as a computer database, or it may even be produced from an application of a sampling method. Mouton (1996:135) adds that a sampling frame may be constructed, but the constructed sampling frame is not a sample, but an operational definition of the population that served as a foundation for sampling.

In this study, a single-stage sampling procedure was used. A single-stage sampling procedure is one in which the researcher has access to the names of the population and then sample the people directly (Creswell 2009:148). An internal telephone directory for all staff at the SABC Limpopo provincial office according to their sections

or divisions was used by the researcher to develop a sample frame or list of the target population, which was used to select the participants using a random simple sampling.

### **3.4.2 Sample size**

The sample size comprises participants selected from the entire research population. There were various factors which the researcher considered before designing a study project, including the type of target population and the number of people who should be included (Sarantakos 2013:166). The questions answered by the researcher to draw the representative sample ranged from whether the whole population should be studied or what size of the sample should be studied, if sampling was preferred (Blanche & Durrheim 1999:44; Sarantakos 2013:166). The size of the sample depends on the kind of data analysis the researcher plans to apply. It also depends on how accurate the sample has to be in line with the purposes of research and on the characteristics of the population (Neuman 2000:216). It is neither a large sample size nor a small one that is reliable, but the one that is drawn using an unbiased method (Neuman 2000:216). The correct sample size in this study was addressed by making assumptions about the population and applying statistical equations about the random sampling process (Neuman 2000:216). The researcher used the random sample size calculator available online.

The other factor that the researcher considered when sampling the research population is cost related. The cost related to sampling involved finances, material and time constraints (Sarantakos 2013:167). Money was saved rather than spent on too much stationery and other equipment. This money was directed to the other expenses that were necessary for the completion of this study, such as paying a professional editor and travelling cost. In an academic study such as the current one, there is a deadline for the researcher to complete the dissertation. Therefore, the sampling of the target population was beneficial to the researcher in terms of time constraints. The technique used in this research was stratified sampling. The strata from the three radio stations and the support divisions when combined were 233 in number on the sampling frame. Simple random sampling was applied to any strata on the sample frame with less than 20 individual members.

Using online open software (Raosoft 2017), simple random samples were drawn from each of the strata (Sarantakos 2013:172). After the samples were drawn, strata were merged into one group with a research population of 224 (Sarantakos 2013:172). The merging of the strata into one group was to enable the researcher to reapply simple random sampling on the group to reduce it to a manageable number of 142 (63.39%) research participants. The random sampling technique was employed to ensure that each case in the population had an equal probability of being selected from each stratum (Creswell 2009:148). With randomisation, the simple random sampling technique also made it possible for the researcher to have a representative sample from a target population of 233, which was the total number of employees of the SABC Limpopo provincial office, excluding groundsman and cleaners, security personnel and contractors or consultants. With the repetitive sample, the researcher was also able to generalise the characteristics of the sample drawn to an entire target population with confidence (Creswell 2009:148).

Table 3.2: Sample frame per sections at SABC (N=224)

<b>STRATUM</b>	<b>POPULATION</b>	<b>SAMPLES</b>
Thobela FM	42	38
Munghana Lonene	23	22
Phalaphala FM	44	40
Radio Broad Casting Facility (RBF)	11	11
Library	8	8
HR	2	2
Logistics	8	8
Finance	7	7
News	2	2
Radio Inputs	8	8
TV	9	9
Bulletins	20	20
Hlokwa-latsela	15	15
Tiko Axi-etleli	13	13

Ndevhe-Tsini	15	15
Radio Sales	6	6
N=	233	224

This study used the single-stage sampling procedure (Creswell 2014:158). The researcher had the sample frame with the names in the population in the form of the internal telephone directory. The selection process used by the researcher in this study was the probability random sampling method known as stratified random sampling. The random sampling technique was employed to ensure that each case in the population had an equal probability of being selected from each stratum (Creswell 2014:158). With randomisation, a representative sample from the population was withdrawn and provided the ability to generalise to the entire research population of 233 per sample frame that the researcher received from the office of the Provincial General Manager (Creswell 2014:158). This number excluded groundsmen, cleaners, security personnel and contractors or consultants.

The study involved the stratification of the population (Creswell 2014:158). The stratified random sampling technique was relevant for the quantitative data collection method that the researcher applied. The stratified random sampling technique was applied by grouping participants into non-overlapping groups according to the radio stations and the 16 support sections (De Vos, Strydom, Fouche & Deport 2002:205). Stratified random sampling was applied to these 16 departments available at the SABC Limpopo. The sampling procedure applied was a single-stage simple random sampling that was used in conjunction with the stratified sampling procedure (Bless *et al.* 2006:103). Using this type of sampling procedure, the researcher divided the population into strata or groups in such a way that they do not overlap, that is, each element of the population belonged to only one strata (Bless *et al.* 2006:103). The desired number of participants were then selected randomly and proportionally from each of the different strata (De Vos *et al.* 2002:205). The number of persons in each stratum was not the same. A simple random sampling procedure was applied to select the participants from each stratum until the desired number was achieved (De Vos *et al.* 2002:205). The sample size calculator was used to achieve the correct and representative sample of the total population (Maratha 2011:81). The total number of

the research population was 233 and was reduced to 224 (96.138%) when the sampling frame was developed from the total employees at the SABC provincial office according to the sample frame provided in the form of the internal telephone directory. The sampled research participants were 142 (63.39%) of the total population. These 142 participants were selected randomly using online random number generator (Stat Trek 2017) as opposed to the manual random table in paper format. The random number generators made it easy for the researcher to create a list of 142 (63.39%) random numbers from the total of 224 of the research population. The online random number generator is freely available online.

Table 3.3: The online random number generator (Stat Trek 2017)

generator.aspx

**Note:** The seed value is optional. Leave it blank to generate a new set of numbers. Use it to repeat a previously-generated set of numbers.

How many random numbers?

Minimum value

Maximum value

Allow duplicate entries

Seed (optional)

**Random Number Table**

[Random Number Generator](#) | [Frequently-Asked Questions](#) | [Sample Problems](#)

**142 Random Numbers**

215 162 203 081 058 185 193 109 196 220 030 209 121 160 163 155 177 053 082 113  
 020 076 073 142 158 170 134 018 083 051 207 129 139 003 126 146 206 191 117 175  
 060 061 178 045 166 027 161 041 118 006 119 167 141 148 022 176 222 023 007 057  
 130 194 009 050 152 032 040 180 208 066 101 056 192 172 174 188 124 153 184 031  
 147 144 213 169 181 145 029 154 063 054 199 150 015 197 157 217 038 186 131 132  
 025 062 116 013 097 008 112 189 017 190 179 219 093 069 094 077 128 201 205 074  
 080 043 111 137 127 039 019 021 014 035 195 164 102 218 224 016 028 216 100 001  
 133 065

**Specs:** This table of 142 random numbers was produced according to the following specifications:  
 Numbers were randomly selected from within the range of 1 to 224. Duplicate numbers were not allowed. This table was generated on 6/25/2017.

v1PWfjZEtigblR4mJAHr6OEtUmK69mIOQX64L-g1AEQASDBtbwDYMfdgl6EJqAB3ZCJnwPIAQOpAh\_OM3awnQ-qAMByAPJE



The random sampling method did not repeat any other units of analysis from the 142 units of analysis. The random number generator was applied to avoid repeating units

of analysis during sampling. The stratum with more than 20 units of analysis was firstly sampled using a sample size calculator to reduce the number of that stratum to the required sample size. This method led to the number of total population to be reduced to a manageable population of 224 from which the representative sample size of 142 (63.39%) was drawn. The rest of the sample size from all strata were combined to build one main stratum of a population of 224 from which the sample size of 142 (63.39%) of the research participants was drawn using the sample size calculator. The 142 (63.39%) research participants were drawn from a single stratum of the total target population of 224 (Raosoft 2004). To select 142 random numbers for the sample from the total population of 224, the electronic random number generator available online was used (Stat Trek 2017). The random number generator was applied because it was cost-effective in terms of time and simplicity of use.

### **3.5 Data collection tools**

The data collection procedure is concerned with the procedures, techniques and tools employed to collect the data from the participants (Bless *et al.* 2006:116). Marutha (2011:84) agrees that data collection is about the procedures, techniques and tools used during data collection. The data collection method used in this study is called the non-personal method and the technique used was referred to as a self-administered questionnaire (Bless *et al.* 2006:117).

The data were collected using a survey instrument in the form of a questionnaire designed specifically for this study (Creswell 2009:149). Using this technique, the questionnaires were completed by the participants without assistance from the researcher and then collected from them every day. To give participants who could not complete the questionnaires sufficient time to complete them, the drop-box was placed at the reception under the supervision of the security guard to drop them inside. The drop-box was clearly marked “drop questionnaire” at both sides with red ink in upper case. The questionnaires were then collected in the morning and in the evening by the researcher (Bless *et al.* 2006:117). The questionnaires included categories of several closed-ended questions and one open-ended question. The open-ended question was included to elicit responses regarding the characteristics, attitudes and

beliefs of the participants (Creswell 2009:103). The question items in the questionnaire were examined and pre-tested to check for bias and sequential order, to clarify validity and to determine usefulness and reliability. Attention was given to the wording of questions by making them simple and unambiguous to ensure content validity.

It is important to construct an appropriate and accurate instrument for collecting data. During the construction of the instrument for data collection, issues related to the type of data regarding the type of research methods the researcher used were considered (Bless & Higson-Smith 2000:97). Anticipated ethical issues were also observed to respect the rights of the participants during the data collection procedure (Bless & Higson-Smith 2000:97). The researcher asked questions using self-administered questionnaires and ensured that all participants received the same questionnaires. The researcher chose this technique considering time and economic constraints. Data were collected at one point in time.

### **3.5.1 Reliability and validity of the data collection tools**

The credibility of the findings of the research depends mainly on its validity and accuracy of the procedures used to collect data. The data collection tool should be able to collect the type of data designed to give answers to the research questions.

#### **3.5.1.1 Reliability**

Reliability is the degree to which the results are repeatable during the measuring process. This applies to the subjects' responses to questions and to the outcome of the study. In this research, the questionnaire was the measuring tool that was used to collect data that were predictive or valid (Creswell 2009:149) and that could elicit similar responses from the subjects on separate occasions (Blanche & Durrheim 1999:64).

### 3.5.1.2 Validity

Validity refers to the degree to which the research findings are relevant. To avoid going wrong, the researcher anticipated the findings and conclusions and thought about where wrongs might take place during the research process (Blanche & Durrheim 1999:62). The anticipation of the findings and the conclusion assisted the researcher to design an appropriate measuring tool in the form of questionnaires to ensure that relevant data are collected. The researcher pre-tested the questionnaires that were used to collect data (Blanche & Durrheim 1999:62).

According to Blanche and Durrheim (1999:62), the questionnaire is pre-tested by being distributed to some of the users to check if the question items are understood by the participants in the same way as by the researcher, and to check if it will collect relevant data that it is designed to collect. The pre-testing assisted the researcher to change the variables in the questionnaire and to retain those that were relevant to the study.

In this study, threats to validity in terms of generalising the findings from the sample drawn to the entire population were observed and avoided by selecting the participants randomly in order to have a representative sample in terms of the characters of the population (Blanche & Durrheim 1999:63; Bless & Higson-Smith 2000:80; Creswell 2009:163). In this study, threats to validity in terms of the withdrawal of the participants were avoided by selecting 10% more participants in order to avoid errors due to the withdrawal of participants from the research project (Blanche & Durrheim 1999:63; Bless & Higson-Smith 2000:80; Creswell 2009:163).

To strengthen the validity of the instrument, the questionnaires were pre-tested for their relevance. They were first distributed to five participants before they were distributed to the total research population. They were then collected to check if they were understood the same by the participants as by researcher and to check if they were able to collect the data they were designed to collect. The validity check was done to make improvement to the questions, format and scales, as it was necessary

to distribute the questionnaires that are error free to all participants (Creswell 2009:150).

### **3.6 Summary**

Chapter three discussed how the research was conducted from the beginning to the end in line with the research proposal. The key issues discussed included the research method, the research design, the study population, the data collection method, and the reliability and validity of the collection tools. Some of the matters discussed in this chapter were data analysis and presentation. In this chapter, the need for the researcher to state which design will be used to conduct the study was emphasised. The need for the data collection tool to be reliable and valid was also stated. The collection of data attempted to address the objectives of the study, the research questions and the problem that the study was attempting to solve.

The following chapter discusses the findings that emanated from the data that were gathered through the research methodology presented in this chapter.

## CHAPTER FOUR

### PRESENTATION AND ANALYSIS OF DATA

#### 4.1 Introduction

The previous chapter discussed the research methodology applied in this study. This chapter reports the outcome of the results of the study to the readers. The presentation was illustrated by means of tables and figures in the form of graphs and charts. Presentation and analysis of data are the procedures that the researcher would follow to present, analyse and interpret the research findings (Creswell 2009:151). In the previous chapter of the study, the researcher explained how data were manipulated to give meaningful information to the readers of the study report (Neuman 2000:313). Most of the data were analysed by researchers using the quantitative data analysis software packages known as Statistical Packages for the Social Sciences (SPSS).

There are quantitative and qualitative methods of collecting data in scientific research. Quantitative data are mainly collected in the form of statistical numbers using questionnaires, while qualitative data are collected by means of interviews or observations. Instead of using a measurement scale as data collection instrument as is done in quantitative studies, the researcher becomes the instrument of observation in qualitative studies (Blanche & Durrheim 1999:46). Blanche and Durrheim (1999:46) insist that the observation of the researcher is then categorised into themes and a more general picture of the phenomenon under investigation is constructed from particulars. The data collected and analysed in this study was quantitative data because the study was conducted using the quantitative approach, methods and procedures. In quantitative studies, data are coded first before it is captured by means of computer programs. In this research, quantitative data were coded using numbers so that it could be analysed properly to make sense of human understanding. According to Neuman (2000:314), data in a quantitative study is collected raw as it is, using a questionnaire as data collection instrument. In a quantitative study, raw data in the form of numbers is coded first before it is analysed using computer programs such as SPSS and Microsoft Excel. Neuman (2000:316) insists that accuracy is extremely important when coding data. Errors made when coding or entering data into

the computer will threaten the validity of the results. The whole research project may be ruined by errors during the coding and entering of data into computer programs. The data were presented using charts, tables and graphs. The charts and tables were used to enable the researcher to display evidence collected during data collection. The technique of using tables and charts assisted the researcher to interpret the data.

#### **4.2 Response rate and participants' profile**

In this study, the researcher sampled 142 (63.39%) final research participants out of the research population of 224 participants in the initial sample, as indicated in Chapter Three. The research population of 224 (96.138%) was drawn from 233 target population of the employees of the SABC Limpopo provincial office, listed on the sample frame in the form of internal telephone directory.

At the time of collecting data, only 105 (73.944%) of the 142 participants were available at the research setting to receive questionnaires, while 37 (26%) were not available. The researcher then distributed 105 questionnaires to the available research participants between 10 May 2017 and 20 May 2017. Only 62 (59.048%) of the questionnaires were returned by the participants. It was reported by the colleagues to the researcher that some of the participants were on maternity leave, others had passed away and some were suspended from work. There were also those who were transferred to other provinces and / or were working nightshift and thus could not be located. Some of the questionnaires were collected directly from the participants, while others were submitted by dropping them in a drop box placed at the reception guarded by a security official. The drop box was designed to look like a post office box used for posting letters. It was designed that way so that once the questionnaire is dropped inside could not be removed except by the researcher. The questionnaires were collected twice daily from the drop box at 7:00 and 17:00.

The categories of questions were as follows: (1) Types of social media used at the SABC Limpopo provincial office; (2) Policy guidelines regarding the integration of social media content into ECM; (3) Social media content as records; (4) Disposal of social media content; (5) The preservation of social media content.

Table 4.1 illustrates the number of respondents in various sections at the SABC Limpopo provincial office. The respondents from these sections were as follows: Thobela FM: eight (13%); Hlokwa-latsela: seven (11%); Phalaphala FM: five (8%); Ndevhe-tisini: four (6%); Munghana-lonene FM: four (6%); Tiko-axi-etleli: one (2%); Bulletins: five (8%); Radio Broadcast Facilities: six (9%); Media Library and Archives: five (8%); HR: zero (0%); Logistics: four (6%); Finance: three (4%); News: three (4%); Radio Inputs: one (2%); Television: three (4%); Radio sales: two (3%). It was important for the researcher to identify the names of the sections in which the SABC participants are working. The participants were asked to respond to this item in order to find out in which section they work.

Table 4.1: Participants profile (N=66)

<b>Divisions</b>	<b>Population</b>	<b>Samples</b>	<b>Number of respondents</b>
Thobela FM	42	38	8
Hlokwa-latsela	15	15	7
Phalaphala FM	44	40	5
Ndevhetsini	15	15	4
Munghanalonene FM	23	22	4
Tiko-axi-etleli	13	13	1
Bulletins	20	20	5
Radio broadcasting facilities	11	11	6
Media library and archive	8	8	5
HR	2	2	0
Logistics	8	8	4
Finance	7	7	3
News	2	2	3
Radio inputs	8	8	1
Television	9	9	3

Radio sales	6	6	3
	233	224	N= 62

As it is reflected, Figure 4.1 summarises the number of respondents per section at the SABC Limpopo. It indicates that the position with the highest number of respondents was producers or presenters at 28 (44%), followed by librarians and receptionists / secretaries at three (5%). The number of the remainder of the other respondents from various ranks ranged between one (2%) and two (3%). Starting from the one with 3% in terms of position, followed by the one with 2% in terms of position, the spread is as follows: Station Manager: two (3%); Media Strategist: two (3%); Client Liaison Officer: two (3%); Camera Man: two (3%); RBR: two (3%) and Senior Producer: two (3%). Sales Assistant: one (2%); Financial Manager: one (2%); Journalist: one (2%); Administrator: one (2%); Digital Content Specialist: one (2%); Network Controller: one (2%); Programme Manager: one (2%); Logistics Specialist: one (2%); Technical Producer: one (2%); Executive Producer: one (2%); Video Editor: one (2%); Buyer: one (2%); RBR (Project Coordinator): one (2%); Reporter: one (2%); Specialist Producer (Sound & Imaging): one (2%); and Marketing Assistant: one (2%). Figure 4.1 illustrates the respondents per position or rank.

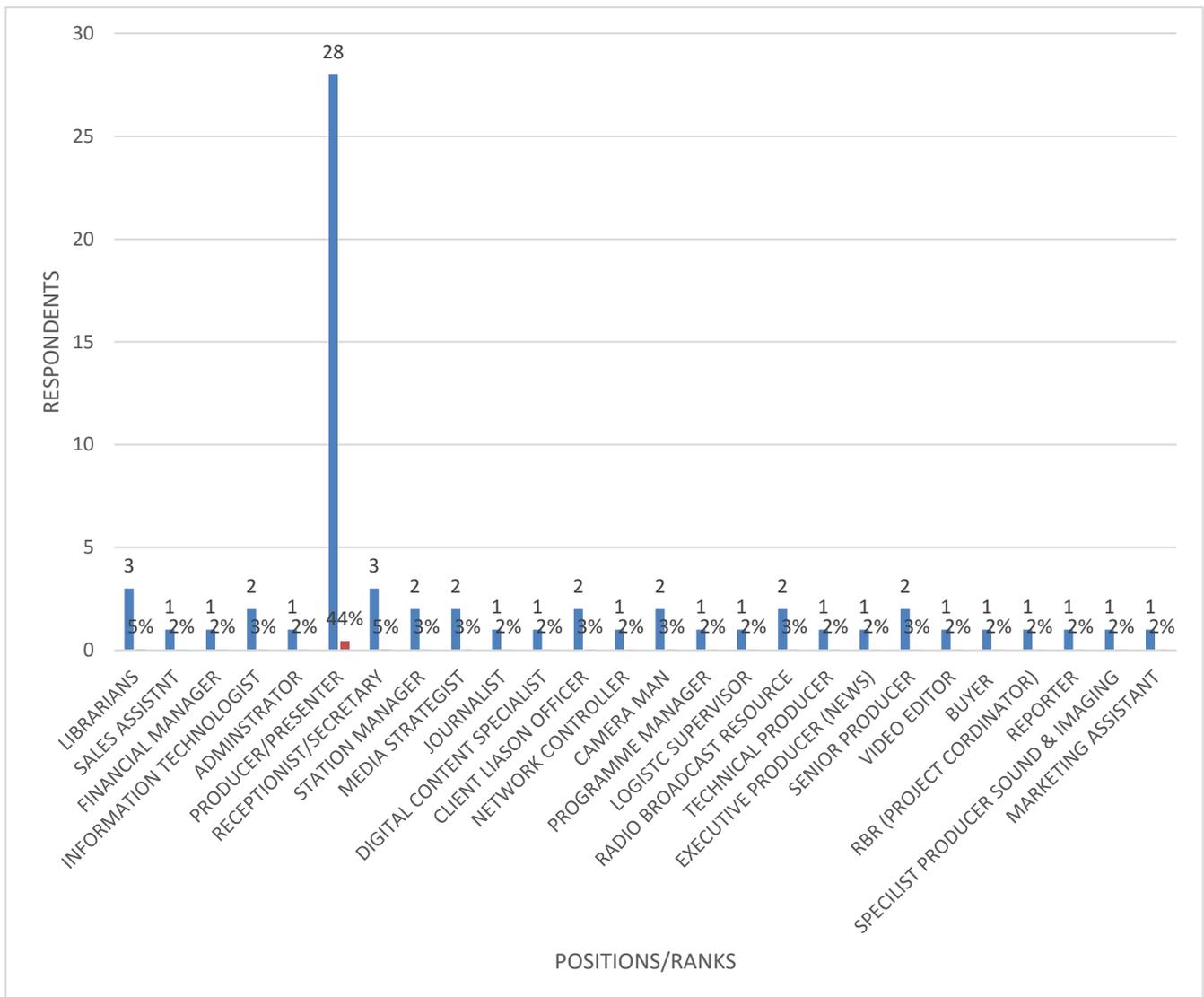


Figure 4.1: Positions or ranks of respondents (N=64)

The data is presentation and analysed in line with the following five objectives of this study:

- i. Identify the types of social media platforms used at the SABC Limpopo provincial office.
- ii. Determine if social media digital records are considered and managed as records by the SABC Limpopo provincial office.
- iii. Establish if there are policy guidelines regarding the integration of social media digital records into the ECM system of the SABC Limpopo provincial office.

- iv. Determine how social media content is disposed of at the SABC Limpopo provincial office.
- v. Provide guidelines on how social media content can be managed at the SABC Limpopo provincial office.

### **4.3. Types of social media platforms used at the SABC Limpopo provincial office**

The types of social media were presented under the following subheadings:

- Social media platforms used by SOEs.
- Purpose for using social media platforms by SOEs

#### **4.3.1. Social media platforms used by SOEs**

The respondents were asked to indicate the types of social media they have opened accounts with at the SABC Limpopo and the purposes for which they used the social media at work.

When asking to indicate the names of social media they have opened accounts with at the SABC Limpopo, the researcher wanted to determine if the employees have access to official social media accounts as well as personal social media accounts. The researcher also wanted to know what the staff used official social media accounts and personal accounts for.

It was discovered that the staff members had access to official social media accounts and they used these accounts for official matters only. Regarding personal social media accounts, it was discovered that they used them for both official and personal matters.

In this study, in order to acquire an understanding about social media accounts opened by the SABC Limpopo Offices, the respondents were requested to indicate social media platforms they have opened accounts with for corporate use. As reflected in

Table 4.2, 54 (35%) of the respondents indicated that they have opened account with Facebook for official use, which is an SNSs type of social media, followed by 35 (23%) who indicated that they have opened account with Twitter, also an SNSs, and 27 (18%) claimed that they have opened accounts with WhatsApp, which is another SNSs. As indicated in Table 4.2, one (1%) respondent opened an account with Podcast and one (1%) respondent used SMS as social media, while Youtube as an OCCs type of social media platform was used by 12 (8%) respondents. LinkedIn and Instagram were used by nine (6%) respondents, respectively.

Table 4.2: Types of social media used at SABC for official use (N=153)

Facebook	54	35%
Twitter	35	23%
YouTube	12	8%
LinkedIn	10	6%
WhatsApp	27	18%
Instagram	9	6%
SMS	2	1%
Podcast	1	1%
Intranet	3	2%
N=	153	100%

#### 4.3.2 Purpose for using social media platforms by SOEs

The respondents were asked to indicate the types of social media they have opened accounts with at the SABC Limpopo and the purposes for which they used the social media at work.

As already indicated, when asking to indicate names of the social media platforms they have opened accounts with at the SABC Limpopo, the researcher sought to determine whether the employees have access to official social media accounts or use personal social media accounts for official duties. In terms of the findings of the study, there were categories and kinds of social media platforms that the SABC and

individual members of staff opened accounts with, that were used as a strategic communication tool to give enterprises a competitive edge.

The respondents were asked to indicate the purpose for which various social media platforms are used at the SABC Limpopo provincial offices. When asked to indicate the purpose for which official social media are used at the SABC, the researcher wanted to establish if the respondents used their official social media accounts for official use only or for personal matters as well. As indicated in Table 4.3, 45 (30%) respondents used social media for public opinion, 27 (18%) for broadcasting and marketing, one (1%) for making new contact, two (2%) for announcements and one (1%) used social media for financial transactions.

Table 4.3: Purpose for using social media (N=151)

Broadcast	27	18%
Public opinion	45	30%
Transaction	1	1%
Marketing/promotion	27	18%
Receive news	23	15%
Communicate with staff	25	16%
Announcements	2	1%
Making new contacts	1	1%
N =	151	100%

Findings indicated that respondents have opened their personal accounts for personal use with the same social media platforms with which the SABC opened accounts for official use. When asked the names of the social media platforms with which the SABC have opened accounts, the researcher wanted to determine the names of the social media platforms that respondents have opened personal accounts with. As indicated in Figure 4.2, 50 (28%) respondents opened personal accounts with Facebook and WhatsApp, followed by 38 (21%) who opened personal accounts with Twitter. On the contrary, Figure 4.2 indicates that only two (1%) respondents opened personal accounts with Snapshot, while five (3%) respondents opened personal accounts with

Instagram. Only 13 (7%) respondents opened personal counts with Youtube and 22 (12%) with LinkedIn.

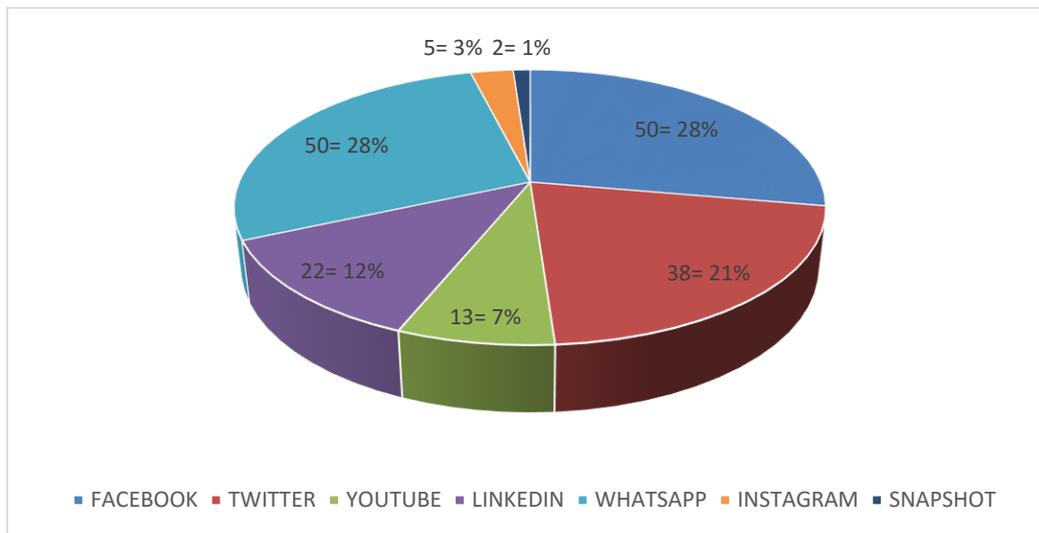


Figure 4.2: Personal social media accounts (N=180)

When asked about the purpose for using their personal social media accounts for personal use, the researcher wanted to double-check if the respondents used their personal social media accounts strictly for personal use or if they used their personal social media accounts for work-related matters. Figure 4.3 illustrates that out of all the respondents, 43 (30%) who opened personal accounts with social media used it for public opinion, while 18 (22%) used it for receiving news and broadcasting. Figure 4.3 also illustrates that 25 (17%) respondents used their personal social media accounts for communicating with staff. On the other hand, one (1%) respondent indicated that the social media personal accounts were used for sharing information and business transactions, while seven (5%) respondents used personal accounts for socialising and 18 (12%) for broadcasting.

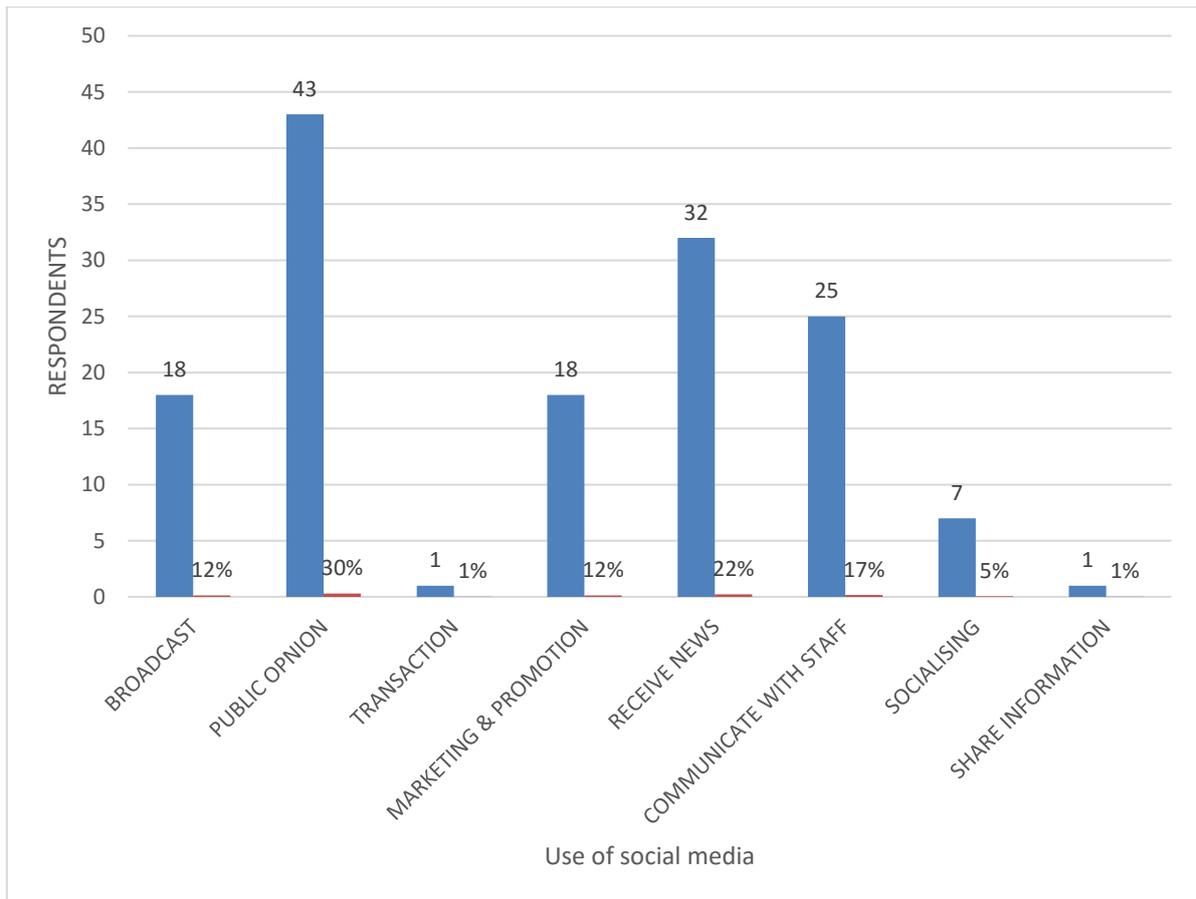


Figure 4.3: Use for social media personal accounts by employees (N=145)

#### 4.4 Guidelines on the integration of social media records into an ECM system

The purpose for this objective was to establish whether the SABC has integrated social media records into the ECM system of the SABC Limpopo provincial office. The data for the integration of digital records emanating from social media were presented under the following sub-heading:

- Methods used to manage records emanating from the use of social media.

##### 4.4.1 Methods/strategies used to manage records emanating from the use of social media

Respondents were asked to indicate the methods used to manage records emanating from the use of social media by the employees of the SABC Limpopo provincial office.

As reflected in Figure 4.4, 38 (62%) respondents indicated that they used electronic record management applications or enterprise resources planning known as System Application Products (SAP ERP) as a method of managing digital records. Eight (13%) of respondents indicated that other Information Records Management Systems (IRMSs) and ECMs were used to manage social media content created during radio and TV broadcasting. The name of the ECM was not provided. Seven (12%) respondents indicated that they did not know which methods are applied to manage digital records at the SABC Limpopo provincial office.

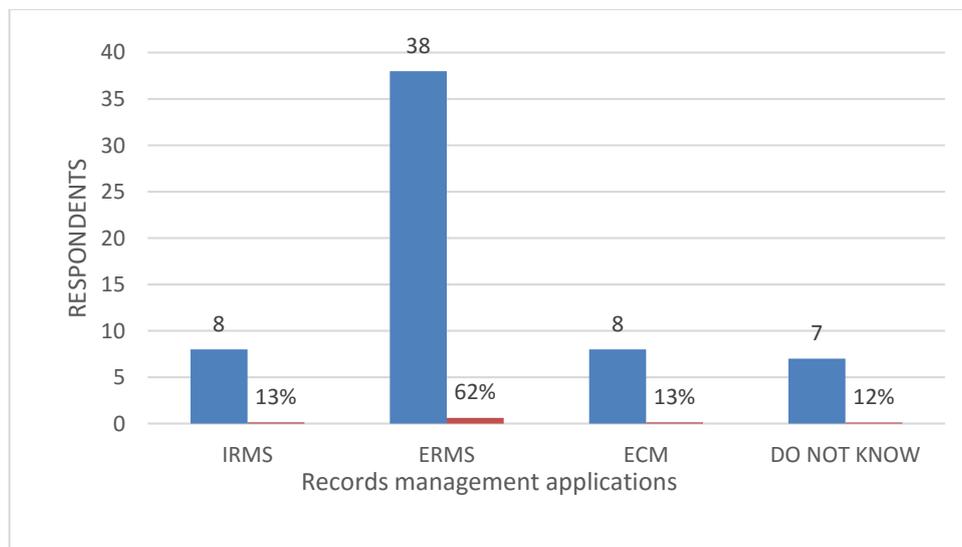


Figure 4.4: Records management methods (N=61)

The respondents were asked to indicate the position of the official responsible for the management of the ECM at the SABC Limpopo provincial office.

When asked to indicate rank/position of the officials in charge of management of records at the SABC Limpopo provincial office, the researcher wanted to establish who is responsible for managing the available ECM or any form of integrated digital / electronic records management system. As reflected in Figure 4.5, 33 (51%) respondents indicated that ECM System was managed by archivists as compared to the records manager, which was indicated by seven (10%) respondents. Four (6%) respondents indicated that the information manager managed this. As reflected in Figure 4.5, one (2%) respondent indicated that digital records were managed by the

provincial administration management, the marketing manager and the web administrator, while only three (5%) of the respondents indicated that they did not know who oversaw the ECM at the SABC Limpopo provincial office. Figure 4.5 also reveals that ten (15%) of the participants considered the information and communication technologists to be the ones relevant for managing ECM.

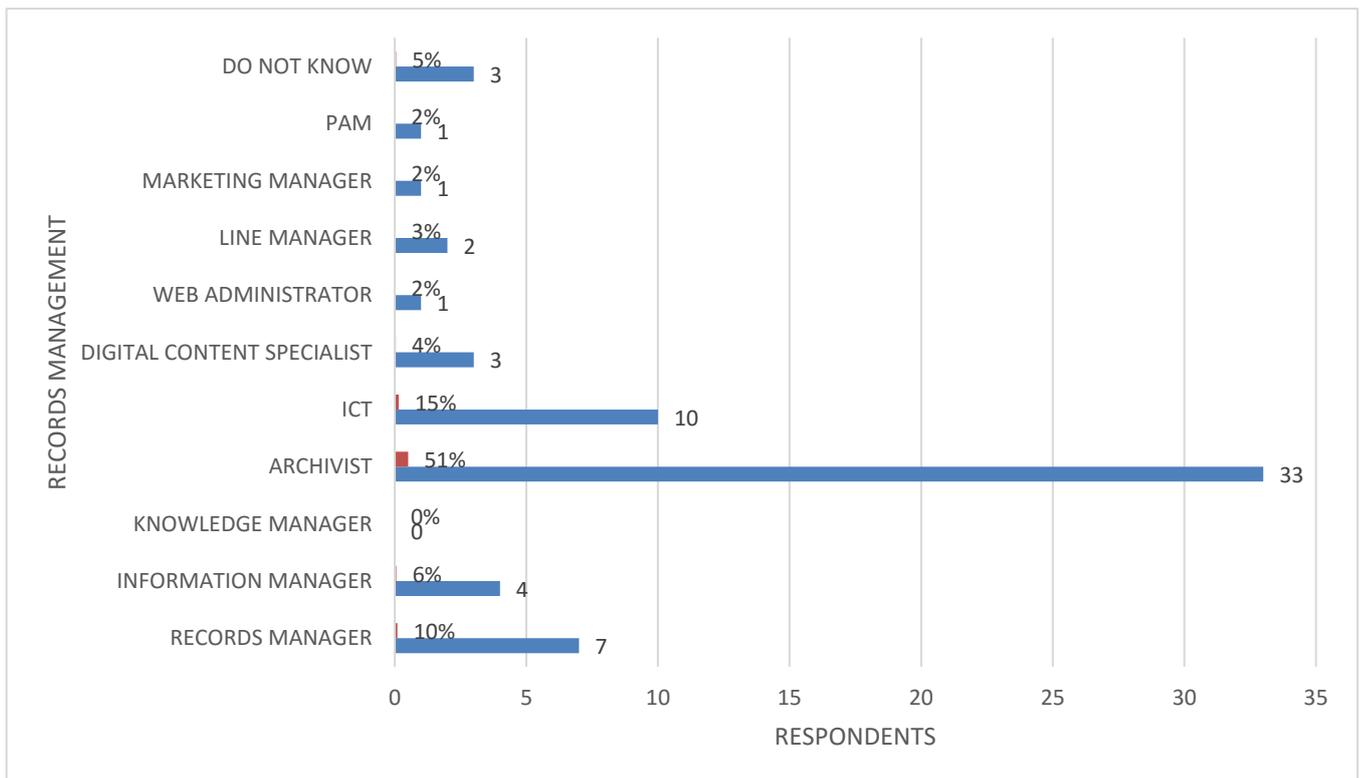


Figure 4.5: Rank/position of officials in charge of records (N= 65)

#### 4.5 Digital records emanating from social media as official records

It was also of interest to investigate whether digital records emanating from social media were treated as official records at the SABC Limpopo provincial office. The respondents were asked to indicate if they agreed that digital records emanating from social media were treated as official records. A significant majority of the respondents agreed that the SABC Limpopo provincial office treated digital records emanating from the use of social media as official records.

The researcher was also interested in types of digital records that were treated as official records that emanated from the use of social media by the research participants. The research participants were asked to indicate the types of digital records that were considered as official records. Table 4.4. indicates that 20 (30%) participants responded that any record of value was considered to be official records, while 14 (21%) respondents indicated that only records about political comments with legal implications and photos bearing evidence, are treated as official records. Of all the respondents, seven (10%) indicated that videos received via social media with legal implications were the ones treated as official records, six (9%) indicated electronic transactions with financial implications and five (7%) indicated comments by members of the public. Only one (2%) of the participants indicated that they did not know which digital records emanating from the use of social media were treated as official records by the SABC Limpopo provincial office.

Table 4.4: Social media content considered as official records (N=67)

<b>Social media content considered as official records</b>	<b>Number of respondents</b>	<b>Responses</b>
Electronic transaction with financial implications	6	9%
Political comments with legal implications	14	21%
Videos received with legal implications	7	10%
Photos with evidence	14	21%
Political comments about statement	5	7%
Any records that has value	20	30%
Do not know	1	2%
N=67		100%

#### **4.6 Disposal of social media content**

The researcher wanted to determine the manner in which digital records created via social media were disposed of at the SABC Limpopo regional office. The data presentation regarding the disposal policy for social media content is presented under the following sub-headings:

- Policy on the disposal of digital records emanating from the use of social media
- Storage site for digital records emanating from the use of social media
- Disposal of digital records emanating from the use of social media

#### 4.6.1 Policy on disposal of digital records emanating from social media

The respondents were asked to indicate if there was a policy on the disposal of digital records. The researcher did not have access to the policies on the management of social media content, except broadcast review policies which are available on the SABC’s website for public access. The SABC Limpopo is a SOE and is classified as an NKP, therefore, its policies on social media content management are not available to the public. Only the editorial policies are available for public access. Figure 4.6 revealed that 35 (58%) of majority of the respondents indicated that they do not know if there was a policy regarding the disposal of digital records emanating from the use of social media, while only 19 (32%) indicated that they knew about the existence of a policy or guidelines, of which the researcher has never seen. The only policies the researcher managed to locate on the SABC portal were editorial policies. Six (10%) of the respondents affirmed that there was no policy regarding such records.

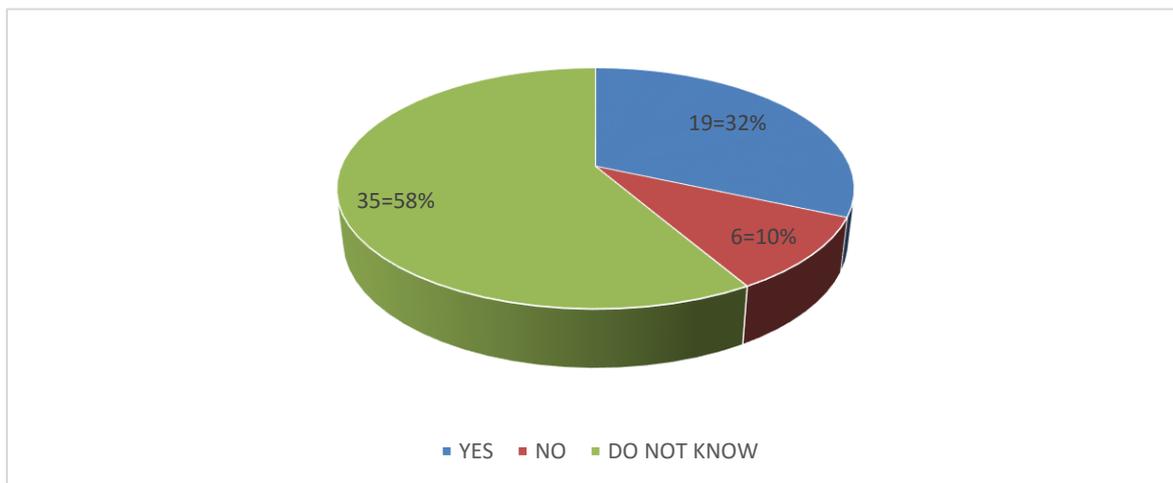


Figure 4.6. Social media content management policy (N=60)

It was also relevant for the researcher to investigate whether the respondents considered the policy on the disposal of digital records at the SABC Limpopo relevant.

The respondents were asked to indicate if the policy on the disposal of digital records is relevant or not. Most of the respondents 40 (64%), as reflected in Figure 4.7, did not responded to this item, which was deemed to imply that the policy did not existed.

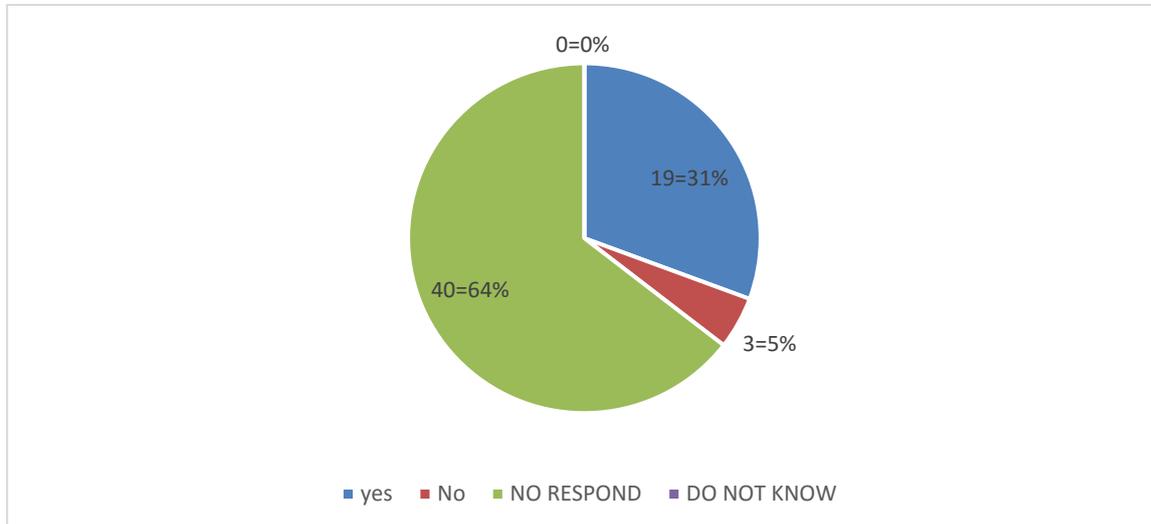


Figure 4.7. Relevancy of the policy on management of digital records (N=62)

The respondents were again asked to indicate the position or rank of the person responsible for the management of digital records at the SABC Limpopo. In this case, by asking this question, the researcher wanted to determine who is responsible for the implementation of the policy on the disposal of digital records emanating from social media. As reflected in Figure 4.8, 20 (31%) respondents indicated that the Web Administrator was the person in charge of digital records, eight (13%) indicated that the Information Manager was the person responsible and seven (11%) indicated that the Records Manager was the person responsible for the policy on the disposal of digital records. It is also revealed that ten (16%) respondents did not know who was responsible for the implementation of the policy on the disposal of digital records emanating from social media. It was also revealed that HR, the COO, the Digital Content Specialist and the News Managers were each indicated by one (2%) respondent to be responsible for managing digital records emanating from social media. Figure 4.8 also illustrates that 10 (16%) of the respondents did not know who was responsible for managing digital records created through social media, while four (6%) participants did not respond to this item.

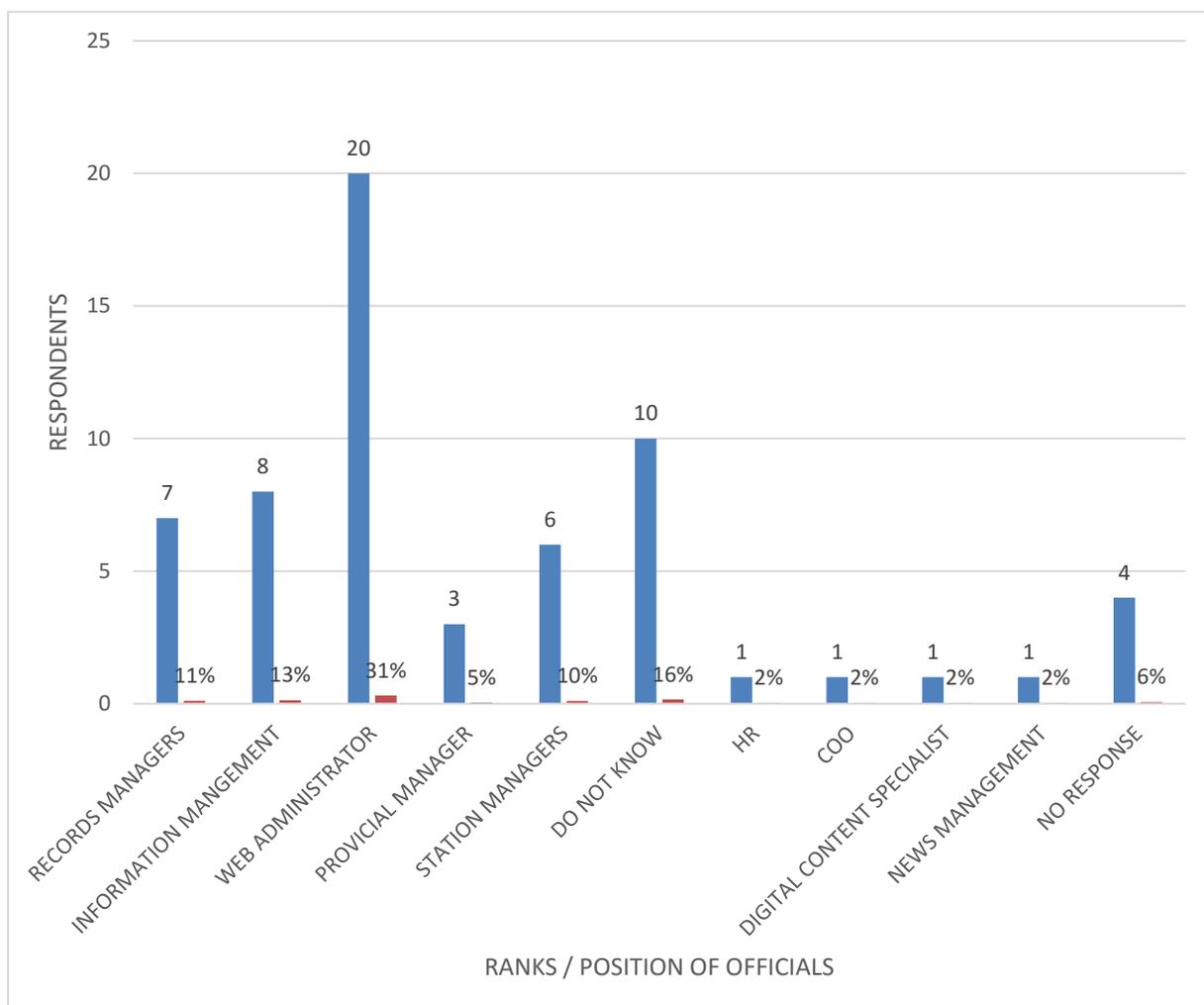


Figure 4.8: Ranks or positions of officials responsible for implementing records management policy (N=62)

#### 4.6.2 Storage site for digital records emanating from social media

The respondents were asked to state the exact place where records are stored. The areas indicated were as follows: the SABC headquarters, the Limpopo provincial office, the external third party, the social media service provider, the library and archive. The respondents mentioned the marketing manager and digital marketing as other storage sites or offices responsible for the management of records. As indicated in Figure 4.9, 28 (44%) respondents indicated that digital records emanating from social media were managed by the SABC head office, while 13 (21%) indicated that

digital records were managed at the Limpopo provincial office. Only one (2%) of the respondents indicated that digital records were managed at various offices and these offices were external offices of the third-party organisation. These offices included marketing management, digital marketing and the archive of the Limpopo provincial office of the SABC, which are all internal offices of the SABC. Only seven (11%) respondents indicated that they did not know which office was responsible for the storage of digital records emanating from social media at the SABC Limpopo provincial office and seven (11%) claimed that digital records were managed by the social media service provider.

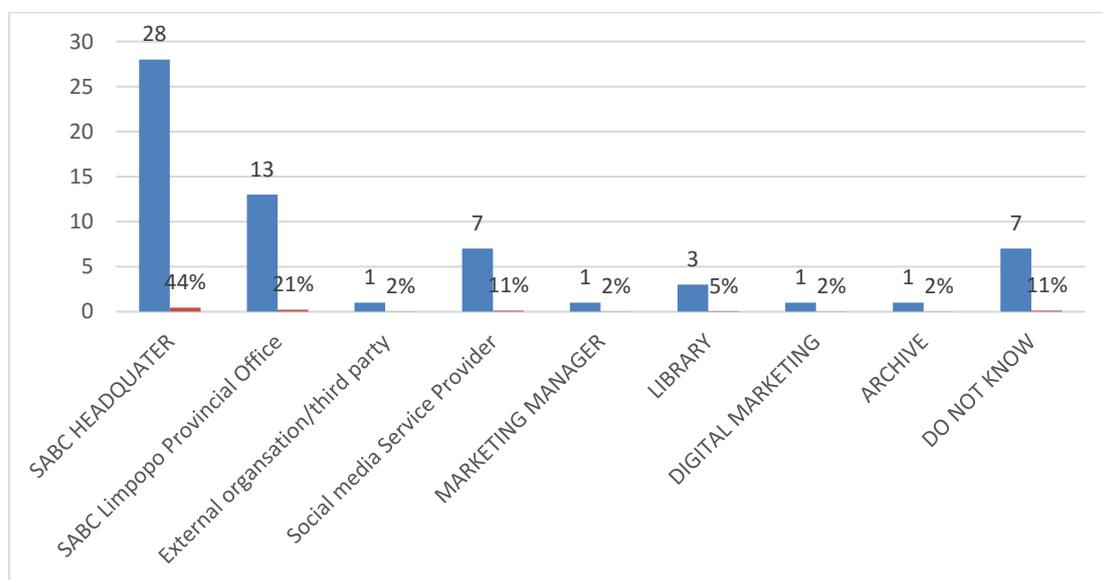


Figure 4.9: Office responsible for preserving social media records (N=62)

The respondents were asked to indicate who was responsible for disposing of their digital records emanating from social media. As reflected in Figure 4.10, 43 (69%), respondents did not know how digital records emanating from social media were disposed of at the SABC Limpopo provincial office, while ten (16%) claimed that official digital records emanating from social media were disposed of at the discretion of the officials who oversaw them. It was claimed by three (10%) of the respondents that the automated disposal system was used to dispose of the digital records. Of the total number of respondents, only two (4%) claimed that the external party was the one that was used to dispose digital records emanating from the use of social media. Four (6%) of the participants did not respond to this item.

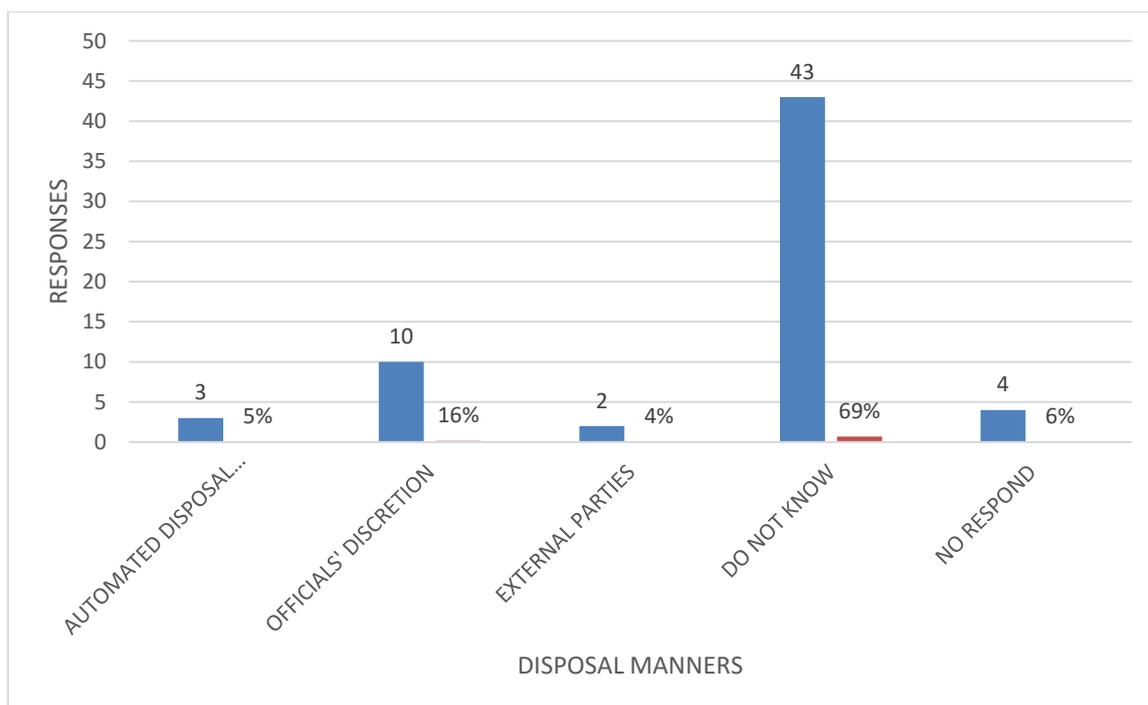


Figure 4.10: Disposal strategies of the digital records (N=62)

#### 4.7 Preservation of social media content by the SABC provincial office

The data on the preservation of social media content is presented under the following sub-headings:

- Policies and guidelines on the preservation of records emanating from social media
- Storage format for digital records emanating from social media
- Authenticity and credibility of the records emanating from social media
- Tampering with authenticity of the digital records emanating from social media
- Risks associated with failure to present social media content
- Retrieval of digital records if requested by law
- General advice given regarding social media content management

The respondents were asked to indicate if there were policies or guidelines on the preservation of records emanating from the use of social media. With this question, the researcher wanted to find out if there were any policies that were formulated to preserve digital records emanating from the use of social media at the SABC Limpopo provincial office. There was no policy on the management of social media records. This was affirmed by respondents who indicated that such policy did not exist at the SABC Limpopo provincial office.

The respondents were also asked to indicate or state how digital records that emanated from social media were preserved at the SABC Limpopo provincial office. As reflected in Figure 4.11, 19 (30%) respondents indicated that digital records that emanated from social media were printed in order to be preserved in print format. Digital records that emanated from social media were also preserved in their original creation format, which was electronic format, and 21% (13) respondents indicated that social media records were preserved only in electronic format. Only one (2%) of the respondents indicated that digital records created via social media were printed and preserved in print format. Twenty-three (37%) respondents did not respond to this question, while six (10%) indicated that they did not know how social media were preserved at the SABC Limpopo provincial office.

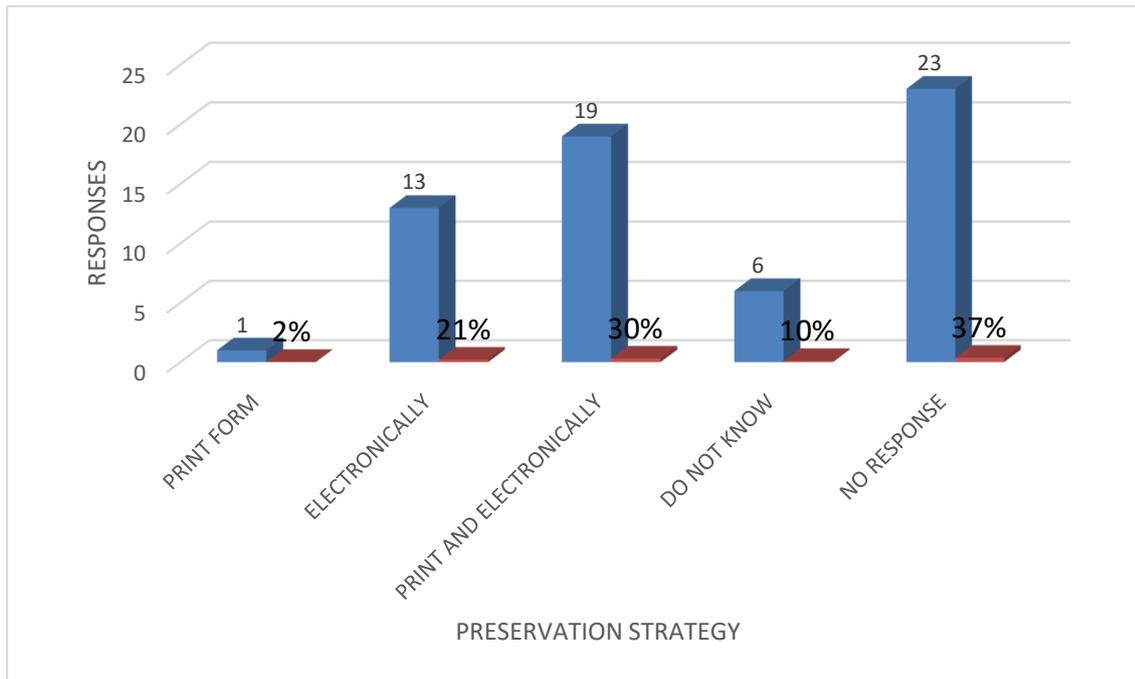


Figure 4.11: Preservation of social media content (N=62)

#### 4.7.2 Storage format for digital records emanating from social media

The researcher wanted to determine in which format records were stored at the SABC Limpopo provincial office. As reflected in Figure 4.12, (55%) 34 respondents indicated that digital records were preserved electronically, while 21% (13) of the respondents indicated that these records were retained at social media by the SABC as a subscriber. Three per cent (2) of the respondents indicated that these records were stored electronically by the third-party organisation other than the social media service provider (SP), while one (2%) indicated that cloud storage was used as a storage place and 8 (13%) of the respondents indicated that they did not know where records were preserved by the SABC Limpopo provincial office.

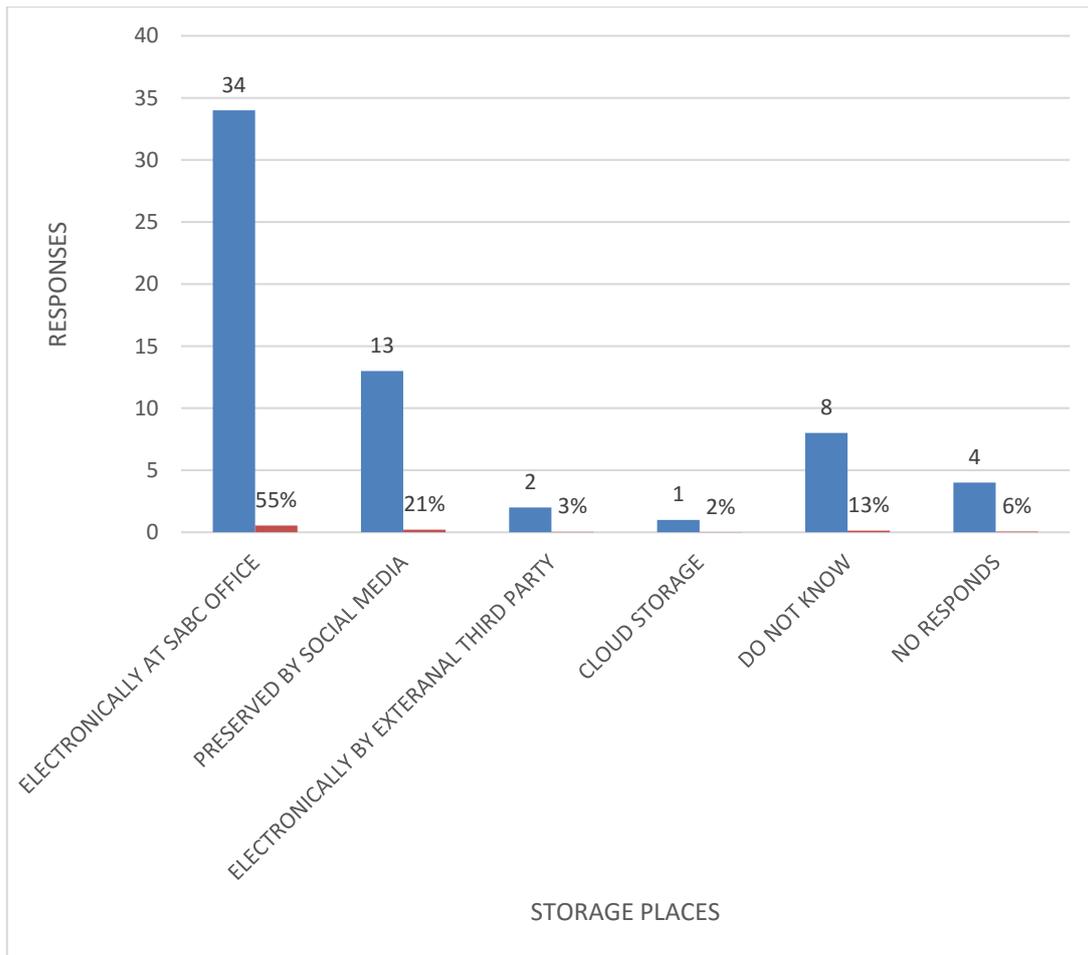


Figure 4.12: Storage place for social media content (N=62)

#### 4.7.3 Authenticity and credibility of records emanating from social media

The researcher further wanted to find out if there was any method that was used to maintain the authenticity and credibility of digital records considered as official records during preservation. On this item, the respondents were asked to mark more than once, if possible, to indicate methods known to be used to maintain authenticity and credibility of digital records at the SABC Limpopo provincial office. As reflected in Figure 4.13, 23 (34%) of the respondents indicated that authenticity and credibility of the social media records were maintained by preserving records using a reliable file format, 11 (16%) respondents indicated that the authenticity and credibility were maintained by capturing detailed metadata of the records during the preservation of social media records and 10 (15%) acknowledged that the care of the medium was one of the methods used to maintain the authenticity and credibility of digital records

emanating from the use of social media. The migration of digital records from one storage device to the other was also indicated by nine (13%) of the respondents as the manner in which the authenticity and credibility of digital records emanating from social media content were maintained. Only 1 (1%) of the respondents indicated that social media records' authenticity and credibility were maintained by capturing the records on compact disk. It was also indicated by 14 (21%) of the respondents that they did not know how authenticity and credibility of the social media records were maintained by the SABC Limpopo provincial office.

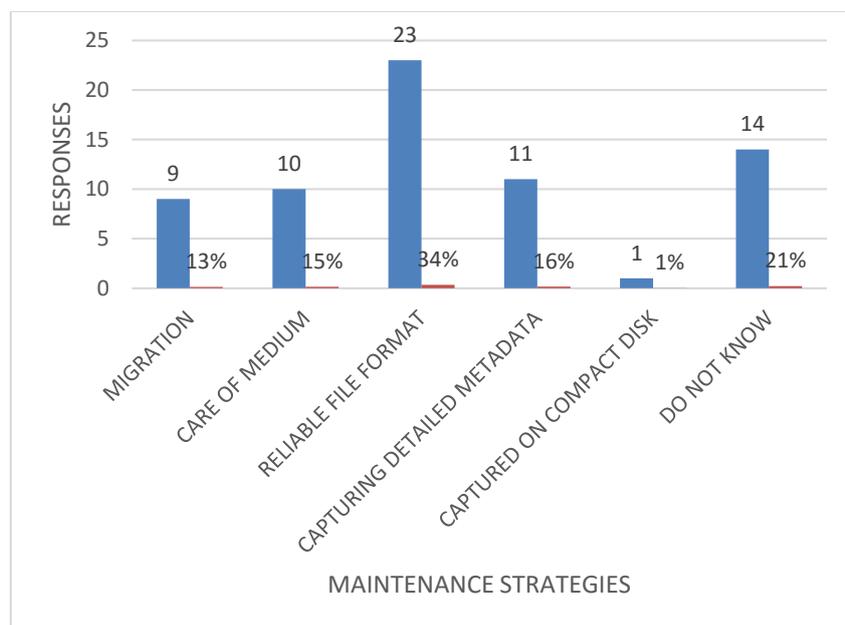


Figure 4.13: Maintenance of credibility and authenticity of the preserved social media content (N=68)

#### 4.7.4 Tampering with the authenticity of the digital records emanating from social media

By asking the respondents how they tampered with digital records, the researcher wanted to establish if there are respondents who have tampered with social media content that they received or created in one way or the other. It was revealed that a significant majority of the respondents indicated that they have never tampered with the authenticity of the records in any manner. Only few respondents indicated that they

have tampered with the authenticity of the records in one way or the other. Some of the respondents did not know if they had tampered with digital records emanating from the use of social media in one way or the other.

The respondents were also asked to indicate or state the manner in which they tampered with the digital records. As reflected in Figure 4.14, it was indicated that three (5%) respondents had tampered with the authenticity of digital records emanating from social media by editing the content. Two (3%) respondents indicated that they tampered with the digital records by deleting the content. According to Figure 4.14, five (8%) respondents indicated that they did not know how they tampered with social media content. A significant number (52 (84%)) of the respondents indicated that they did not know how they tampered with the authenticity of the digital records.

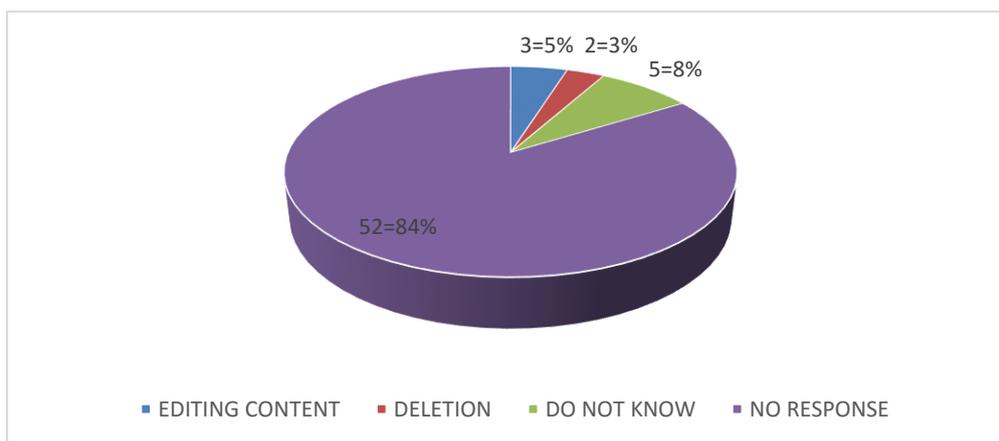


Figure 4.14: Manner in which digital records authenticity was tampered with (N=62)

#### 4.7.5 Risks associated with failure to present digital records emanating from social media as evidence

The respondents were asked to indicate if they were aware of risks associated with failure to present digital records emanating from social media as evidence. By asking this question, the researcher wanted to establish if they were aware of risks associated with failure to present social media content as evidence. Looking closely at the data, it was evident that the respondents were not aware of the risks associated with failure to produce digital records that were created as a result of the use of social media as

evidence of the communication or transaction when summoned by a court of law. The data reflected that the same number of respondents also indicated that they were aware of the risks of failure to produce records as evidence if summoned by a court of law.

The respondents were also asked to indicate or state the types of risks associated with failure to produce social media content that they were aware of. The researcher wanted to establish if they were aware of risks associated with failure to present social media records as evidence if requested to do so. As reflected in Figure 4.15, 23 (29%) of the respondents regarded loss of credibility as one of risks associated with failure to produce digital records created via social media at the SABC Limpopo provincial office if summoned by a court of law. Twenty-one (27%) of the respondents considered disciplinary action for employee as a risk. Figure 4.15 also illustrates that 17 (21%) respondents claim that lawsuits, litigation and prosecution are risks associated with the failure to present digital records emanating from social media as evidence. Only one (1%) respondent claimed that a warning by an employer was one of the risks associated with failure to produce records if subpoenaed by law. Of the total number of participants, only one (1%) did not respond to the item.

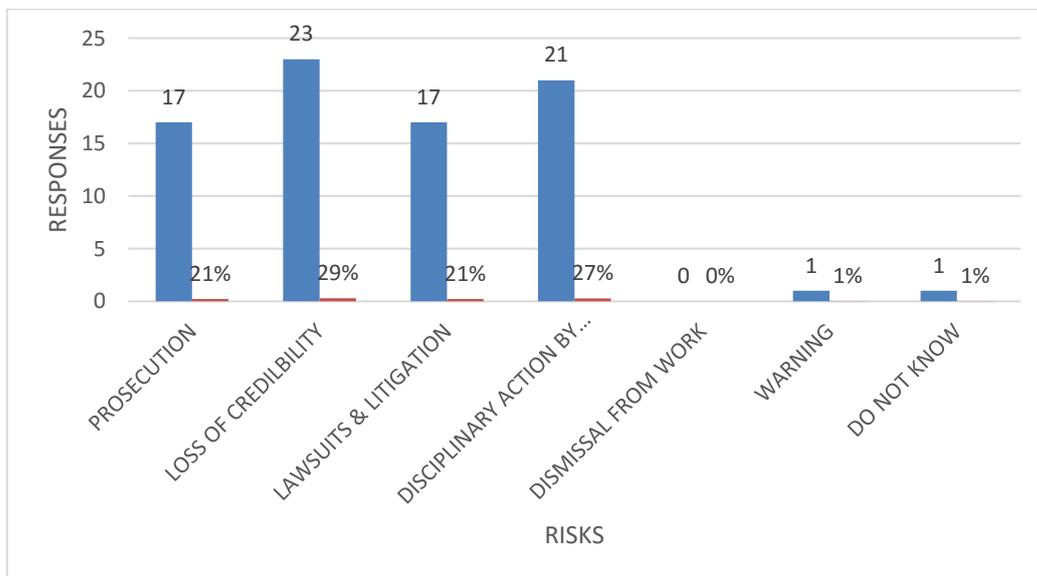


Figure 4.15: Risks associated with failure to produce records as evidence (N=80)

#### **4.7.6 Retrieval of digital records emanating from social media**

By asking the respondents to indicate by marking yes or no if they were aware that social media content deleted by the user from the social media page could be retrieved by the social media service providers, the researcher wanted to establish whether the respondents are aware that the deleted records could be retrieved by the social media service providers if requested by a court of law. The respondents were aware that digital records created via social media, if deleted from the user page, may be retrieved by the service providers if summoned by a court of law to serve as evidence of communication or transaction. Some of the respondents were not aware of the fact that social media content was retrievable by the service provider.

As reflected in Figure 4.16, 38 (36%) of respondents claimed that defending rights could be some of the reasons why digital records emanating from the use of social media should be retrieved by the social media service provider on behalf of the SABC Limpopo provincial office as subscriber, if is summoned by a court of law. In terms of Figure 4.16, it is reflected that 34 (33%) of the respondents consider a lawsuit as the other reason why the digital records should be retrieved by the social media service provider. Thirty-one (30%) respondents considered the value of records to be the reason for records to be retrieved as evidence for communication or transaction. Only one (1%) respondents did not know the reasons why records should be retrieved by the social media service provider if the user failed to produce digital records as evidence of communication or transaction.

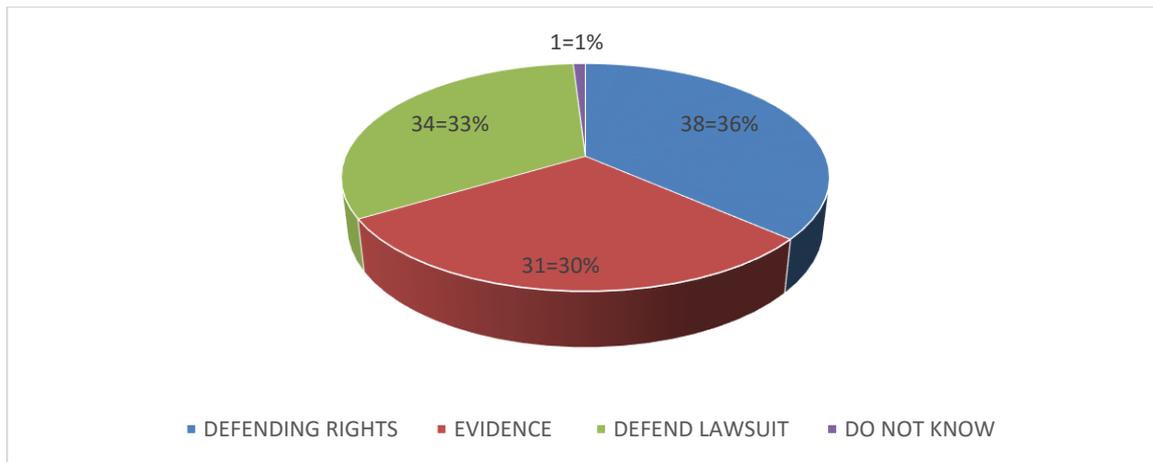


Figure 4.16: Reasons for retrieving social media digital records (N=105)

#### 4.7.7 Advice for best record management practice relevant to digital records emanating from social media

The respondents were asked to provide suggestions on how they would want records to be managed if they oversaw digital records at the SABC Limpopo provincial office. By asking this question the researcher wanted the respondents to elaborate and give their opinion on how they would want records to be managed. On this question, the respondents gave feedback on their advice regarding the management of digital records emanating from social media at the SABC Limpopo provincial office. According to Figure 4.17, 23 (37%) respondents did not provide advice on good records management as requested. Out of the participants who responded, eight (13%) advised that digital records emanating from social media should be archived automatically. Six (9%) of the respondents advised that the IRMS should be installed in order to enable the automatic archiving of records and to increase accessibility of the digital records by employees. The professional and responsible use of the social media was a concern by four (6%) respondents. The respondents also elaborated that employees needed to be discouraged from commenting on issues that would affect their duties / profession directly to avoid unnecessary risks that would jeopardise their careers. Other respondents indicated that putting in place a backup in the form of electronic devices such as sever, compact disk or any electronic device was advisable, and one (2%) of the participants advised that the backup or storage of digital records emanating from social media should be made available to prevent loss of digital

records in the form of cloud storage. It was further elaborated that cloud storage is safer from hackers and unauthorised access as a password is required to access digital records. One (2%) respondent advised that personnel in charge of digital records should be given proper training and development in new technologies and the management of social media records, management and use of social media personal accounts and organisational-based accounts. One respondent (2%) advised that digital records should be handled with care. Figure 4.17 also illustrates that one (2%) respondent also advised that an internet firewall and intranet security should be installed with passwords that change regularly to avoid hacking and unauthorised access to personal social media accounts. Another (2%) respondent also advised that employees should open personal social media accounts that would be used to give opinions and comments on personal issues that are not related to their duties and profession. It is evident that seven (11%) of the respondents did not know how they should advise the SABC Limpopo provincial office on the management of digital records emanating from social media, citing that this item is out of their scope of work.

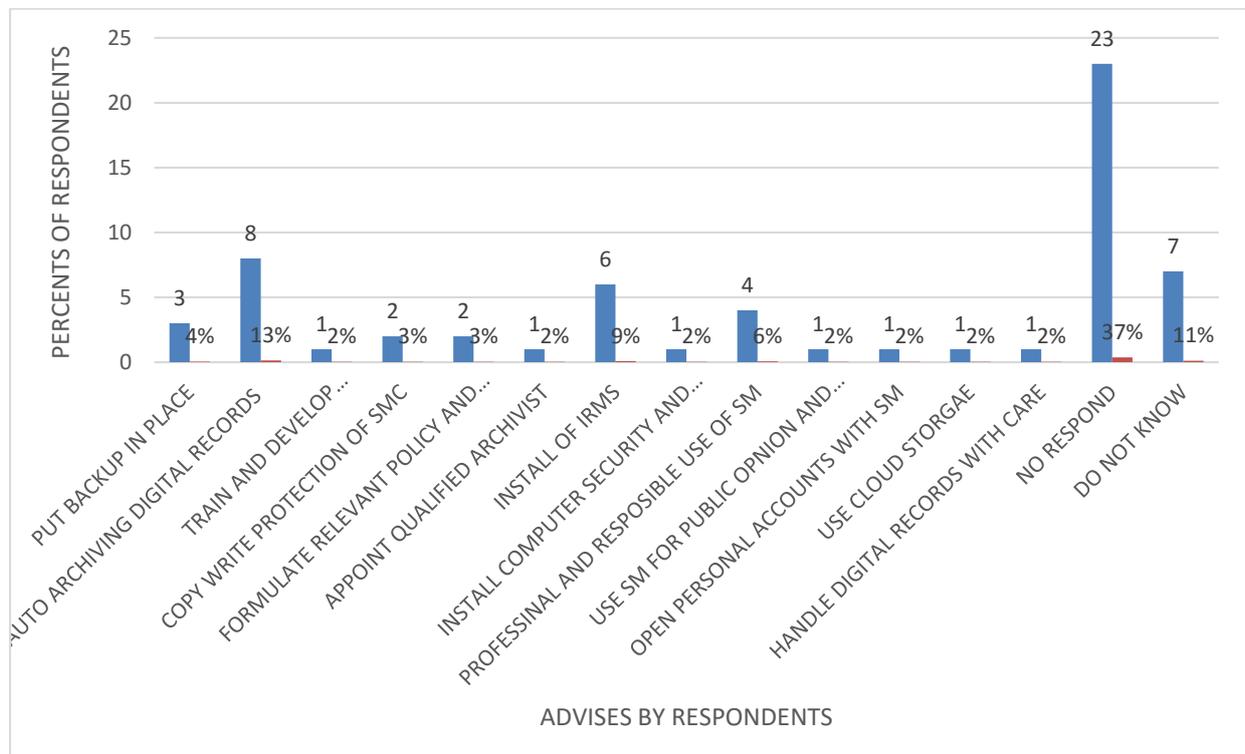


Figure 4.17: Advices by respondents (N=62)

## 4.8 Summary

In summary, this chapter presented the findings of the study collected via questionnaires that were analysed and presented according to research objectives. The importance of integrating social media content into the ECM system by the SABC Limpopo provincial offices as a SOE was established. Furthermore, the advantages of implementing an ECM to forge best practice in the management of social media content was identified. The main issues regarding the successful integration of social media content discussed in this chapter are summarised as follows:

- Some members of staff at the SABC Limpopo provincial office were granted access to official social media accounts according to their responsibilities.
- Members of staff used their personal social media accounts for official matters only and used their personal social media accounts for both official and personal matters.
- Various categories of social media platforms were used by staff for both work and personal matters.
- Social media content was integrated into the ECM of the SABC Limpopo provincial office.
- Ranks / positions of officials responsible for managing social media content were provided.
- Social media content was treated as official records at the SABC Limpopo provincial office.
- There was no policy for disposing social media content at the SABC Limpopo provincial office.
- There were ranks / positions of officials responsible for the implementation of the policy for the management of social media content.
- Places were identified where social media content were stored.
- The offices / departments responsible for social media records were identified.
- Records were reserved in digital format at the SABC Limpopo provincial office.
- The authenticity and credibility of social media content was maintained during the storage and preservation by retaining important metadata.

- Social media records at the SABC Limpopo provincial offices were tampered with by editing and deleting them.
- There were risks associated with the failure to present records emanating from social media content as evidence at the SABC Limpopo provincial office.
- Social media digital records could be retrieved by the social media service provider even if they were deleted by the social media account holder.
- Social media digital records could be retrieved for the protection of individual rights by the law.
- Members of staff at the SABC at Limpopo provincial office generally advised that an automated records management system should be implemented for best practice on the management of social media digital records.

It is evident from the discussion in this chapter that the integration of social media digital records into the ECM has to be intensified in order to influence how social media digital records should be managed by the SOEs, including the radio service of the SABC Limpopo provincial offices. The next chapter interprets and discusses the research findings.

## **CHAPTER FIVE**

### **INTERPRETATION AND DISCUSSION OF THE FINDINGS**

#### **5.1 Introduction**

The previous chapter presented and analysed the results of data collected using the questionnaire. This chapter provides the interpretation and discussion of the findings in line with the objectives and questions of the study. The presentation of the data is also taken into consideration during the interpretation of the findings of the study. The interpretation of the findings is cited by Ngoepe (2012:153) as a key component of any research approach and helps to draw inferences and generalisations from the findings of a problem statement.

The findings are interpreted and discussed in line with the following five objectives of this study:

- To identify the types of social media platforms used at the SABC Limpopo provincial office.
- To determine if social media content is considered and managed as records by the SABC Limpopo provincial office.
- To establish if there are policy guidelines regarding the integration of social media content into enterprise content management system of the SABC Limpopo provincial office.
- To determine how social media content is disposed of at the SABC Limpopo provincial office.
- To provide guidelines on how social media content can be managed at the SABC Limpopo provincial office.

#### **5.2 Types of social media platforms used at the SABC Limpopo provincial office**

Some of the staff members of the SABC Limpopo provincial office have been granted access to the various social media accounts to use them for official purposes only.

The staff members are using these accounts responsibly as they are using it for official matters. Despite having access to official social media accounts, the SABC Limpopo provincial staff members have opened personal social media accounts for themselves. As it is indicated that access to official accounts is given only to some of the staff members, those who do have access to the official accounts use their personal social media accounts for official purposes as well. It is noted that they use their personal social media accounts, even if they will be personally accountable should the communication go wrong between the staff member and a member for the public. This would be unfair to these staff members of the SABC Limpopo provincial office.

### **5.2.1 Social media platforms used by SOEs**

Various popular social media platforms have been used at the SABC Limpopo provincial office for official use only. These social media platforms included social networking sites such as Twitter and Facebook, as well as online content communities such as YouTube. It is also surprising to notice that professional social media platforms like LinkedIn was used by SABC staff for official matters. WhatsApp, Instagram, SMSs, podcasts and intranet were also used by the employees to communicate with members of the public for official purposes.

### **5.2.2 Purpose for using social media platforms by SOEs**

There were categories and kinds of social media platforms with which the SABC and individual members of staff opened accounts. These social media platforms were used as a strategic communication tool to give enterprises a competitive advantage. The SABC, like other SOEs, would use social media platforms to engage customers, industry influencers, management and other stakeholders in a cost-effective way (Predmore 2014). At the SABC Limpopo provincial office, social media were specifically used to broadcast, give public opinions and conclude business transactions, as illustrated in Table 4.3. The social media platforms were also used to market or promote products and services, receive news from the stakeholder, communicate with both staff and members of the public and make new contacts with stake holders.

According to Vuori (2012:155), social media could be used for knowledge and information sharing and for culture transfer (Dreher 2014:345). There are topics that could be shared online using social media, e.g. newly launched campaigns, media placements, general company news, quotes, open positions, new products, industry insights, trend forecasts or executives' views on industry or business-related events (Predmore 2011:17). It was evident when the data were analysed that social media at the SABC Limpopo provincial office officially were used mainly for public opinions, broadcasting and marketing.

Besides official social media accounts being opened by the SABC Limpopo provincial office for official use, employees of the SABC Limpopo provincial office have opened personal accounts with various social media platforms. These accounts were used for various purposes that included official matters by staff at the SABC Limpopo. As a communication tool, social media are not only necessary for work-related matters, it is also relevant for personal use so as to assist staff members of the SABC Limpopo to submit opinions and complaints. Taking into consideration the fact that the comments are not work related, personal accountability will be expected from the owner of the social media page-holder.

SNSs such as Myspace, Twitter and Facebook are the most popular leading social media platforms used by many public organisations locally and internationally. Content communities as a social medium make it possible for users to share content in the form of information and knowledge with other users in the form of text, photos, videos and presentations. Examples of such content communities includes YouTube and Flickr (Kaplan & Haenlein 2010 as cited in Modèu and Blomkvist 2013).

At the SABC Limpopo provincial office more personnel have opened personal social media accounts. Figure 4.2 illustrates that these personal social media accounts with which employees opened accounts are the same as those with which the SABC have opened accounts for employees to use for work-related matters. Literature indicates how social media as a strategic organisational communication tool to share knowledge, information and culture is important to public organisations and how

important it is to make it available to its employees. It is also made clear in literature that some of the social media page holders use their personal social media accounts to send or receive anonymous opinions on matters that are personal or sensitive, or to complain and send compliments. It was noticed that, as indicated in Figure 4.3, a considerable number of the respondents used social media personal accounts either to receive or send opinions, while others used it to receive news and to broadcast. It was noticed that personal accounts were also used for work-related matters by staff members of the SABC Limpopo, for personal use such as to communicate with staff members, which is more a work-related matter. There are those staff members who used it for socialising or making new friends at the SABC Limpopo provincial office. It is noticed that a lack of organisational-based social media accounts at the SABC Limpopo provincial office leads to the employees using their social media accounts for work-related matters, which will make the employees personally accountable for the issues that have benefited the organisation during communication, if it does not have negative repercussions. The implication is that if communication with stakeholders went sour, and a litigation was filed, a person who would be sued would be the one whose name social media pages is registered with, which is unfair to employees of SABC Limpopo Provincial Office. There are disadvantages and risks in with the use of social media, whether it is for marketing, communication, knowledge sharing or culture transfer. Disadvantages associated with using social media platforms by organisational employees could lead to reputational damage for the organisation, trigger lawsuit and litigation, cause humiliation, crush credibility, destroy careers and lead to productivity loss (Flynn as cited by Dreher 2014:34). The SABC Limpopo provincial office is not immune to these disadvantages.

### **5.3 Guidelines on the integration of social media records into an ECM system**

Literature suggests it is important to have communication technologies in the form of social media and to have the policies that are comprehensive, up to date and relevant to the types of records they are designed to give guidance in terms of how they should be captured, stored and disposed of (Ngoepe & Saurombe 2016:24). However, the benefits of managing social media content as official records could only be

experienced if the appropriate infrastructure, workable legislation and regulatory frameworks and competent ICT personnel are available (Ngoepe & Saurombe 2016:24).

It is already indicated that only, few studies have been conducted in South Africa on the formulation of policies regarding the use of social media and the integration or management of social media content, especially in public sector organisations and SOEs. Mushwana and Bezuidenhout (2014:69) claim that only (44%), of large private organisations and business have sound policies as compared to 27.5% of the public sector. Social media policies are effectively applied by private sector organisations (Mushwana & Bezuidenhout 2014:69). Mushwana and Bezuidenhout (2014:69) also feel that, even though there were policies, they were not seriously considered as an effective measure for the risks related to the use and management of digital records emanating from social media. Mushwana and Bezuidenhout (2014:69) reveal that many public organisations do not have policies regarding the management of digital records emanating from social media, and those organisations that have these policies do not adhere to digital records management policies in place.

### **5.3.1 Methods/strategies used to manage records emanating from the use of social media**

According to Svärd (2013), Katuu (2012) and AIIM (2015), the issue of the management of digital records emanating from social media may be solved by the development of an electronic records management system known as Enterprise Content Management systems. ECM is the latest development of the electronic records management systems and is considered the most effective and efficient tool for the long-term preservation of electronic records. ECM is a general concept that covers document management, web content management, searching, collaboration, records management, digital asset management, workflow management, capturing and scanning (Katu 2012:38). The objective of the ECM is to manage the life cycle of content from creation through preservation as archives to disposal. As technologies with several sets of software products, ECM is capable of managing the entire life

cycle of content based on organisational policies and regulations that are built in (Katu 2012:38).

Looking at Figure 4.4, there is clear evidence that there was a lack of understanding of the differences among IRMS, ERMS and ECM as methods for records management by the staff members of the SABC Limpopo provincial office. There were no differences between these methods or technologies, except that the latter technologies or methods were the latest improvement on the previous ones. ECM was the latest development of the IRM and ERM.

There seems to be a lack of understanding by the staff members of the SABC Limpopo provincial office of what ECM is. If they knew what ECM was, the respondents would have known who was responsible for the management of this important organisational strategic tool to capture, deliver and preserve records in various formats. ECM is constituted by various parts which denote its objectives. It refers to a strategy of dealing with all types of enterprise content and sets of software products for managing the entire life-cycle of the content (Bell et al. 2010 as cited in Katuu 2012:39). AIIM (2015) defines ECM as a concept denoting functions such as to “capture, manage and store, preserve and deliver content and document related to organisational processes”. The researcher observed that ECM is more effective and efficient in the management of digital records and documents in an integrated manner than its predecessors such as IRMS and ERMS.

Considering Figure 4.5, the respondents seemed not to know what ECM was and, secondly, they did not know who was in charge of the ECM at the SABC Limpopo provincial office. A lack of knowledge with the respondents is illustrated in their responses in Figure 4.5, that most of the respondents 33 (51%) believe that archivists oversaw ECM at the SABC Limpopo provincial office. The respondents were not aware that archivists oversaw the inactive records. Archivists in organisations oversee records that are no longer needed for daily business matters of the organisations. This was also the case with the SABC Limpopo provincial office. Some claimed that it was the records manager that oversaw digital records emanating from social media. Other respondents indicated that ECM was managed by the Provincial Marketing

Administrator, some say by the Marketing Manager, while others responded that it was Web Administrator. Ten (15%) of the respondents indicated that the ICT team is responsible for the ECM. This lack of agreement as to who was responsible for the management of ECM proves beyond any doubt that the respondents did not know what ECM is and who was in charge of it. The lack of the knowledge of what ECM is by the respondents is also an indication that there was no ECM at the SABC Limpopo provincial office.

#### **5.4 Digital records emanating from social media as official records**

Digital records emanating from the use of social media were considered as official records, as in some instances they are required in a court of law to serve as evidence in the defence, not only court cases, but also as proof of business transactions concluded (Kemoni 2009:191). For digital records emanating from social media to be considered as official records, their authenticity and credibility should be maintained and ascertained. Duranti (2010) states that to maintain and ascertain the authenticity of the records in that nature it should be ensured that the most important part of these records should be used to verify its authenticity and credibility in future and it should be preserved together with the records. Duranti (2010) emphasises that the important part of these records that should be taken care of depends on the type of the digital record. This important part of the digital record is called the metadata. However, losing this metadata, that is, the colour in case of pictures, maps or charts, for example, is therefore the same as losing the whole record or all the content. Therefore, it is important to take care of this essential component of the records that would be used to establish their authenticity over time (Duranti 2010).

In the USA, NARA (2011) stressed that social media content are federal records requiring long-term preservation as official records. In the Republic of South Africa, digital records emanating from social media were as well considered to be official records according to the definition of public record, by the NARSSA act (Act No. 43 of 1996 as amendment) and electronic record by NARSSA (NARSSA 2006). Public record is defined as any “record created or received by government body in pursuance of its activities” of which SABC fall under the category of the government body or

enterprise protected by the National key point Act (Act No. 102 of 1980). Electronic record is defined as any “information that is generated electronically and is stored by means of computer technology” (NARSSA 2006). As mentioned earlier in Chapter Two, social media records are born electronic and without doubt they fit in the definition of electronic record by the NARSSA.

Considering the answers provided by respondents when asked to indicate if they agree or disagree that some of the social media digital records were treated as official records, a significant majority of 34 (56%) acknowledged that the SABC Limpopo provincial office treated some of the digital records emanating from social media as official records. Only 27 (44%) respondents disagreed by indicating that digital records emanating from the use of social media by SABC employees were not considered as official records. The implication is that the social media records were considered as official records by SABC Limpopo provincial office.

Types of digital records and information emanating from social media platforms considered to be official records include video clips, audio files, web pages, documents, shared disk drives and desk tops (Svärd 2013:160). These records should have a certain value for the organisation that received or created them. Their value is in line with the policy of the organisation that created or received them.

Looking at Table 4.4, records with various types of content were given value by different numbers of respondents according to their knowledge and experience. A significant majority of 20 (30%) of the respondents believed that any other records with valuable information could be identified as official records. The implication is that this type of information is not important in this case and the discretion of the person in charge of these records will be applied, which will not be immune to personal biases and judgement. These personal biases and judgement could lead to a loss of important digital records as the believes of the official in charge of records are not important to the organisation and members of the public for some reason or the other. Seven (10%) of the respondents thought that value is given to those records that have legal implications; 14 (21%) respondents thought the records with political implications

and photos or images with evidence are more valuable, while 6 (9%) attached more value to records with financial implications.

## **5.5 Disposal of social media content**

Ngoepe and Saurombe (2016) underscore that the preservation of electronic records, especially those that were created and stored in a networked environment, have been a major challenge for records managers. These challenges are caused by weaknesses in records management policies (Ngoepe & Saurombe 2016). As a result of existing weak records management policies, records and archives in public enterprises in African countries were prematurely disposed of from their storages (Asogwa 2012:201). The affected records were not only paper based, but also electronic records contained in social media platforms. The weaknesses in traditional archives and records management legislation, policies and organisational frameworks that were influenced by the old Canadian Archival Act in sub-Saharan African countries were cited as one of the causes of the records management problems (Asogwa 2012). As mentioned on Section 2.5, Asogwa (2012:201), notes that according to this Canadian Archival Act, records managers had little or nothing to say in what should be retained or should be disposed in the organisation they work for. The weakness of these policies in turn influenced the way in which records managers perceive their responsibilities and how they perform their professional duties today (Asogwa 2012:201). Records managers had very little or no direct say on what should be retained (preserved) or disposed of in the organisations they serve. As a result, records management policies with flaws are formulated (Asogwa 2012:201).

### **5.5.1 Policy on disposal of digital records emanating from social media**

As stated earlier in Chapter Two, the literature regarding the management of digital records contained in social media platforms indicates that digital records contained in social media are essential as they contain important information to protect a person's rights. Therefore, it is required by officials in charge of records management in public organisations and enterprises to formulate policies on how social media content could be identified in the best way for capturing and maintaining official records, and for the

easy retrieval of these records as required by law; for example, to protect one's human rights (NARSSA) in court. For managing and capturing social media records identified as official records contained in social media platforms, clear policy and guidelines as to which type of digital records should be integrated in the ECM system needed to be put in place. ECM was hailed by its proponents as the only solution to the existing electronic records and information management problem (Svärd 2013:160). Svärd (2013:160) asserts that ECM is a best technology for managing unstructured organisational records and information that are stored in multiple places such as the web and other electronic platforms.

It is also mentioned earlier on Section 2.5, that with the advent of technology came various challenges related to the management of social media content as electronic records that records managers face (Kemoni 2009:192; Ngoepe & Saurombe 2016:34). These challenges include non-availability of reliable and stable storage for electronic media for long-term preservation, ERM systems for capturing the content, context, obsolete technology and impermanence and acquisition of information technology skills (Kemoni 2009:192). For electronic records to be managed effectively, not only reliable ERM and information technology skills are required, but also the implementation of guidelines and policies to manage social media as a strategic tool and web-based content (Dreher 2014:345; Ngoepe & Saurombe 2016:24).

From the responses given by respondents when asked to indicate if they knew about the existence of the policy on the management of digital records emanating from social media, it is noticeable in Figure 4.6 that 35 (58%) respondents (which is a significant majority) did not know whether policies on the management of digital records emanating from social media at the SABC Limpopo Provincial Office exist. The lack of this knowledge is an indication that there is no such explicit policy and, if it exists, the respondents were never made aware of its existence. Only 19 (32%) respondents indicated that they were aware of the existence of such policy. Six (10%) respondents indicated that they know that such a policy does not exist at the SABC Limpopo provincial office. In terms of the findings of the study, the SABC Limpopo provincial office does not have an explicit policy regarding the management of digital records emanating from social media.

As mentioned earlier in this study, it has been noted that the presence of records management policies enhanced the integration of digital records emanating from social media into the content management system of public enterprises. Ngoepe and Saurombe (2016:24) point out that these policies and guidelines are the ones that have an influence on how records in all formats should be managed by public organisations, irrespective of their location. However, they emphasise that these policies should be comprehensive, up to date and relevant to the types of records they are designed to give guidance on in terms of how they should be captured, stored and disposed (Ngoepe & Saurombe 2016:24). The benefits of managing digital records emanating from social media as official records could only be experienced by public organisations, not only if the workable legislation and regulatory frameworks are put in place, but also if some appropriate infrastructure and competent ICT personnel are employed (Ngoepe & Saurombe 2016:24).

As indicated also in Section 2.4, Mushwana and Bezuidenhout (2014:69), note that only a few studies have been conducted in South Africa on the formulation of policies regarding the usage of social media and the integration or management of social media content, especially in public sector organisations and SOEs. The two scholars claim that only large private organisations and businesses have sound policies (44%), as compared to 27.5% of the public sector. They continue to indicate that it is the private sector organisations that effectively apply social media policies (Mushwana & Bezuidenhout 2014:69). In Section 2.4, of this study It is also mentioned that Mushwana and Bezuidenhout (2014:69) state that even though the policies were formulated, they were not considered seriously as an effective measure for the risks related to the usage and management of digital records emanating from social media. According to Mushwana and Bezuidenhout (2014:69) many public organisations did not have policies for the management of social media content and those that have these policies do not adhere to records management policies that have been put in place. It is also mentioned earlier in Chapter Two, that in the South African public sector, there are guidelines that were written by the South African Department of Government Communications and Information Services (GCIS) on the management of social media content (GCIS 2011:3). The policy provides guidelines on how social media should be evaluated and assessed for use by government departments, but not

on how digital records emanating from social media should be integrated into the ECM or any other form of ERM system used by government departments.

Looking at the responses, in Figure 4.7, it was noted that a significant majority of 40 (64%) respondents did not give feedback on whether they considered the policy for the disposal of digital records emanating from the use of social media to be relevant or not. This indicates that the respondents were not aware of the existence of the policy on the management of digital records emanating from the use of social media by the staff members of the SABC Limpopo provincial office and, therefore, they would not be able to evaluate the management of digital records. It was also revealed that when asked to indicate whether the policy was relevant or irrelevant, 19 (31%) respondents indicated that the policy was relevant. This is a small number of respondents to justify the policy's relevance. The lower number of respondents who claimed that the policy is relevant is compounded by the fact that three (5%) of them disagreed with the assertion. This further justifies the fact that the policy is not available and, if it is available, it is not relevant to digital records.

Literature indicates that in the USA, NARA affirmed that, as social media content is regarded as federal records, it is required to be preserved as archives (NARA 2011). It is also emphasised that in order to manage social media records like paper-based records, the relevant legislative framework needs to be implemented (NARA 2011). NARA is responsible for the formulation of policies and guidelines on how social media records should be managed in the USA (NARA 2013:3). In South Africa it is the NARSSA which is responsible for the formulation of records management policy in collaboration with Department of Government Communication and Information System (GCIS 2011).

Figure 4.8 reveals that a significant majority of 20 (31%) respondents indicated that the Web Administrator was in charge of digital records emanating from social media at the SABC Limpopo provincial office. This is followed by eight (13%) respondents who indicated that Information Managers were in charge of digital records and seven (11%) respondents said that the Records Manager was responsible. According to Figure 4.8, the large number of 10 (16%) of the respondents did not even know who

was responsible for the digital records emanating from social media. The results also revealed that HR, the COO, the Digital Content Specialist, and the News Managers were each indicated by one (2%) respondent as having been responsible for managing digital records emanating from social media. The COO was mentioned despite the fact that at the SABC Limpopo, the top manager is not even a COO, but a Provincial General Manager (PGM).

This fact confirms that the respondents only assumed that social media records, as important as they are, could be managed by the COO. Therefore, they did not know who managed these important records. The fact that 10 (16%) of the respondents indicated that they did not know who was responsible for managing digital records created by using social media and the failure of four (6%) respondents to give feedback on this question add to the fact that most of the respondents did not have knowledge as to who was responsible for managing digital records emanating from social media at the SABC Limpopo provincial office. Therefore, no person is known to the staff members of the provincial office to be responsible for managing digital records emanating from use of social media.

### **5.5.2 Storage sites for digital records emanating from social media**

The literature shows that if an organisation is hosting social media on its own, it should treat its contents as official records and, therefore, records should be classified using a classification schedule regardless of the form or medium (NARA 2011). As the platform in which the record is captured is deemed to possess certain value, the content itself should be classified using a schedule (NARA 2011). Organisations are discouraged from using an external service provider or the private sector's social media service provider, as this may lead to the total loss of content should the private sector decide to stop creating the organisation from accessing the social media account, and / or permanently deletes the organisation's account (NARA 2011).

Literature also indicates that if it happens that social media content is required by the court and the offending party fails to provide such content as evidence of activities or transactions that took place, as an example, the court might impose sanctions on the

accused party (Finkel 2014). In Illinois State, USA, it was found that the courts were prohibited from obtaining social media content from social media service providers, but they rather had to obtain it from the users of the social media themselves. However, service providers might provide only other information such as dates and times of posting and other useful metadata to help the affected party to track the communication that is needed as evidence (Finkel 2014).

Therefore, in terms of the literature, public organisations are warned not to rely on social media service providers to manage their content or on the external storage for storing their social media digital records, as they are not reliable. The warning continues that public organisations that rely on social media service providers for content management are at risk of losing the strategic content in the long-run as they do not have control over the activities of the social media service providers, such as in the case where the service provider closes down its service for the client or its business to the general public (Finkel 2014). Finkel (2014) says that most of the social media users, for example Facebook page holders, in some instances, delete content that was on the page when they realise that they are in trouble because of their conversation on the Facebook pages, thinking that they are safe from litigation or lawsuits. However, the information they deleted on the social media pages is already captured by someone somewhere else. Even if page holders delete content, it is their responsibility to capture and preserve social media content as evidence of action that has taken place (Finkel 2014). The advice is that the best way to retrieve the deleted social media content is to make a request to the other social media user who requested the content (Finkel 2014). It is discouraged to go around fishing somebody's social media (Finkel 2014).

In Figure 4.9, 28 (44%) respondents indicated that digital records emanating from social media were managed internally by the SABC head office and 13 (21%) indicated that they believed that digital records are managed locally at the Limpopo provincial office. The implication is that the records are managed internally over the networked environment as 28 (44%) respondents indicated that digital records are managed at headquarters. Thirteen (21%) respondents indicated that they are managed at the local offices in Limpopo Province. Only one (2%) respondent indicated that digital

records are managed at various external offices. This does not make any huge difference. One (2%) respondent in each of the Marketing Management Department, Digital Marketing Department and the Archive of the Limpopo Provincial Office indicated that they are responsible for the management of digital records. This emphasises the fact that records are known to be managed internally at various offices. Seven (11%) respondents indicated that they did not know which office was responsible for the preservation of the records emanating from the use of social media at the SABC Limpopo provincial office. This is fewer, compared to those who know, and this does not mean that the storage is not known by many respondents. Seven (11%) respondents claimed that digital records emanating from the use of social media at the SABC Limpopo provincial office were managed by the social media service provider. This means that there are those who think that records will automatically be found on the social media if they are wanted for some reason. However, this is not true. Records might not be found because the service provider is the one who is in control and may decide otherwise with the account of the user.

### **5.5.3 Preservation of social media content by the SABC provincial office**

Literature tells us that in many countries, records in public sectors are managed in terms of the national archives acts (Ngoepe & Saurombe 2016:24). However, it is not clear what legislative framework has been adopted by SOEs in South Africa for the control of their digital records, as most of them, if not all, are classified as NKPs. It has been discovered during a survey by ARM (2011) that enterprises have applied e-recovery and ERM systems in their organisations. According to the survey done by NARA (2011), seventeen per cent (17%) of the SOEs claimed that they benefited because of this implementation. The survey also revealed that these enterprises were struggling with the application of retention policies regarding social media content and web 2.0/Enterprise 2.0. Merely approximately 12% of web 2.0 and 2% of social media content is included in their ERM, while approximately 86% of the records are office documents.

Looking at the responses given according to Figure 4.10, when the respondents were asked to indicate if they knew or did not know how digital records emanating from

social media were disposed of, a significant majority of 43 (69%) respondents claimed that they did not know how digital records emanating from social media were disposed of at the SABC Limpopo provincial office by the responsible office. This is a clear indication that there is no explicit policy for the management or disposal of digital records. This fact is strengthened by 10 (16%) respondents, which is a significantly small number, who claimed that the official digital records emanating from social media were disposed of at the discretion of the officials who oversee digital records. The absence of policy or guidelines will, without doubt, lead to the application of discretion by officials, and as a result, jeopardise the good name of the organisation. Only three (10%) respondents claimed that the automated disposal system is employed to dispose of digital records emanating from social media and two (4%) respondents claimed that the external party is the one that disposes of digital records emanating from the use of social media on behalf of the SABC Limpopo provincial office. This is a small number that could not confidently be used to justify the fact that the SABC Limpopo relies on an external party for the management of its digital records, which is also a service provider. In terms of the findings, four (6%) participants who did not respond to this question to indicate that the lack of legislative framework regarding the management of digital records stresses the fact that there is no explicit legislative framework formulated for the management of digital records.

## **5.6 Preservation of social media content by the SABC provincial office**

Literature indicates that in South Africa, the responsibility for the proper management and preservation of digital records in public organisations is assigned by the National Archives and Records Services of South Africa in terms of the National Archives and Records Services of South Africa Act, 1996 (NARSSA 2006:5; Ngoepe 2016:339). The act does not only assign responsibility for the management of digital or electronic records, but also for the management of electronic management systems that are used to capture digital records (NARSSA 2006:5). There are various policies and guidelines that are published by the Department of Sports, Arts and Culture (DSAC) regarding the management of digital or electronic records. The following are guidelines and policies on the management of records as published by NARSSA (2006):

- “Electronic records and the law: what governmental bodies need to know” is published by the NARSSA and is an introduction to NARSSA’s policy for managing electronic records. This publication defines the concepts of electronic records and the legal implications pertaining to these in governmental bodies.
- Managing electronic records in governmental bodies: policy, principles and requirement.
- Guide to the management of electronic records in governmental bodies, 1st edition, published in 1999.
- Guide to the management of electronic records in governmental bodies, 2nd edition, published in 2000.
- Managing electronic records in governmental bodies: policy guidelines version 1.1. (April 2003) and version 1.2. (April 2004).

As mentioned on Chapter Two, Ngoepe (2016:340) notes that government bodies are advised to implement the following provisions of national and provincial legislation:

- Develop classification systems that are approved by the national/provincial archives
- Obtain disposal authorities on all records from the national/provincial archives
- Implement electronic records systems that are determined by the national/provincial archives
- Care for public records as required or prescribed by the national/provincial archives
- Appoint or designate senior officials as records managers.

Literature indicates that there are technologies that are developed to solve problems specifically related to the management of records in both public and private sectors. As stated earlier on Chapter Two, Svärd (2013:160) notes that ECM is a preservation technology tool for records with the ability to integrate records that exist in various formats, including documents, web pages, reports, audio files, video clips, projects space, shared disk drives, desktops and those records that are available in multiple places (Svärd 2013:160). Records that were generated using various social media platforms can be integrated and preserved by public enterprises in line with available

policy guidelines using ECM (Svärd 2013:160). This policy is built into the application programme in the ECM to enable it to fulfil customised needs of organisations (Svärd 2013:160).

Functions that ECM can perform to preserve records are outlined as follows (AIIM 2015):

- Capturing means entering content into the system.
- Managing is the maintaining and assigning of other necessary data to records so that they can be found and used by whomever it is intended for. For example, managers, actual and potential customers of the organisation.
- Storing means finding it an appropriate home (storage) in your infrastructure. For example, the relevant server and other software for content management system or other information solution such as Snagit or Camtasia (Finkel 2014).
- Preserving means the long-term care-archiving or the practice of protecting records so it can be utilised far into the future of the organisation.
- Delivering is about putting the information in the right people's hands at the right time, when they need it, wherever they need it.

When asked to indicate if there is a policy regarding preservation of digital records or not, it was found that 28 (45%) respondents indicated that there is a policy regarding the preservation of digital records emanating from social media, and the same number of respondents said that there is no such policy. This finding also indicates that there are two (3%) respondents who said that they do not know anything about this policy and four (7%) did not respond. These figures led the researcher to believe that there is no explicit legislative framework in place regarding the preservation of digital records emanating from social media at the SABC Limpopo provincial office.

Following the findings, social media digital records are preserved not only in their original form as digital records, but also in paper-based format. Figure 4.11 indicates that 19 (30%) respondents are of the view that digital records created via social media were printed to be preserved in print format only and 13 (21%) of them indicates that social media digital records were preserved not only in print form, but also in both original format.

### **5.6.2 Storage format for digital records emanating from social media**

Literature indicates that it is not wise for public organisations to rely on social media service providers to manage their content or the external storage for social media content because they are not reliable. Organisations relying on social media services for content management are at risk of losing strategic content in the long run as they do not have control over activities of the social media service providers such as when the service provider closes its service for the client or its business to the public (Finkel 2014).

In terms of the finding, it is evident that records are stored electronically at the SABC offices. Figure 4.12 illustrates that 34 (55%) respondents, which is a significant majority, agreed that digital records are stored digitally at SABC offices. Only 13 (21%) respondents, which is a small number, comparatively indicated that the social media digital records are preserved by the social media service provider. Two respondents (3%) said that records are stored in the clouds, which is also a small number. This could not be accepted as the truth as compared to the 34 (55%) who indicate that digital records are stored at the SABC.

### **5.6.3 Authenticity and credibility of records emanating from social media**

According to literature, Ngoepe and Saurombe (2016) advise that authentic social media digital records are the ones to be accepted as evidence in a court of law. To maintain authenticity and credibility of digital records, Finkel (2014) is set against the practice of printing out social media content, as printouts might lead to the digital records not being permitted as authentic evidence. Printouts might lack other information to make them to be accepted as authoritative evidence of actions taken. If one prints out a copy of a social media page, he or she should make sure that the information to authenticate the records is also printed (Finkel 2014). Finkel (2014) continues to warn that, if tampered with, the credibility, authenticity and reliability of social media content would be harmed. Finkel (2014) emphasises that even if the underlying electronic metadata shows that the other content was deleted, it would be impossible to prove the authenticity of the content in the future. Finkel (2014) continues

to warn that, even if the authenticity could be proven, it would be costly or sometimes impossible to retrieve these records.

According to the findings, as reflected in Figure 4.13, a high number of 23 (34%) respondents said that authenticity and credibility of the digital record emanating from social media at the SABC Limpopo provincial office are maintained by using reliable file format. The implication is that file format is the main form of maintaining authentication and credibility of digital records. The most important criteria to maintain authenticity, which is the capturing of the metadata, is only considered by 11 (16%) respondents. This is a small number comparatively despite Ngoepe and Saurombe's (2016:34) and Finkel's (2012) warning that the presence of the metadata is valid enough to authenticate the printed copy of electronic records and stored information in the USA and anywhere in the world. Gilliland (2012) asserts that a printout of social media content or any web page without an indication of the creator, source or custodian is not authentic evidence under the Federal Rule of Evidence. The other options chosen by the other respondents would not be effective without the capturing of the metadata, which is care of medium, preferred by 10 (15%) respondents; capturing records on disk, preferred by one (1%); and migration, chosen by nine (13%) as a form of maintaining authenticity and credibility of digital records.

#### **5.6.4 Tampering with the authenticity of digital records emanating from social media**

As we look at literature, it is clear that Finkel (2014) warns that if tampered with, social media content would be harmed, and its authenticity and reliability discredited. Finkel (2014) continues to lament that, even if the authenticity could be proven, it would be costly, if not impossible, to retrieve these records.

A huge number of respondents agreed that most of the SABC Limpopo provincial office employees have never tampered with digital records emanating from social media. As mentioned earlier in Chapter Two of this study, it is emphasised that the tampered of records in the form of deletion of underlying electronic metadata, renders it impossible to prove the authenticity of digital records from social media in the future

(Finkel 2014). Records are also sometimes tampered with by deleting the entire record or editing or deleting part of it and/or changing the content of the records concerned.

In terms of the findings, as indicated in Figure 4.14, it is surprising to have a large number of 52 (84%) respondents who indicated that they did not know how they have tampered with digital records from social media. The implication is that one way or another they did tamper with the records, but they do not remember how they did this. Only three (5%) respondents acknowledged that they have tampered with the records by deleting them, while five (8%) acknowledged that they have edited records.

#### **5.6.5 Risks associated with failure to present social media content as authentic evidence of communication or transaction**

Literature indicates that should it happen that social media content is required by a court of law and the offending party fails to provide such content as evidence of activities or transactions that took place, the court might impose sanctions on the accused party (Finkel 2014). Ngoepe and Saurombe (2016:24) advise that, to take full control of how and what records should be disposed of, relevant records management policies should be formulated by public enterprises. As it has a tremendous impact on how records created on the networked environment should be preserved, legislation should also assist with the retention of electronic records that are strategic to public enterprises (Ngoepe & Saurombe 2016:34).

The findings, as indicated in Figure 4.15, reveals that as many as 23 (29%) respondents believe that loss of credibility by organisations is one of the major risks experienced by SOEs, while 21 (27%) said disciplinary procedure is a risk that an individual employee would face as a risk. Prosecution and lawsuits are also considered by most respondents as risks that the staff will face if they fail to produce social media records if summoned by a court of law to defend a case.

### **5.6.6 Retrieval of records emanating from social media**

As stated, Finkel (2014). Notes that social media digital records are sometimes required by a court of law to protect the rights of complainants and, if the offending party fails to provide content as evidence of activities or transactions that took place, the court might impose sanctions on the accused party. It was found that in Illinois State, USA, the courts were prohibited from obtaining social media digital records from social media service providers, but they should rather obtain it from the users themselves. However, service providers might provide only other information such as dates and times for posting and other useful metadata to help the affected party to track the communication that was needed as evidence (Finkel 2014).

Respondents claimed that deleted digital records from social media could be retrieved by the social media service provider if they are requested by law. This contradicts what is taking place in Illinois State, as stated earlier in Chapter Two of this study. In USA, Finkel (2014) indicated that If page holders delete content, it is their responsibility to capture and preserve social media content as evidence of action that took place. Other respondents said that they did not know if is possible for the service provider to retrieve social media records if requested by the law.

In South Africa, in terms of the Electronic Communication Transaction Act of 2002, electronic records can be used as evidence in a court of law. Ngoepe and Saurombe (2016:34) indicate that electronic records to be used as evidence are supposed to be as authentic and reliable as possible. The reliability of the content or electronic record is maintained if the metadata or data message is retained to be used to prove the authenticity of records in the future (Ngoepe & Saurombe 2016:34).

According to the findings in Figure 4.16, 34 (33%) respondents think a lawsuit is one of the reasons records should be retrieved and 31 (30%) regard communication and transaction as some of the reasons that could lead to the records being retrieved by a service provider if requested by law.

### **5.6.7 Advice for best record management practice relevant to digital records emanating from social media**

The respondents were asked to give advice on how records should be managed at the SABC Limpopo provincial office. According to Figure 4.17, it is evident that a significant number of participants 23 (37%), did not give feedback on this item; nevertheless, some of the participants responded. They did not have knowledge related to records management skills. This is largely based on the grounds that most of the participants were not in charge of digital records, especially those that are created using social media and stored in multiple storages such as networked environments and other storage places such as clouds, disks and servers. However, there are those who advised how digital records emanating from social media should be managed.

According to the findings, as indicated in Figure 4.17, a relatively average number of six (9%) respondents as compared to the significant majority of 23 (37%), advised that records should be managed using the IRMS. Other average number of users were concerned about the professional use. IRMS is the electronic records management system which is integrated, and which is designed to manage records in various formats, including digital records. The management of social media records is solved by the development of the latest version of IRMS or EDRM known as ECM.

The findings also proved that another concern in the management of digital records is the auto-archiving of digital records. This concern was highlighted by as many as eight (13%) respondents. The automatic archiving would be made possible with the application of an ECM. ECM is the latest development of the digital records management systems, which is considered the most effective and efficient tool for the long-term preservation of electronic records. It is a general concept covering document management, web content management, searching, collaboration, records management, DAM, workflow management, capturing and scanning (Katuu 2012:38). The objective of the ECM is to manage the life cycle of content from creation through preservation as archives to disposal. As technologies with several sets of software

products, ECM is capable of managing the entire life cycle of content based on the organisational policies and regulations that are built in (Katu 2012:38).

The respondents also highlighted several issues that should be taken into consideration in order to properly manage digital records emanating from social media at the SABC Limpopo provincial office. This concern includes the professional and responsible use of the social media by four (6%) respondents. The survey by NARA (2011) revealed that SOEs are struggling with the application of retention policies regarding social media digital records and web 2.0/Enterprise 2.0. About 12% of web 2.0 and 2% of social media content is included in their ECM, while about 86% of records is office documents. These differences in types of records contained in the ECM of the enterprises is a sign that there is a lack of skills regarding the management of social media digital records, especially the long-term preservation and retention for either enduring utility or value.

The training and development of records management personnel to eradicate the lack of skills regarding the use of ECM to manage organisational social media records was recommended by Finkel (2014), and that proper application programs or ECM like SnagIt or Camtasia should be used to digitally capture and authenticate social media digital records. Hence, the formulation of the relevant policy and guidelines, and copyright protection of social media digital records was also advised by 3% of the respondents. In terms of the findings, 4% of the respondents were also concerned about backup systems. All of the following pieces of advice were shared by one (2%) of the respondents: Handling of digital records with care, use of cloud storage, opening of personal accounts with SM, use of SM for public opinions and comments, appointment of skilled archivists, and training and development.

## 5.7 Summary

This chapter summarised the interpretation and discussion of the research findings on the integration of social media content into the ECM of the SABC Limpopo provincial office. This was based on the empirical data presented and information obtained from literature reviewed in Chapter Four. It has been established that the correct choice of relevant social media platforms by SOEs for official communication purposes and the formulation of relevant and up-to-date digital records management policy would lead to the proper integration of social media content into ECM.

It was established that social media are a very important strategic communication tool at the SABC Limpopo provincial office that would assist it in competing with other SOEs of similar kind. As a communication tool, the social media platform is not only necessary for work-related matters, it is also relevant for personal use so as to assist one to send opinions and complaints. The following social media platforms were mostly used at the SABC Limpopo: Facebook, Twitter, YouTube, LinkedIn, WhatsApp, Instagram and Snapshot. From these, Facebook, WhatsApp, Twitter and YouTube were the most used for personal matters by employees of SABC Limpopo. Lack of organisation-based social media accounts led to the employees using their social media accounts for work-related matters. This made the employees personally accountable for the issues that have benefited the organisation during communication or in cases where communication went wrong.

In this chapter, types of digital records and information emanating from social media platforms considered as official records include video clips, audio files, web pages, documents, shared disk drives and desk tops were also discussed. The management of these digital records was solved by the development of the electronic management system known as ECM. ECM is the latest development of the electronic records management systems and is considered to be the most effective and efficient tool for the long-term preservation of electronic records. There was no ECM at the SABC Limpopo provincial office.

The data presented in this chapter indicated that the presence of records management policies enhanced the integration of digital records emanating from social media into content management systems of public enterprises. There was no explicit policy for the management or disposal of digital records. The officials in charge of records lacked a direct say in what should be retained (preserved) or disposed of in the organisations they serve. Workable legislation and regulatory frameworks need to be put in place. Some appropriate infrastructure and competent ICT personnel are also necessary.

It was discovered that at the SABC Limpopo provincial office, there is no person who is responsible for the management of digital records emanating from the use of social media and who is known to staff at the provincial office. Even if there were no records managers, social media digital records were preserved not only in printed format, but also in the original format by archivists by capturing information on the CD ROM. The following chapter presents the summary of the findings, conclusions and recommendations of the study.

## **CHAPTER SIX**

### **SUMMARY OF FINDINGS, CONCLUSIONS AND RECCOMENDATIONS**

#### **6.1 Introduction**

The previous two chapters provided data analysis, interpretation and discussion of the findings. This chapter serves to provide conclusions, recommendations of the study and possible areas for future research based on the findings and interpretations that were presented in the previous two chapters and the literature review in Chapter Two. The conclusions and recommendations provided in this chapter were based on the research purpose, research questions and the problem of the study discussed in Chapter One.

Chapter Six communicates the summary of findings, conclusions and recommendations. The findings of the study presented in the previous chapter are summarised in this chapter. The chapter also proposes guidelines that will be used to integrate social media content into an ECM by SOEs or any office responsible for managing social media content on behalf of SOEs. It is hoped that the guidelines will be helpful to SOEs that receive and create digital records via social media platforms to manage digital records emanating from the use of social media properly. Furthermore, suggestions on future research arising from the study is also provided in this chapter. The study also makes recommendations for further study.

#### **6.2 Summary of the research findings and conclusion about the research objectives**

The summary of the findings in this study are presented in terms of the objectives of the study. The purpose of the study was to investigate the integration of social media content into the ECM of the SABC Limpopo provincial office, South Africa. Digital records emanating from the use of social media by staff were assumed to be prematurely lost by the SABC Limpopo provincial office if were not properly integrated into the ECM. Failure to integrate the records was found to be directly linked to the lack of relevant policies and guidelines for the management of social media content

as official records by the SABC Limpopo provincial office, mainly as NKP and SOE (OERC 2012). Lack of properly skilled personnel and ICT to integrate digital records into the ECM. The intention to investigate the management of the social media digital records was to help the SABC to manage its social media content as official records in order to make them accessible timeously when they are required for the value that they have for the general public and the mother body as both NKP and SOE. Deletion of digital records from the SOE's account would damage the authenticity of social media content. The failure of business and closing of websites for social media, and the removal of users' access to the content are fundamental issues that could lead to the permanent loss of records in social media (Latham 2011:6) if they were not integrated into the ECM of the SOE, especially if it is an NKP. The conclusion of the study was based on the following research objectives:

- Identify the types of social media platforms used at the SABC Limpopo provincial office.
- Determine if social media digital records are considered and managed as records by the SABC Limpopo provincial office.
- Establish whether there are policy guidelines regarding the integration of social media digital records into enterprise the ECM system of the SABC Limpopo provincial office.
- Determine how the social media content is disposed at the SABC Limpopo provincial office.
- Determine how the social media content is disposed of, archived and managed at the SABC Limpopo provincial office.

### **6.2.1 The types of social media platforms used at the SABC Limpopo provincial office**

Regarding the types of social media, it was discovered that the SABC Limpopo provincial office opened corporate accounts to use for corporate matters with various social media platforms such as SNSs, online content communities and podcasts.

- The main examples of the SNSs used were Facebook, followed by Twitter and WhatsApp.
- The online content communities as one of the social media platforms used was YouTube.
- Podcasts were also used.

The purposes for which social media are used by staff at the SABC provincial office include:

- Receiving public opinions
- Broadcasting and marketing
- Announcements, business transactions, receiving news, making new contacts / making new friends and communicating with staff
- Use of personal social media accounts for personal and corporate use was also identified, including communication with staff, receiving news and broadcasting
- Staff opened personal accounts mainly with SNSs such as Facebook and WhatsApp
- For receiving and sending public opinions
- Socialisation

#### **6.2.1.1 Conclusion**

It is evident that the SABC Limpopo provincial office has opened corporate social media accounts with various types of social media platforms to be used by officials for

various corporate reasons, which is good news. The reasons for using social media for corporate purposes include receiving news, public comments and opinions, broadcasting, marketing and business transactions. The social media platforms with which accounts were opened include popular Online Content Communities such as YouTube, and popular SNSs with which the accounts were opened include Facebook and Twitter. Podcasts and blogs were also available for staff. The sad news is that not all staff members have access to corporate social media accounts, which is unfair. Officials who do not have access to the corporate social media accounts are using their personal accounts for both popular OCC, including Myspace, YouTube and SNS Instagram, WhatsApp, Twitter, Facebook for corporate purposes such as communicating with staff, receiving news and broadcasting. Personal blogs were also used for personal and corporate purposes. This practice compromises official records and the career of the official who is using his or her personal social media for work-related matters. This practice may lead the official to face lawsuits of their own and to take personal responsibility for the loss of social media records while the official was executing corporate service to the SABC Limpopo. Personal accountability by SABC staff for the corporate service would lead to brain drain, as personnel would leave the SABC and search for employment in organisations where resources are granted freely, and their rights protected as they would have used the corporate resource for corporate purposes to execute their professional services. The general availability of relevant social media platforms to all staff members would assist the organisation in sharing knowledge and information, which would place the SOE to be at a competitive advantage with its cohort. The SABC Limpopo would also be able to influence newly employed personnel in terms of its corporate culture.

### **6.2.2 Digital records emanating from social media**

It was found that some of the digital records emanating from social media were considered and treated as official records by the SABC.

The types of social media that digital records considered and treated as official records include any records that have political implication, financial implication, legal implication and any types of social media digital records considered as having any

value for the organisation and the public, including video clips, images, audio files, web pages, documents and shared disks.

#### **6.2.2.1 Conclusion**

It is clear that some of the digital records emanating from the use of social media were treated and managed as official records by the SABC Limpopo provincial office. These digital records include records that have political implication, financial implication, legal implication and any types of digital social media records considered to have any value to the organisation and the public, including video clips, images, audio files, webpages, documents and shared disks.

#### **6.2.3 Guidelines on the integration of digital records emanating from social media**

Regarding the method used to manage records emanating from the use of social media by the SABC Limpopo provincial office staff, the following were discovered:

- Lack of understanding of the differences between various electronic records management systems and their versions such as ERM, ERDMS and the ECM, which is the latest development in the records and information management fraternity.
- Unavailability of ECM at the SABC Limpopo provincial office, which has been compounded by the fact that there are even no officials who are in charge of such system.

#### **6.2.3.1 Conclusion**

It was found that the staff of the SABC Limpopo also lack understanding of the types of electronic records management systems that are applied in the SOE to harness digital records that emanate from their use of the social media such as ERM, ERDMS and ECM. The lack of understanding of these systems disable them to evaluate and assess which one is relevant for the management of digital records emanating from

their use of social media platforms for corporate purposes. It was clear that at the SABC Limpopo provincial office, no was ECM installed. The preferred method to keep and store digital records and is to print them and store them on CDROM. This practice may in future also compromise the authenticity and credibility of digital official records as detailed metadata may be affected during migration from one storage facility to another. Printing of the digital version would also have a negative impact on the authenticity of the social media digital records. There is no professional records manager overseeing digital records emanating from social media at the SABC Limpopo.

#### **6.2.4 Disposal of social media content**

Related to policy or guidelines in the management of digital records emanating from social media at the SABC Limpopo provincial office, the following issues were revealed:

- Regarding the relevance of policy for the management or disposal of digital records emanating from social media, it was revealed that there was no policy as it has never been made available to the staff of the SABC Limpopo provincial office.
- It was discovered that there is no known official responsible for the implementation of the policies on the management of digital records emanating from the use for social media at SABC Limpopo provincial office.
- It was discovered that the responsibility for preserving digital records emanating from the use of social media, are taken by the headquarters of the SABC over the networked environment.
- It was also established that there were no policies for the management of digital records emanating from the use of the social media.

##### **6.2.4.1 Conclusion**

It was clear that there is no explicit digital records management policy at the SABC Limpopo known to officials to guide them on the management of digital records emanating from the use of social media. There is no policy or guideline in the form of

retention schedules according to which social media digital records should be deleted. This practice of selecting official records for disposal without an explicit policy and guideline led to bias towards the disposal of digital records, as selecting official records for disposal using staff discretion opened the practice to bias. The management of digital records by discretion led to the premature deletion or editing of key and strategic organisational records. If this practice continues, the SABC Limpopo provincial office will be exposed to a serious risk such as lawsuits, loss of credibility and loss of credibility in the eyes of members of the public who are recipients of the services.

#### **6.2.5 Guidelines on best practice for managing social media content**

In respect of policies and guidelines on the preservation of digital records emanating from social media, it was discovered that no policies were formulated and, furthermore, it was evident that the preservation of digital records emanating from social media was done by preserving both digital records and the paper-based version of the records. It was also established that digital records emanating from social media are stored digitally at the SABC headquarters.

The authenticity and credibility of digital records emanating from social media at the SABC Limpopo provincial office is done by applying criteria that include using reliable file format, capturing of detailed metadata, caring for storage medium and migration or using reliable storage device such as disk. The digital records emanating from social media were tampered with unintentionally by SABC staff members during rendering of their services including by deleting the entire document or part of the records and editing the records.

It was discovered that there are risks associated with the failure to present social media records as authentic evidence by staff if such records are required. These types of risks include loss of credibility by SOEs, facing disciplinary procedure by employees and prosecution and lawsuits. The social media records could be retrieved by social media service providers or their agencies if they are required by law for reasons such as to defend a lawsuit and to serve as evidence for communication and transaction.

Various advice/inputs were provided by the staff of SABC Limpopo provincial office to apply best practice in digital records management, especially for the digital records that emanated from the use of social media at the SABC Limpopo provincial office. The advice included the implementation of IRMS for capturing and preserving of social media records, automatic archiving of social media records, implementation of ECM for overall digital and electronic management of records in terms of the RCM and professional and responsible use of social media by SABC staff. Other advice included making available backups for social media records, training and development of ICT, records management staff and other related staff, and formulation of relevant policies.

#### **6.2.5.1 Conclusion**

There was no explicit policy to identify records for disposal and retention. All digital records with valuable information in any form or format that were identified as having legal, political, evidential or financial implications were treated as official records using personal discretion. The types of digital records treated as official records include the following: video clips, audio files, web pages, text documents, shared disks and desk tops.

It is evident that the preservation of digital records emanating from social media was executed by preserving both digital records and the paper-based version of the records. Digital records preserved digitally are stored at the SABC head office. The authenticity and credibility of digital records emanating from social media are maintained by applying the following criteria: using reliable file format, capturing detailed metadata and taking care of storage medium, migration of content or using reliable storage devices such as disks. Because of a lack of knowledge, officials sometimes tampered with the authenticity of digital records emanating from social media. The authenticity was tampered with in various ways, including deleting the entire or part of the records and editing the records. There are risks associated with the failure to present social media records as authentic evidence if such records are required, including loss of credibility by SOEs, disciplinary procedure faced by an employee, prosecution and lawsuit by both members of the public and the organisation. Records could be retrieved by the social media service provider if

required by law for various reasons, such as to defend a lawsuit and to serve as evidence for communication and transaction. Various pieces of advice were provided by staff regarding the management of digital records at the SABC Limpopo Provincial Office. In order to improve the records management practice, the SABC is advised to put in place IRMS for the capturing and preserving of social media records; to automatically archive social media records and to make ECM available for the overall digital and electronic management of records in terms of the RCM; to use social media professionally and responsibly; to put records backups systems in place and to train and develop ICT; records management staff and other related staff; and to formulate relevant policies and guidelines.

#### **6.4 Recommendations**

In order to integrate social media content effectively in the ECM of the SABC Limpopo provincial office. The recommendations of the study were based on the following research objectives:

- Identify the types of social media platforms used at the SABC Limpopo provincial office.
- Determine if social media digital records are considered and managed as records by the SABC Limpopo provincial office.
- Establish whether there are policy guidelines regarding the integration of social media digital records into enterprise the ECM system of the SABC Limpopo provincial office.
- Determine how the social media content is disposed at the SABC Limpopo provincial office.
- Determine how the social media content is disposed of, archived and managed at the SABC Limpopo provincial office.

The objectives of this study are the following:

#### **6.4.1 Recommendations about the types of social media platforms used at SABC Limpopo provincial office**

With the presence of suitable social media platforms, organisational employees became effective and efficient brand promoters who shape the reputation of their organisation with what they do or say online via social media (Dreher 2014:344). Employees' usage of social media is essential for the enterprises they work for as they can carry themselves as characters of the organisations. However, with those characters, employees shape the reputations of their organisations by displaying online the same good characters to the other social media participants (Dreher 2014). It is through these reputations that they become powerful advocates and brand ambassadors of the public enterprise they work for (Dreher 2014:345).

- Relevant social media platforms should be identified for corporate use in order to meet the strategic needs of the SABC Limpopo. As there are various social media platforms in the market.
- Personnel responsible for opening social media platform accounts, should evaluate and analyse social media for their relevancy before opening accounts.
- Access to the social media at the SABC Limpopo provincial office should be given to all employees, irrespective of their rank or status. The allocation of access to official social media accounts will enable staff to stop to use their personal social media accounts for official use. Access to official social media accounts by staff members will enable SABC to disseminate knowledge and information to its members and other stake holders without fear of personally accounting in case the communication went sour.
- Those employees who are not able to use social media platforms that are relevant to them in one-way or the other should be workshopped or trained on how to use such a social media. Training of the staff member will minimise risks that may occur

as a result of posting confidential information to unauthorised users or using language that is not appropriate.

- Implementation of these recommendations will increase job satisfaction and raise confidence as such staff will feel as part of changes and developments by giving their thoughts using whatever social media they are able to use.

#### **6.4.2 Recommendations about digital records emanating from social media treated and managed as official records by the SABC Limpopo provincial office**

In South Africa, digital records emanating from social media are considered as records. Records in this format are created by using social media platforms such as social networks, blogs, microblogs, wikis, online communities, discussion forums, podcasts, vlogs and websites for public bookmarking (Byrne 2008). In the USA, NARA (2011:14) stressed that social media content is federal records that need long-term preservation. However, there are problems regarding the acceptance of social media content as official records. Nevertheless, official records in the form of social media content are used as a fundamental source of uncontaminated sources for criminal investigation, fraud and civil lawsuits (Sipior *et al* 2013).

- Some of the digital records emanating from social media should be treated as official records by the SABC Limpopo provincial office, as they required as evidence to defend not only a case in court, but also to serve as proof of business transaction. The authenticity and credibility at the SABC Limpopo provincial office should be always maintained as stated in Section 6.4.5 of this chapter.

#### **6.4.3 Recommendations about policies and guidelines regarding the integration of digital records emanating from social media into ECM**

ECM was hailed by its proponents as the only solution to the existing electronic records and information management problem (Svärd 2013:160). Svärd (2013:160) asserted that ECM is the best technology for managing unstructured organisational records and

information that are stored in multiple storages such as the web and other electronic platforms. Types of records and information include video clips, audio files, web pages, documents, shared disk drives and desk tops (Svärd 2013:160). ECM is the systematic collection and organisation of information that is to be used by a designated audience – business executives, customers, etc. It is not a single technology, a methodology or a process, but a dynamic combination of strategies, methods and tools used to capture, manage, store, preserve and deliver information supporting key organisational processes through its entire life cycle. Based on the background provided the following actions is recommended:

- ECM, as a latest development in the records management systems, should be implemented at the SABC Limpopo provincial office.
- SABC Limpopo provincial office should formulate policies relating to the management of digital records emanating from social media. The management of records contained in the social media platform is essential as they contain important information to protect rights of all stake holders of the SABC, that is, audiences and employees.
- Policies and guidelines relevant to the management of digital records that emanated from the use of social media by officials should not only be formulated, but also updated in order to enable the proper management of this type of records in digital format.
- Beside formulating general policies for the management of social media records, it is recommended that officials in charge of records management at the SABC Limpopo provincial office should formulate policies on how social media content should best be identified to be captured and maintained for their easy retrieval if they were required by law for one reason or the other as official records to defend cases.

#### **6.4.4 Recommendations about the disposal of digital records emanating from social media**

Ngoepe and Saurombe (2016:24) point out that policies and guidelines have an influence on how records in all formats, irrespective of their locations, are to be managed by public organisations. However, the policies should be comprehensive, up to date and relevant to the types of records they are designed to give guidance on in terms of how they should be captured, stored and disposed of (Ngoepe & Saurombe 2016:24). However, the benefits of managing social media digital records could only be experienced if the appropriate infrastructures, workable legislations and regulatory frameworks, and competent ICT personnel are available (Ngoepe & Saurombe 2016:24).

- The SABC Limpopo provincial office should formulate policy or guidelines in the form of digital records retention schedules that will automatically dispose of records immediately when the retention period has expired. This practice is possible with the presence of ECM, which is able to manage all types of content in cloud storage.
- The SABC Limpopo provincial office should put in place the relevant ICT infrastructure to promote the accessibility of digital records.
- Relevant training and development programmes to ICT personnel and records management staff should be provided to enable them to execute professional digital records management.

#### **6.4.5 Recommendations on the guidelines on how digital records emanating from social media should be well managed at the SABC Limpopo provincial office**

- Explicit policy for the management of digital records emanating from the use of social media by SABC employees should be formulated.

- All digital records with valuable information, in any form or format that have legal, political, evidential or financial implications should be treated as official records at SABC Limpopo provincial office using relevant and up-to-date legislative framework. The types of digital records that should be treated as official records include the following: video clips, audio files, web pages, text documents, shared disks and desk tops.
- Records managed at the SABC Limpopo provincial office should be stored in the cloud storage. Cloud storage assists in the accessibility of records by organisational employees, wherever they are, irrespective of the device and platform they use, as the SABC has several branches around the country and officials executing their duties out of the office where they would need access to digital records that they want to work with. The advantages of cloud storage include that it would save storage equipment. It is cheap to maintain than localise server. Some of the cloud storages available are VMware cloud provide by VMware (VMware 2018), iCloud provided by Apple, SkyDrive provided by Microsoft, Dropbox, ShareFile and many others (Richmond 2012).
- SABC Limpopo provincial office should use SAP enterprise resource planning (ERP). Despite the presence of SAP enterprise resource planning, there are other relevant applications in the market for the capturing of digital social media activities, including social media communication in an integrated form. These applications include, but are not limited to, TVBMS and VMWARE. With the presence of SAP, TVBMS, VMWARE, metadata will automatically be captured by the applications of ECM/ERP, as detailed metadata needs to be captured, and as a result credibility of social media content will be increased.
- SABC Limpopo provincial office when preserving digital records at the local server (Userserver), should use reliable file format known as Portable Document Format (PDF). The PDF is able to maintain the authenticity and credibility of digital records emanating from social media.

- SABC Limpopo provincial office should train ICTs personnel and related profession in the use of new applications in order to eradicate the lack of knowledge and skills. The training should be in the form of workshops, in-service training and conferences.
- The SABC should adopt information security framework by establishing information security policies and sub-policies related to password creation and password update with the intention of protecting unauthorised access to strategic organisational records created and received using social media (SABC) in order control access to strategic records. Passwords and usernames should be updated frequently in order to maintain information security. The security access code will also protect employees from the risk of accidentally deleting the entire record or part of the records or even editing the records.

## **6.5 Implications for policy and best practices**

For the study to be applicable to the problem it was investigating, the reader should be told what the results are believed to mean through the findings of the study. Negative and positive findings should be reported on. It is important to know that two variables are not related as to know that they are related (De Vos et al 2002:255). The findings of this study will influence the formulation of the policies on the integration of social media content into the enterprise content management by the SABC Limpopo provincial office. As an SOE and NKP category, the SABC Limpopo provincial office would avoid risk of loss of strategic content created via social media should it consider the recommendation of the present study. The study therefore adds to the existing conceptual issues that form a continuous discussion on the integration of social media content into the enterprise content management system by NKP categorised SOEs. The study has presented the recommendation for the management of the integration of social media content by the SABC Limpopo provincial office. It is hoped that such recommendations would assist the SABC Limpopo to formulate records to select the relevant ECM system with built-in policies relevant to the management of the social

media content. The ECM would assist the SABC Limpopo provincial office to raise its standard of records management practices to the best practice for the management of social media records.

## **6.6 Further research**

In this study it has been indicated that there is a lack of integration of social media records into the ECM by SOEs. It was noticed that most of the literature on records management mostly discusses general electronic and digital records more than the integration of social media content into the ECM by the SOEs. This study revealed some of the fundamental issues on the management of social media content to prevent loss of the strategic business records by the SOEs. As it is indicated in the limitations and delimitations in Chapters One and Three, there are areas of research that need to be covered, including but not limited to the following:

- The current study focused more on the integration of social media into the ECM of the radio services based at the SABC Limpopo provincial office as an SOE at provincial level. Another study may be conducted at national level on the integration of social media content into the ECM of the SABC at Head office created specifically during television broadcast.
- This study focused its investigation on the management of the social media content at the radio stations in the public enterprises. It is noted that less studies have been conducted on the way private and community radio stations manage their social media content. It is therefore, highly recommended that further study be conducted in the integration of social media content in to the ECM by private and community radio stations.
- It is noticed that less research has been conducted on the manner in which social media content and other records are managed in the SOEs, especially those that are categorised in terms of the NKP Act. Therefore, it is also crucially important to conduct a study on the lack of transparency regarding the management of the

social media content in the SOEs categorise in terms of the NKP Act in South Africa and elsewhere if there are similar legislations.

- Most studies conducted in developing countries regarding social media focused more on value of social media as a communication tool than on the value of social media content. Such values of social media include crime prevention, as a community outreach and as a source for criminal investigation (GCIS 20). Therefore, it is also recommended that further study be conducted on social media used to support crime prevention and criminal investigation.
- As it is noticed in this study that less studies have been conducted on the kind of records emanated from the use of social media that should be considered as official records by SOEs in the developing countries. It is recommended that further study be conducted on criteria to use to identify social media content as official records by the SOEs categorised under NKP Act.
- As it is also seen in this study that there is a need to maintain the authenticity of the records emanating from the use of social media in order to be permitted as evidence in the court of law or similar places where social media records are needed as evidence of action taken. It is recommended that further study be conducted on criteria for accepting social media content as authentic and permissible as evidence of the action taken.

## **6.7 Final conclusion**

This study was organised into six chapters. Chapter One opened the stage by putting the study into perspective. Chapter Two reviewed literature regarding the integration of social media content into the content management system by the public sectors and the SOEs. Chapter Three presented the research methodology. The methods were explained in detail with regard to the study so that the reader knows exactly what data has been collected, from where and how it was collected to allow a reasonable replication of the study for validation purposes. Chapter Four presented the results of the study collected through questionnaires and these were analysed. Chapter Five

provided a discussion of the findings which offers an interpretation of the results. Chapter Six served to provide the summary of each chapter, as well as the summary of the results. The conclusion with reference to the problem corresponded with the aim of the study and proved to be the correct reflection of what was investigated. The study also advanced its implication to theory and practice, including areas for further research.

It has been established in the study that social media are strategic communication tools to put SOEs at a competitive edge. Official records resulting from the use of these strategic tools by the SABC Limpopo as an SOE are required to be managed properly via ECM. ECM is capable of assisting the SABC Limpopo to avoid unnecessary loss and destruction of the strategic business records. This study recommends that ECM as an automated system capable of managing structured and unstructured records is required to be made available as soon as possible. The system that would have built-in policies and guidelines, which are tailor-made in terms of the needs of the SABC Limpopo provincial office or its mother-body, the SABC head office. In order for the ECM to be implemented properly skilled IT personnel who could work in conjunction with professional records managers or PR actioners are required. By doing this, the SABC Limpopo would manage its digital records that emanated from the use of social media without hassle. Managing social media digital records properly in line with the best practice standards would raise the credibility of the radio services at the SABC Limpopo provincial office both as an NKP classified SOE, in the eyes of the members of the public, nationally and internationally, which are the fundamental stakeholders. Not only would the credibility of the SOEs and its mother body be raised, but also the confidence of the records practitioners and general staff. The sooner the ECM is implemented, the better for the SABC Limpopo provincial office to restore the confidence of its clients, mostly listeners of the three radio station Thobela FM, Munghanalonene FM and Phalaphala FM. Therefore, it is very important that SABC should find a solution that will provide an efficient and cost-effective platform for rendering its online services regarding management of social media content, hence the saying that “time lost is never regained”.

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## APPENDIX A: NON-DISCLOSURE AGREEMENT



### NON-DISCLOSURE AGREEMENT ENTERED INTO

BY AND BETWEEN

#### **SOUTH AFRICAN BROADCASTING CORPORATION SOC LIMITED**

Registration Number: 2003/023915/06

Vat Registration Number: 46000101101

A public company incorporated in accordance with South African Companies Act 61 of 1973 and constituted in terms of the Broadcasting Act 4 of 1999 As amended, having its principal place of business at Henley Road, Radio Park Building Auckland Park, Johannesburg, 2006, Republic of South Africa

Herein represented by the Group Chief Executive Officer duly authorized thereto by the delegation of authority relating to the SABC's contribution to and participation in this contract

(Hereinafter referred as the "Disclosing Party")

#### **SOUTH AFRICA BROADCASTING CORPORATION LIMITED EMPLOYEE**

**(Moshohli Frans Masekoameng)**

and

(University of South Africa)

(Hereinafter referred as the "Receiving Party")



## **Non-Disclosure Agreement**

### **INTRODUCTION**

1. The objective of this NDA is to allow SABC employees who are studying towards post graduate qualifications to use Company information for research purposes.
2. The SABC student will use non-restricted Company information for the sole purpose of conducting research that is part fulfilment of a qualification.
3. The purpose of this Agreement is to regulate the provision of information which is confidential to the SABC.

### **4. CONFIDENTIAL INFORMATION**

"Confidential Information" shall, for the purpose of this agreement include, without limitation, any technical, commercial or scientific information, trade secrets, processes, machinery, designs, drawings, technical specifications, and data in whatever form, disclosed to or assessed by either party during the course of his relationship with the other party.

To this end, the disclosing party will mark all "Confidential Information" to the receiving party as "Confidential", and any oral disclosure at meetings, discussions or workshops will be regarded as confidential, and may be followed up with a communication to confirm this.

### **5. DISCLOSURE OF CONFIDENTIAL INFORMATION**

- 5.1 The disclosing party shall only disclose the confidential information to the receiving party to the extent deemed necessary or desirable by the disclosing party in its discretion.
- 5.2 The receiving party acknowledges that the confidential information is a valuable, special and unique asset proprietary to the disclosing party.



## **Non-Disclosure Agreement**

5.3 The receiving party agrees that it will not, during or after the course of their relationship and/or the term of this agreement as described in Clause 9, disclose the information to any third party for any reason or purpose whatsoever without the prior written consent of the disclosing party, save in accordance with the provisions of this agreement. For avoidance of doubt, in this agreement "third party" means any party other than **SABC**.

5.4 Notwithstanding anything to the contrary contained in this agreement the parties agree that the confidential information may be disclosed by the receiving party to its professional advisors on a need-to-know basis; provided that that party takes whatever steps are necessary to procure that such professional advisors agree to abide by the terms of this agreement to prevent the unauthorised disclosure of the confidential information to third parties. For purposes of this clause, the receiving party's professional advisers and employees, directors or managers shall be deemed to be acting, in the event of a breach, as that party's duly authorized agents.

5.5 The receiving party agrees:

5.5.1 not to utilise, exploit or in any other manner whatsoever use the confidential information disclosed pursuant to the provisions of this agreement for any purpose whatsoever without the prior written consent of the disclosing party;

5.5.2 that the unauthorised disclosure of the confidential information to a third party may cause irreparable loss, harm and damage to the disclosing party.

## **6. TITLE**

6.1 All confidential information disclosed by the disclosing party to the receiving party is acknowledged by the receiving party:

6.2 to be proprietary to the disclosing party; and



## **Non-Disclosure Agreement**

6.3 not to confer any rights to the receiving party of whatever nature in the confidential information.

### **7. RESTRICTIONS ON DISCLOSURE AND USE OF THE CONFIDENTIAL INFORMATION**

The receiving party undertakes not to use the confidential information for any purpose other than:

- 7.1 that for which it is disclosed; and
- 7.2 in accordance with the provisions of this agreement.

### **8. STANDARD OF CARE**

The receiving party agrees that it shall protect the confidential information disclosed pursuant to the provisions of this agreement using the same standard of care that the receiving party applies to safeguard its own proprietary, secret or confidential information and that the information shall be stored and handled in such a way as to prevent any unauthorised disclosure thereof.

### **9. RETURN OF MATERIAL CONTAINING OR PERTAINING TO THE CONFIDENTIAL INFORMATION**

9.1 The disclosing party may, at any time, request the receiving party to return any material containing, pertaining to or relating to confidential information disclosed pursuant to the terms of this agreement and may, in addition request the receiving party to furnish a written statement to the effect that, upon such return, the receiving party has not retained in its possession, or under its control, either directly or indirectly, any such material.

9.2 As an alternative to the return of the material contemplated in 7.1 above, the receiving party shall, at the instance of the disclosing party, destroy such



### **Non-Disclosure Agreement**

material and furnish the disclosing party with a written statement to the effect that all such material has been destroyed.

- 9.3 The receiving party shall comply with a request in terms of this clause, within 7 (seven) days of receipt of such a request.

### **10. EXCLUDED CONFIDENTIAL INFORMATION**

10.1 The obligations of the receiving party pursuant to the provisions of this agreement shall not apply to any confidential information that:

10.1.1 is known to, or in the possession of the receiving party prior to disclosure thereof by the disclosing party;

10.1.2 is or becomes publicly known, otherwise than as a result of a breach of this agreement by the receiving party;

10.1.3 is developed independently of the disclosing party by the receiving party in circumstances that do not amount to a breach of the provisions of this agreement;

10.1.4 is disclosed by the receiving party to satisfy an order of a court of competent jurisdiction or to comply with the provisions of any law or regulation in force from time to time; provided that in these circumstances, the receiving party shall advise the disclosing party to take whatever steps it deems necessary to protect its interests in this regard and provided further that the receiving party will disclose only that portion of the information which it is legally required to disclose and the receiving party will use its reasonable endeavours to protect the confidentiality of such information to the greatest extent possible in the circumstances;

10.1.5 is disclosed to a third party pursuant to the prior written authorisation of the disclosing party;



## Non-Disclosure Agreement

10.1.6 is receiving from a third party in circumstances that do not result in a breach of the provisions of this agreement.

10.2 The receiving party may, in its business activities, use the ideas, concepts and know how retained in the memories of the receiving parties' employees who have had access to the disclosing parties' confidential information, but only in a manner that does not amount to a breach of the provisions of this agreement.

### 11. TERM

This agreement shall be deemed to have commenced on the date upon which any confidential information was disclosed by a disclosing party to a receiving party until the close down of Project indicated by the acceptance of **SABC**. During such period, none of the parties shall use any confidential information disclosed by the other for any purpose other than stated in clause of this Agreement.

### 12. BREACH

In the event that the receiving party should breach the provisions of this agreement and fail to remedy such breach within 7 (seven) days from date of a written notice to do so, then the disclosing party shall be entitled to invoke all remedies available to it in law including the institution of urgent interim proceedings and/or an action for direct damages. In no event shall either party be liable to the other for any indirect or consequential damages arising from performance or non performance of its obligations in terms of this agreement.

### 13. AMENDMENTS

No amendment, interpretation or waiver of any of the provisions of this agreement shall be effective unless reduced in writing and signed by both parties.



**Non-Disclosure Agreement**

**14. ENFORCEMENT**

The failure by the disclosing party to enforce or to require the performance at any time of any of the provisions of this agreement shall not be construed to be a waiver of such provision, and shall not affect either the validity of this agreement or any part hereof or the right of the disclosing party to enforce the provisions of this agreement.

**15. HEADINGS**

The headings of the clauses of this agreement are used for convenience only and shall not effect the meaning or construction of the contents of this agreement.

**16. REPRESENTATIONS & WARRANTIES**

Each party represents that it has authority to enter into this agreement and to do all things necessary to procure the fulfilment of its obligations in terms of this agreement.

**17. ENTIRE AGREEMENT**

This agreement contains the entire agreement of the parties with respect to the subject matter of this agreement and supersedes all prior agreements between the parties, whether written or oral, with respect to the subject matter of this agreement.

**18. GOVERNING LAW**

This agreement and the relationship of the parties in connection with the subject matter of this agreement and each other shall be governed and determined in accordance with the laws of the Republic of South Africa.

**19. SUBMISSION**

The parties hereby submit to the non-exclusive jurisdiction of the Witwatersrand Local Division of the High Court of South Africa.



**Non-Disclosure Agreement**

**20. SEVERABILITY**

In the event of any one or more of the provisions of this agreement being held for any reason to be invalid, illegal or unenforceable in any respect, such invalidity, illegality or unenforceability shall not affect any other provision of this agreement, and this agreement shall be construed as if such invalid, illegal or unenforceable provision was not a part of this agreement, and the agreement shall be carried out as nearly as possible in accordance with its original terms and intent.



ANNEXURE "A"

UNDERTAKING BY EMPLOYEE / EXTERNAL APPLICANT

I, the undersigned,

Moshohli Frans Masekoameng

Employee Number

Being an employee/external applicant of **The South African Broadcasting Corporation Limited** ("the disclosing party") acknowledge that –

I have read the non-disclosure agreement ("the agreement") between myself and the disclosing party to which this undertaking is Annexure "A". The defined terms in the agreement shall have the same meanings in this undertaking as in the agreement; the confidential information which has or will be supplied by the disclosing party in terms of Desktop refresher project and which the **SABC** is going to disclose to me in the course of my involvement in Preferred Supplier For Personal Computers is the exclusive property of the disclosing party, and the unauthorized disclosure of such information shall cause irreparable harm to the disclosing party; and is strictly confidential;

21. I undertake to the disclosing party that – I shall keep all the information referred to in 2 above strictly confidential and shall not disclose, or permit, allow or cause to be disclosed, such information to anyone either during or after my studies
  
22. I shall be bound by all rules of the **SABC** and regulation insofar as they are relevant to me and I am capable of being bound thereby; For the duration of the agreement, I shall make no use, of any nature whatsoever, of the confidential information, other than the use required by the **SABC** to be made thereof.



**Non-Disclosure Agreement**

DATED at \_Polokwane on this 6<sup>th</sup> day of February 2017.

Signature of employee/external applicant: \_\_\_\_\_

A handwritten signature is written on a horizontal line. The signature is enclosed in a hand-drawn oval. The signature itself is a stylized, cursive-like scribble that is difficult to decipher but appears to start with a capital letter.

# APPENDIX B: SABC LEARNING AND DEVELOPMENT STUDENT DECLARATION



## SABC Learning and Development Student Declaration Letter

Dear Learner,

The SABC Learning & Development team takes pride in supporting your learning journey.

In order to assist with the compilation of your dissertation, kindly indicate to what extent you will be using the SABC's information, by completing the below sections.

Please indicate to what extent you wish to limit the possibilities for perusal of your Dissertation by others other than SABC employees. Place an 'X' in the relevant box corresponding with one of the two options below:

I hereby confirm that for study purposes only, my Dissertation may be made available to other students. No part of the Dissertation may be copied or otherwise reproduced without my consent.

For company reasons of confidentiality, I hereby request that perusal of my Dissertation by any other than SABC is withheld for a period of five years.

### Declaration

#### 1. Student

I hereby undertake to use the SABC's information for the sole purpose of fulfilling my obligations as a Post Graduate student.

I will not share this information with the general public no will I publish the information for external use. I understand that the SABC's information is for the sole usage for examination purposes only. I acknowledge that any information that portrays the SABC in a negative light or bring the organisation into disrepute will be dealt with in accordance the company's disciplinary procedures.

My lectures and those who have access to the information have signed a non-disclosure agreement which I have submitted to the SABC.

#### 2. Manager

I acknowledge the studies that MF. MASEKOAMENG is undertaking and I will endeavor to provide the necessary support and information relating to the research component of the dissertation.

Name of Student: Moshohli Frans Masekoameng

Title Dissertation: Integration of social media content into enterprise content management system of the South African Broadcast Corporation Limpopo regional office in South Africa.

Signature Student: \_\_\_\_\_ Date: 2017/02/06

Signature line manager: \_\_\_\_\_ Date: 2017/02/06

## APPENDIX C: SURVEY QUESTIONNAIRE

UNISA

Department of information science

Topic

**“Integration of social media content into enterprise content management system”**

### SURVEY QUESTIONNAIRE

I am Masekoameng Moshohli Frans, the Master of Information Science Student at University of South Africa (UNISA). My research topic is **“Integration of social media content into enterprise content management system”**. The purpose of the study is to investigate the integration of social media content into enterprise content management system at the South African Broadcast Corporation Regional Offices in Limpopo. The information obtained and the resultant recommendations could assist the SABC to make informed decisions in future. Participating in this study is voluntary. The information in this questionnaire shall not be used for any purpose other than for this study. Please do not write your name on the questionnaire, so that you remain unknown. The aim of this questionnaire is to collect data regarding your experience on the integration of social media into content management system of SABC Limpopo regional office only. The results of the study will be used to answer questions related to the integration of social media into content management system of SABC regional offices of Limpopo province of South Africa.

It will be appreciated if you answer all questions accurately. Please give your honest and sincere opinion. Your responses will be helpful in reviewing policies regarding current social media content management practices and the improvement in capturing, preservation and eliminating legal risks in SABC regional offices in Limpopo and other offices including head office.

## **GUIDE FOR COMPLETING THE QUESTIONNAIRE**

1. Please answer questions by making a cross (x) next to the correct answer and explain or specify wherever is requested to do so.
2. If writing space is not enough use separate page and write the question number next to the answer.

This questionnaire will take only approximately 10 minutes of your time.

### **Types of the social media used at SABC Limpopo regional office (mark with x in the relevant box).**

1. In which section/department/component are you working at SABC Limpopo regional office?

- Thobela FM
- Hlokwa-latsela
- Phalaphala FM
- Ndevhe-tsini
- Munghanalonene FM
- Tiko-axi-etleli
- Bulletins
- Radio Broadcast Facilities
- Media Library
- Human Resources
- Logistics
- Finance
- News
- Radio Inputs
- Television
- Other: please specify: .....

2. What is your position at SABC Limpopo regional office?

- Records manager

- HR manager
- Librarian
- Transport officer / manager
- Accountant clerk
- Financial manager
- Information manager/ Knowledge manager
- Archivist
- Webmaster/IT
- System administrator
- If any other position, please specify: .....

3. Which one of the following social media SABC Limpopo regional office have opened accounts with? (you may cross more than one box)

- Facebook
- Twitter
- YouTube
- Flickr
- LinkedIn
- WhatsApp
- Others: please specify:

.....

4. For what purpose is the social media used by SABC Limpopo Regional Office? (you may cross more than one box)

- Broadcast
- Public opinion and comments
- Transactions
- Marketing and Promotion
- Receive news lines
- Communicate with staff
- Any other purpose please explain:

.....

.....

5. Do you have a personal account with any social media platform?

Yes  No

6. If yes, which one/s? (you may cross more than one box)

- Facebook
- Twitter
- YouTube
- Flickr
- LinkedIn

- WhatsApp
- Others: please specify:

.....

7. What do you use social media account for? (you may cross more than one box)

- Broadcast
- Public opinion and comments
- Transactions
- Marketing and Promotion
- Receive news lines
- Communicate with staff
- Any other purpose please explain:

.....

**Policy guidelines regarding the integration of social media content into enterprise content management system of the SABC, Limpopo regional office (mark with x in the relevant box).**

8. Which method is used by SABC to manage records emanating from the use of social media?

- Integrated records management system
- Electronic records management system
- Enterprise content management system
- If any other method, please explain.....

9. Who is responsible for management of the records management system at SABC radio stations in Limpopo Regional offices?

- Records manager
- Information manager
- Knowledge manager
- Archivist
- Information and Communication Technologist
- Other: please specify: .....

**Social media content as records at the SABC Limpopo regional office (mark with x in the relevant box).**

10. Are social media content considered/treated as official records by SABC Limpopo regional office?

- Yes  No

11. If yes, which social media content is considered as records by the SABC radio stations? (you may cross more than one box).

- Electronic transactions with financial implications
- Political comments with legal implications
- Videos received with legal implications
- Photos with evidence

- Political comments about statesmen
- Any records that has value
- Others: please specify: .....

**Disposal of social media content at the SABC Limpopo regional office (mark with x in the relevant box).**

12. Is there any policy/guidelines responsible for the management of electronic records emanating from social media as official records?

- Yes       No       Do not know

13. If yes, do you consider that policy relevant?

- Yes  No

14. Who is responsible for implementing the policy related to the management of electronic records emanating from the use of social media?

- Records management
- Information management
- Web administrator
- Regional manager
- Radio Station manager
- Other: please specify: .....

15. Which department/section/office is responsible for preserving electronic records emanating from the used of social media?

- SABC headquarters
- SABC Limpopo regional office
- External organisation / third party
- Social media service provider
- If any other known third-party, please specify:  
.....

16. How are official electronic/digital records emanating from the use of social media disposed by SABC Limpopo regional office?

- Automated disposal schedules/authorities
- On officials' discretion
- Disposed by external third party
- Do not know
- Any other method, please explain:

.....

**Preservation of social media content by the SABC regional office (mark with x in the relevant box).**

17. Is there a policy / guideline on the preservation of records emanating from social media?

- Yes  No

18. If yes, how are records emanating from the use of social media preserved at SABC Limpopo regional office?

- In print form
- Electronically
- Both in print and electronically
- Other: please specify:

.....

19. Where are, the records emanating from social media preserved by SABC Limpopo regional office?

- Electronically within SABC Limpopo regional office
- Social media service providers used also to preserve
- External electronic storage provided by third party
- Cloud storage: externally
- Any other place, please specify:

.....

20. How is the authenticity and credibility of the records emanating from social media being maintained? (you may cross more than one box)

- Migration to the compatible hardware and software
- Physical care of the medium in which records/content is preserved
- Choosing reliable file format
- Capturing metadata detailed metadata
- Any other factors:

.....

21. Have you ever been tampered in anyway with the authenticity of the records emanating from the use of social media?

Yes  No

22. If yes, how did you tampered with the authenticity of the electronic record emanating from social media?

- By editing content on record
- By deleting the record
- Any other action:

.....

23. Are you aware of risks associated with failure to present social media content as authentic evidence of communication or transaction?

- Yes  No

24. If yes which are those risks? (you may cross more than one box)

- Prosecution
- Loss of credibility
- Lawsuits and litigation
- Disciplinary action by employer
- Dismissal from work
- If any other risk please specify:

.....

25. Are you aware that if records emanating from social media evidence is deleted on the user page, for various reason it can be retrieved by the service provider on request by law?

- Yes       No

26. If yes which are the reason/s records could be retrieved if requested by law?  
(you may cross more than one box)

- Defending one's human rights
- Present evidence for communication and transaction
- To defend lawsuits case
- If any other reason please specify:

.....

27. If you were in-charge of records created via social media what is your advice regarding social media content management at SABC regional office to avoid loss of digital records emanating from the use of social media:

.....  
.....  
.....  
.....

**The end of questionnaire**

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Thank you for the time you spend to complete this questionnaire

## APPENDIX D: LETTER OF REQUEST TO CONDUCT A STUDY



### **Request for permission to conduct research at South African Broadcast Corporation Limpopo Regional Office**

*"Integration of social media content into enterprise content management system at the South African Broadcast Corporation Limpopo Regional Office in South Africa"*

22 April 2016

Ms Makuya Tshamano,  
Provincial General Manager  
SABC Limpopo.  
Tell: 015 290 0268  
Email: makuyat@sabc.co.za

Dear Ms Makuya Tshamano

I, Moshohli Frans Masekoameng am doing research with Mpho Solomon Ngoepe, a professor, in the Department of Information Science towards a Master's degree, at the University of South Africa. We are currently funded by the Masters by Research and Doctoral Bursary of the University of South Africa. We are inviting you to participate in a study entitled Integration of social media content into enterprise content management system at the South African Broadcast Corporation Limpopo Regional Office in South Africa.

The aim of the study is to identify the problem that SABC: Limpopo regional offices might have regarding management of electronic records that emanated from the usage of social media or liquid communication during provision of daily services to the public and staff, and to write recommendation to solve the existing identified problem.

Your company has been selected because it is convenient in the sense that it uses social media or liquid communication of which the researcher would like to learn how contents created as a results of using social media during services provision are



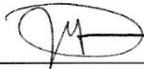
managed and give recommendation that your organization may use when making decisions regarding management social media content.

The study will entail research methodology which will include research approach, research method, research population, sampling, data collection with self-administered questionnaire and data analysis using computer software called Statistical Packages for the Social Sciences (SPSS).

The benefits of this study are to provide new information and knowledge that will assist in the decision making. The decision will be related to formulation of the policies and procedures regarding the integration of the social media content or liquid communications in the content management system of the SABC radio stations. There are no potential risks associated with this research project.

Feedback procedure will entail the submission of one research report to the SABC Regional offices in Limpopo, in the form of dissertation after the completion of the research project to be accessed by all stake holders.

Yours sincerely



---

Moshohli Frans Masekoameng

Principal Researcher (Student)



**APPENDIX E: LETTER OF APPROVAL TO CONDUCT RESEARCH AT SABC  
LIMPOPO REGIONAL OFFICE**



South African Broadcasting Corporation  
Office of the Provincial General Manager  
Limpopo Province  
19 Hospital Street, Polokwane, 0699  
PO Box 395, Polokwane, 0700  
Tel: +27 15 290 0268/9  
Fax: +27 15 290-0178  
Email: makuyat@sabc.co.za/[raluswingamp@sabc.co.za](mailto:raluswingamp@sabc.co.za)

16 May 2017

Mr. M F Masekoameng  
P.O. Box 4621  
SOVENGA  
0727

Dear Mr. Masekoameng

Request for Mr. M.F Masekoameng to undertake Survey on Integration of Social Media Content into Enterprise Content Management System of the SABC Limpopo Provincial Office.

1. With reference to your letter dated February 02, 2017, I wish to inform you that approval has been granted to conduct survey in the SABC Limpopo Provincial offices.
2. The SABC will appreciate it if you could submit your report or results on the findings and recommendation of your surveys so that we can improve the management of the information of the institution.
3. I take this opportunity to wish you all the best as you proceed with your studies.

Yours Sincerely

Tshamaano Makuya  
Provincial General Manager  
SABC Limpopo

18-05-2017

Date

South African Broadcasting Corporation Limited SOC: Registration Number: 2003/023915/30  
Non-Executive Directors: Ms K T Kweyama (Chairperson); Mr M G Tsedu (Deputy Chairperson);  
Mr J Matisonn; Mr K Naidoo; Ms F Potgieter-Gqubule  
Executive Directors: Mr J R Aguma (Acting Group Chief Executive Officer); Ms B L Tugwana (Acting Chief Operations Officer); Ms A Raphaela  
(Acting Chief Financial Officer); Company Secretary: Ms L V Bayi

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## APPENDIX F: ETHICAL CLEARANCE CERTIFICATE

**DEPARTMENT OF INFORMATION SCIENCE RESEARCH ETHICS REVIEW  
COMMITTEE**

Date: 10 August 2016

Ref #:2016\_IS36976113\_046

Name of applicant : Mr MF  
Masekoameng

Student #:x

Dear Mr MF Masekoameng,

**Decision: Ethics Approval**

---

**Name:** Mr MF Masekoameng, [36976113@mylife.unisa.ac.za](mailto:36976113@mylife.unisa.ac.za), 072 1377136.

Prof MS Ngoepe, Department of Information Science, Unisa [ngoepms@unisa.ac.za](mailto:ngoepms@unisa.ac.za) 012 429  
6360

**Proposal:** Integration of social media content into enterprise content management system  
at the South African Broadcasting Corporation Limpopo Regional offices in South Africa

**Qualification:** Masters

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Thank you for the application for research ethics clearance by the Department of  
Information Science Research Ethics Review Committee for the above mentioned research.  
Final approval is granted for the duration of the project.

**For full approval:** *The application was reviewed in compliance with the Unisa Policy on  
Research Ethics by the Department of Information Science on 10 August 2016.*

*The proposed research may now commence with the proviso that:*

- 1) The researcher/s will ensure that the research project adheres to the values and principles expressed in the UNISA Policy on Research Ethics.*
- 2) Any adverse circumstance arising in the undertaking of the research project that is relevant to the ethicality of the study, as well as changes in the methodology, should be communicated in writing to the Department of Information Science Ethics Review Committee. An amended application could be requested if there are substantial changes from the existing proposal, especially if those changes affect any of the*

*study-related risks for the research participants.*

- 3) *The researcher will ensure that the research project adheres to any applicable national legislation, professional codes of conduct, institutional guidelines and scientific standards relevant to the specific field of study.*

**Note:**

*The reference number [top right corner of this communiqué] should be clearly indicated on all forms of communication [e.g. Webmail, E-mail messages, letters] with the intended research participants, as well as with the Department of Information Science RERC.*

Kind regards,



Prof GV Jiyane  
012 429 6057