Simplicity and Profundity of social media in Management in the Sub-Saharan Countries

EKAMBI, J. S.

Abstract: With an approximate population of over 600 million people (World Bank Group), Africa remains demographically, one of the most attractive users of social media. Essoungou, (2010) suggests that, using social media platforms, to send and read e-mails, read news, and post research queries have become less important activities for Africans, indicating that everyone is on social media. However, very little is known about how social media is used for management functions, by the managers and other organization leaders. This is partly because of the taken-for-granted assumptions that social media cover communications field and very little in other disciplines, a long side the fact that age bracket for mangers is skewed to older ages. This is made worse by the vastness of the continent and the poverty aspect of the sub-Saharan Africa. The various social media studies from the marketing field, argues that the pattern of economic-political changes taking place in sub-Saharan Africa indicates that the region is not only opening but also quickly becoming the next economic power. Social media creates value in management functions and is leverage for competitive advantage in management functions and cost-benefit analysis for investing in social media management services creates efficiency and effectiveness for greater performance. The study will use mixed method research design through mining secondary data from World Bank dataset on social media activities, taking four countries to represent the sub-Saharan Africa: Kenya, DRC Congo, South Africa, and Nigeria. Content analysis is used to structure the review and analysis of the existing dataset. The paper looks up to challenging management to buy in social media to a level where social media will have an anchor in management to move business to a greater level.

Keywords: Sub-Saharan Africa, Simplicity, Profundity, social media, Management.

1.   INTRODUCTION AND BACKGROUND

1.1 Social Media Strategy and Management in the Sub-Saharan Countries

Mutsvairo, Bruce & Wasserman, (2016) indicated that social media are revolutionizing the world in the 21st century. Social media management is the process of creating, publishing, and analyzing content you post on social media platforms like Facebook, Instagram, and Twitter, as well as engaging with users on those platforms. Recent global trends in the media landscape, Africa are increasingly adopting social media as mobile internet coverage expands and smartphones drop in price (Ovuorie, 2022).

The Strategy for management entails a summary of everything you plan to do and hope to achieve using social media, through guiding your actions and allowing you to know whether you're succeeding or failing (Newberry & LePage, 2021). Social media could help outlining goals, the tactics to achieve them and the metrics to track progress measure (Lua, n.d.). Management benefit through implementing strategies that range from, increasing brand awareness, driving traffic to your website, generating new leads, growing revenue, boosting brand engagement, building a community around the business, providing social customer service, increasing mentions in the press, among many others.

Since, social media technology platforms; Twitter, Instagram, Facebook, WhatsApp, and others are transforming the old way of performance, management can't afford drugging out of the equation. According to (Kapoor *et al.,* (2017), the list of topics on social media touches virtually on every aspect of human life and professionalism of the people. Information

Technology being the driver, social media has infiltrated all societal levels including management roles, with (Perrin 2015), declaring that technology can be harnessed by employing the technological-driven society, the adolescents' population.

1.2 Simplicity and social media in Management in the Sub-Saharan Countries

Africa has more than 400 million mobile phones subscribers (Essoungou, 2010), and (Denner & Clemencin, n.d.) adds that digitization efforts have a sense of community combined with platforms, commerce value chains and mobile apps to a greater market decentralization. These impacts on management to carrying out management functions. Simplicity, therefore, enables management to integrate social media to automatically import data and match existing records that are easily available. Kramer's argueing that, in today's busy world, when it comes to internet, the best practice is to keep it simple (Kramer, 2015). Managers are then able to consolidate views from the outside environment, carrying out analysis, comparing the analysis, and channeling these to the bottom line in real time.

1.3 Profundity and social media in Management in the Sub-Saharan Countries

Change management which is not an option as life is always revolving calls for knowledge to leverage on co-creating experiences, pushing forward ideas that benefit humanity by management require (Bennet, Bennet, Shelley, Bullard, & Lewis, 2017). The analogy of simplicity and profundity, offers management means to adopt and use social media platform for management functions, though all social media platform remains novel in management functions. The analogy shoulder management's role of guiding human and other resources, administering and controlling the affairs of the organization.

1.4 Social-media in Management in the Sub-Saharan Countries

Considering that human development is proxied by the inequality- adjusted human development index, social media is simply measured with Facebook penetration (Asongu & Odhiambo, 2020). The art of getting things done through others in systematic and effective manner, is management that employs planning, organizing, leading, and controlling. Management is therefore the relationship between social media and the human development within these functions. Since the functions, activities and processes of the organization are interconnected to one another, it is the task of management to bring them together in such a way that they help in reaching the intended result in the sphere of social media.

1.5 Background

Data from empirical study suggest that there might be discrepancies in what the academic world defines as social media, social media use and what the praxis world understands when interrogated about it (Wolf, Sims, & Yang, n.d.);(Bria, n.d.). Bria, (n.d.) stating that social media can be used by organizations to enable them acquire legitimacy through a blending of offline and online illegitimate actions, in essence creating online communities based on affiliations and common interests and producing and disseminating virtual products.

Data and literature further suggest that a clear-cut distinction between in-house and public social media remains blurred (Berger, Werbach, Fader, & Yildirim, 2019). Musinguzi, (2021), notes that social media platforms are accelerating economic growth and opportunity across the continent. The implication being that management explore adoption and use of social media. Reddy and Kumar, (2016) alludes to the fact that, social media is the easiest and fastest way to promote your business across the world. Using digital tools facilitate in gaining attention and facilitate social changes are also appraised.

Guha, Bansal, Guha, Chakrabarti, (2021) states that social media network is a construct inferred from online activities, but the actors possess physical locational characteristics, an underlying profundity feature. This implies that the opportunity for social media help to strengthen relationships among individuals, shape opinions, facilitate collective social and political actions is lacking. Tompkins, (n.d.), notes that millions of tweets to read, comments to like, and live videos to stream, just viewing social media could be a full-time job for the management, failing below simplicity to theses social media platforms.

Table 1 explain the position of Kenya on social media, hinting to the fact that keeping the approach to social media simple towards human function, design, experience, and language will guarantee increased sales and repeat visitors.

Table 1: Kenyan Touch on Social-Media and Management

Issue	Percentage Score	
Majority of Kenya use facebook	88%	
Top three motivations behind using social media in acquisition of information.	31%	News, Knowledge and exploration are accounted for the 31%
Entertainment and pleasure	28%	Emotional experiences
Social interactions	24% Access social media using mobile phones, but most of the people living in rural areas still use cybercafé to access social media. Use their social media at night. Read Entertainment, Education and Business Blogs.	
Majority of Kenyans:	More than 66% of Kenyans have participated in an online debate using social media platforms. Most Kenyans aged between 21-35 years spend more than 3 hours on social media daily While most Kenyans use social media to stay in touch with others, the main reason most Kenyans are active on social media is for news, politics and entertainment.	

Source: USIU-Africa SIMELab (Momanyi & Tallam, 2018)

1.5.1 Social Media Strategy and Management in the Sub-Saharan Countries

Munar (2012) indicated that management could employ social media as part of generic strategies, as a way of positioning oneself to help management focus on an area of strength to allow them concentrate on the core elements of the organization. Tajvidi & Karami, (2017) adding that social media in business, introduces diversity in the way it effect strategy. Social media would be used to determine plausibility, probability, or adequacy.

Plausibility, determining that social media has attained expected goals, probability, determining that success of social media and management activities and outcomes are clear, and adequacy, determining whether the target was employing social media was achieved. These goals would lead management build a larger following or a more active community. Effinga & Spil, (2016), notes that organisations are challenged by the rise of social media and the changing environment, where customers and employees have adopted social media on a massive scale, challenging management to call to attention the power of innovative communication tools, traditional management structures, the knowledge base, and the localization pattern to enable them flow on social media trends.

1.5.2 Simplicity and social media in Management in the Sub-Saharan Countries

Using social media is not enough, but reaping benefits towards competitiveness of the organization is effectiveness of social media. However, many companies find successfully deploying social media strategies a difficult task because of the use of social media as a strategic tool (Moe and Schweidel 2017; Li, Larimo, & Leonidou (2021). In this, social media is used for communication, for marketing and related fields. However, (Kwayu, Lal, & Abubakre 2018), proofs that both academics and practitioners working on the knowledge on how to convert social media data into actionable strategic management tools are still struggling.

As a result, employee engagement and relations suffer, this in turn lowering work productivity and performance. Some employees even overshare the promotional and confidential information about their role through their social media accounts creating the scenario complex. Time spent on social media, to management can be a waste of organizational resources. Kiron et al., (2012); Harrison & Barthel, (2009) notes that managers stress the importance of using social media in a more competitive way. Management likes to have a predictable return on investment if social media is employed. Mckinsey Quaterly, (2012) puts it better;

"… We believe there are two interrelated reasons why social media remains an enigma wrapped in a riddle for many executives, particularly nonmarketers…"

1.5.3 Profundity and social media in Management in the Sub-Saharan Countries

Relationship between Technology, Strategy, Structure, Process, and social media as insights into greater depth of social media technologies for managers, make the firm proficient to act on business opportunities and reconfigure business resources by encouraging networks to routinize the firm's knowledge and innovation competencies (Garcia-Morales, Martin-Rojas, & Lardon-Lopez, 2018). Leanardi, Huysman, & Steinfield, (2013) notes that social technologies are becoming pervasive in today's organizations and are functioning as a platform through which much internal communication occurs. Managers can hold interaction with new hires, knowledge sharing, management, and employees' abilities form relationships strategies for building social capital. With social media, technology upholds efficiency and productivity.

Smits and Mogos (2013) introduces the emerging technologies, that lead to gaining popularity as tools to enable cooperation and knowledge among businesses in business networks. In marketing for instance, social media campaigns, when done effectively with a goal in mind, can be utilized skillfully to drive traffic to one's website. In the long run, marketing objectives such as multiplying the audience, creating brand awareness, expanding reach to the market, or even educating the audience on the available products and services has the management functions intelligently applied. As Table 2 indicates, social media management attract a myriad of definition (Wolf, Sims, & Yang, n.d.) creating that hidden view of social media management as in management in social media.

Table 2: Difference between Social media management and Management.

Social media management	Social media in Management functions.
1. Focuses more on the use of social media accounts	
2. In marketing, discussed as the act of growing acquisition (and possibly activations, retention, and referral if you are doing it right) through one or more social channels.	Management is about engaging and responding to comments, direct messages, and customer inquiries on social media. i.e., an act of customer service, but because it is on social channels, it needs to be handled differently.
3. Marketing is a process of gaining customers attention and traffic through various social media sites like Facebook, and so on. The focus of the marketing activity is located within the social media networks themselves. Social Media Marketing tend to focus on two main objectives: (a). It is used for brand awareness (b). It is used for customer retention or satisfaction.	Management is the act of monitoring and holding several related tasks that relates to processing marketing platforms, a media management capturing, compressing, copying, moving, or deleting media files. Management includes three major social media disciplines; social listening, social analytics and - social engagement. The focus in Social Media Management are: (a). Manage entire social life cycle, (b). Streamlining the workflows, and (c). Team scaling securely.
4. Marketing is the use of social media platforms and websites to promote a product or service.	Social media platforms have built-in data analytics tools, that enable companies track the progress, success, and engagement of ad campaigns.
5. Marketing is what you do to gain more visibility on sites such as Facebook, Twitter, etc.	Management focuses more on social media tasks such as scheduling posts, studying analytics and making improvements upon it, and interacting with customers.
6. Social media management is the process of managing online presence on social media platforms like Facebook, etc. by creating, publishing, and analyzing content posted.	Management includes engaging and interacting with social media users.
7. Social media zeros into process of creating, scheduling, analyzing, and engaging with content posted.	Management tools and services can make your social media presence a priority.

Source: Researcher inferred from diverse research work

From Table 3 shows social media as a concept being common among advertising scholars (Muntinga, Moorman, and Smit 2011), though not all platforms are created equal. But the concept of social media in management has attracted low studies. This paper's opinion is that social media in management is a concept of introducing social media in organizations to enhance the ability for management functions, directing, coaching, supportive and delegation. Smits and Mogos (2013) says it better, that networked mangers who take advantage of the latest social media technologies would be able to outperform their competitors and report benefits like lower costs and improved efficiencies.

Table 3: Table listed limited definition of social media through literature

Definition	Source
1. social media as a "platform to create profiles, make explicit and traverse relationships"	Wolf, Sims, & Yang, (n.d.)
2. social media as a central part of the experience of using the internet.	Anderson & Jiang, (2018)
3. social media is a website that allows profile creation and visibility of relationships between users	Boyd and Ellison, (2008)
4. social media as a web-based applications that provide functionality for sharing, relationships, group, conversation, and profiles.	Kietzmann et al., 2011
5. social media are interactive computer-mediated technologies that facilitate the creation or sharing of information, ideas, career interests and other forms of expression via virtual communities and networks.	Kietzmann & Hermkens, 2011, Obar & Wildman, 2015
6. Information and communications technology (or technologies), is the infrastructure and components that enable modern computing and the idea of networking facilitate interactions into a digital world and/or social media.	Reddick, (2009)
7. Internet-based applications and related platforms are ultra-high-speed computer networks over the Internet platform to expand their information service ranges in service-oriented and user-centered academic library settings. Utilizing the new generation of wireless technologies, for example, academic libraries will be able to reach more library users at a much faster speed across a greater distance range.	Li, (2013)
8. User-generated content (UGC), alternatively known as user-created content (UCC), is any form of content, such as images, videos, text, and audio, that has been posted by users on online platforms such as social media and wikis.	Krumm, Davies, & Narayanaswami, (October 2008), Berthon, Pitt, Kietzmann, & McCarthy, (August 2015).
9. social media is a group of internet-based applications that build on the ideological and technological foundations of Web 2.0, allowing the creation and exchange of User Generated Content	Kaplan and Haenlein, (2010)
10. social media is built upon a set of Internet platforms, communication, and computing technologies, as well as a set of ideological beliefs about how information should be created, accessed, and distributed	Reddick, (2009)

Source: Ekambi, (2022)

Table 4 gives a selected number of social media mentioning management. It explains the core business competencies of strategy development, business analytics, creativity, and collaboration. New approaches require coordination mechanisms, such as guidelines for employees providing commentary on SM (Tyagi & Tyagi, 2012). However, the zeroing in on social media in management is an area that has received very low research. Irrespective of study area (Reto, Rauschnabel, & Hinsch. 2017) reports that social media is an integral element of 21st-century business. Voorveld, Noort, Muntinga, & Bronner (2018) concludes that digital engagement is highly dependent on the social media platform.

Table 4: Studies in social media in Management

Study focal area	Study title	Authors
Study on SM & Advertisement	Engagement with social media and Social Media Advertising: The Differentiating Role of Platform Type	Voorveld, Noort, Muntinga, & Bronner (2018)
	A Study on Effectiveness of Social Media Advertising in India	Reddy, Malathi, Kumar, & Kuladeep, (2016)
	Social media management, objectification, and measurement in an emerging market	Medjani, Rutter, & Nadeau, (2019).
	Social media management	Montalvo, (2011).
	Social Media as a Mark social media as a Marketing Tool: A Literature Review	Paquette, (2013).
Study on SM and Management	Advances in Social Media Research: Past, Present and Future.	Kapoor, Tamilmani, & Rana, *et al.* (2018)
	With Social media management generated content, encourages inquiry and decision-making.	Tyagi & Tyagi, (2012)
	Social Media Roadmaps: Exploring the futures triggered by social media.	Booth & Matic, 2011; Montalvo, 2011; Okazaki & Taylor, 2013).
	Social Media Analyses for Social Measurement (2016)	Ahlqvist, Back, Halonen, & Heinonen, (2008).
		Schober, Pasek, Guggenheim, Lampe, & Conrad, (2016)
Study on SM & Business	Social media in marketing: A review and analysis of the existing literature.	Alalwan, Rana, Dwivedi, & Algharabat, (2017).
	Impact of Social Media Application in Business Organizations.	Venkateswaran, Bernard, & Rogelio, (2019).
	Impact of Social Media Application in Business Organizations.	Venkateswaran, Ugalde, & Gutierrez, (2019), Paquette, (2013),
	Social Media as a Marketing Tool: A Literature Review	
	Social Media in Modern Business	Polanska, September (2014) /SPECIAL/ edition).
Study on SM & Marketing.	Effectiveness Of social media As a Marketing Tool: An Empirical Study	Bashar, Ahmad, & Wasiq, (2012).
	Effectiveness Of Social Media Networks as A Strategic Tool for Organizational Marketing Management.	Bashar, Ahmad, & Wasiq, (2012).
	Effectiveness Of social media as a Marketing Tool: An Empirical Study	Bashar, Ahmad, & Wasiq, (2012).
	Emergency Knowledge Management and social media Technologies: A Case Study of the 2010 Haitian Earthquakes.	Yates & Paquett (2010)
	Social media marketing: Literature review and future research directions.	Yadav & Rahman (2017).
Social Media Strategy and Management in the Sub-Saharan Countries	Social media marketing: literature review and future research directions.	Yadav & Rahman, (2017).
Simplicity and social media in Management in the Sub-Saharan Countries	*The Future of Work in Sub-Saharan Africa.*	Abdychev, et al., (2018)
	Social Media Consumption in Kenya: Trends and Practices.	Momanyi & Tallam, (2018)
	Social Media and Inclusive Human Development in Africa.	Asongu & Odhiambo (2020)
	Setting the Future of Digital and Social Media Marketing Research: Perspectives and Research Propositions.	Dwivedi, Ismagilova, Hughes, Carlson, Filieri, et.al. (2021)
Profundity and social media in Management in the Sub-Saharan Countries	*Digital Activism in the Social Media Era: Critical Reflections on Emerging Trends in Sub-Saharan Africa.*	Mutsvairo, (2016)
	Building and Strengthening Communities and Social Networks .	Cella, (spring 2011).

Source: Ekambi, (2020)

1.6 Problem Statement

Going by what is on literature, and the above analogy, social media has existed for a while now, though poorly looked at as a tool for management functions. There is almost zero work by scholars and researchers from the sub-Saharan countries. Voorveld, van Noort, Muntinga & Bronner (2018) proofs that empirical studies fail to appreciate, based on engagement dimensions, that social media platforms comprise of different makeup in terms of experience for management.

Table 5 shows that most studies have evaded the direct social media in management except the discussion of managing social media in various areas, especially marketing.

Table 5: Different Types of Social Media Networks

Social Media Type		Area of use
Social Networks	Facebook, Twitter, LinkedIn.	Marketing strategy.
Social Networks	Facebook, Twitter, LinkedIn.	Marketing strategy.
Media Sharing Networks	Instagram, Snapchat, YouTube	Knowing who uses your products and services, knowing who's on what platform aids you in researching, advertising, and marketing decisions.
Discussion Forums	Reddit, Quora, Digg, Pinterest, WhatsApp, Facebook, twitter.	Online, social media has proven to be the most effective way for businesses to reach new audiences on a global scale.
Bookmarking and Content Curation Networks	Pinterest, Flipboard	Facilitates in keeping pace with an accelerating marketing ecosystem, organization management and faster decision making
Consumer Review Networks	Yelp, Zomato, TripAdvisor	Knowing up-to-date statistics as you revisit your decisions and tailor content to the way your audience uses different platforms.

Source: Ekambi, (2022)

1.7 Objectives of the study

1.7.1 Objectives

1. To provide a broad overview of the recent patterns and trends of social media for management in the SSA

2. To detect positive and negative impact of social media for macro and micro scale of SSA.

3. To give some policy recommendations about how to manage social media for management in the SSA.

1.7.2 Propositions

Proposition 1: social media in management is the new trend towards value attainment for organizations in the Sub-Saharan Africa. Research has marginalized the effect of social media to organizational communication, not so much to management. The value of social media extends beyond productivity and into interactivity, (Leonardi, Huysman, and Steinfield 2013); (langer, 2014) failing to capture that.

Proposition 2: social media in management is a leverage for competitive advantage to Sub-Saharan Africa. Sandilands, (n.d.), declares that competitive advantage will favour a company to deliver products, services, or benefits, either at a lower cost or an improved level than other players in the same industry, helps management make decisions about operation of the business.

Proposition 3: social media management services will develop efficiency and effectiveness in the Sub-Saharan Africa. Fallaw, (2019) indicates that cost-benefit analysis, measuring a project's societal value by quantifying the project's societal effects and making costs and benefits comparable in monetary terms is critical for management.

1.8 Limitations

External desk research was employed through use of online research as primary research tool. The use of a sample for countries covering SSA but selecting regional gave this paper secondary data that had low impact of social media analysis use in management. The work was assessed using a simple tool with less indicators of social media use for management

functions. The findings are simply general statements covering a population under figure 1. A shortcoming of this paper being its reliance on secondary data from internet, World Bank, United Nations, and more. Reliability of such data is questionable as its authenticity cannot stand the confidence of primary data.

Figure 1: Sub-Saharan Africa Countries

Source: Wikipedia/World Bank

Khan & Karodia, (2013) support use of secondary research method, or desk findings. The paper use 6 social media platform namely: Facebook, Twitter, YouTube, LinkedIn, Pinterest, Instagram, others (Tumblr, Snapchat), and figure 1, indicate how sparingly management tap into it.

2. LITERATURE AND METHODOLOGY

2.1. Empirical Literature

2.1.1 Overview of the Recent Patterns and Trends of social media in Management in SSA

Tremendous changes and the basic need of mankind to interact with others, led social relations to follow another path (Plikas, Nasiopoulos, & Giakomidou 2017), social media. Carson (2016) refers to that path as 'going viral'. Figure 2, explains the viral story. Management can leverage on the viral aspect, becoming more critical of a new concept or technology.
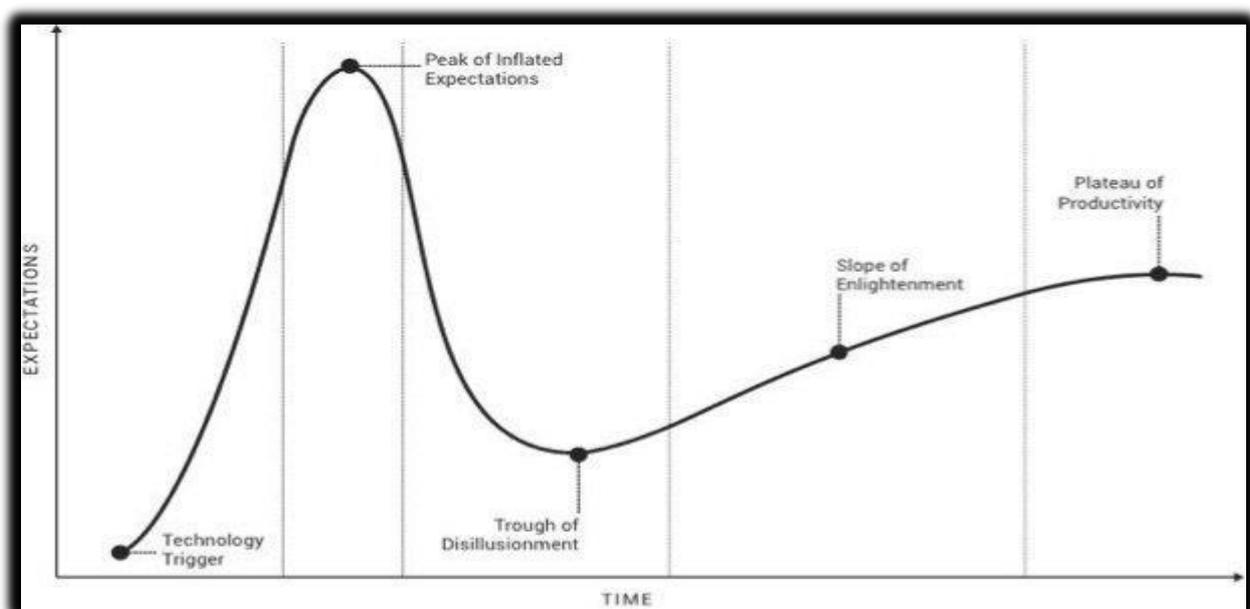
Figure 2: Cost Benefit Analysis for new technologies

Source: Gartner Group, (2018)

Muruganantham & Gandhi (2020) confirm that the content that is generated from websites remains largely untapped for management. They further hint to the fact that Big Data can facilitate management to access new content on a daily basis. This broad overview of the recent patterns and trends of social media reflects how management in the SSA are being envisioned to create growth.

2.1.2: Positive and negative impact of social media in management for macro and micro scale in SSA.

According to (Manning 2014), the core characteristics of social media involve some sort of digital platform, whether that be mobile or stationary, which allows some form of participation. Voorveld, van Noort, Muntinga & Bronner (2018) concludes that social media platforms have their own strengths and weaknesses in the various experiences delivered to the user. Jeong & Coyle (2014) gives a leeway to believe that using social media become a convenience and necessity to communicate with friends and satisfy social needs within and without organizations. Simplilearn, (2022), highlights positive and negative impact of social media in the evolvement of social networks.

2.1.3: Policy Recommendations about Management of social media in SSA

Smits & Mogos (2013) concludes that a combination of inter-linked social media forms a social media ecosystem facilitating business capabilities. Social media is characterized by an interactive management participant who freely send, receive, and process content for use by others (Aula, 2010; Manning 2014). Scouts, (2022).

2.2 Research model

Using the work of (Andriole 2010), this paper employs figure 3 to summarizes the research model based on the impact of Web 2.0 technologies on latent factors of these factors on management.
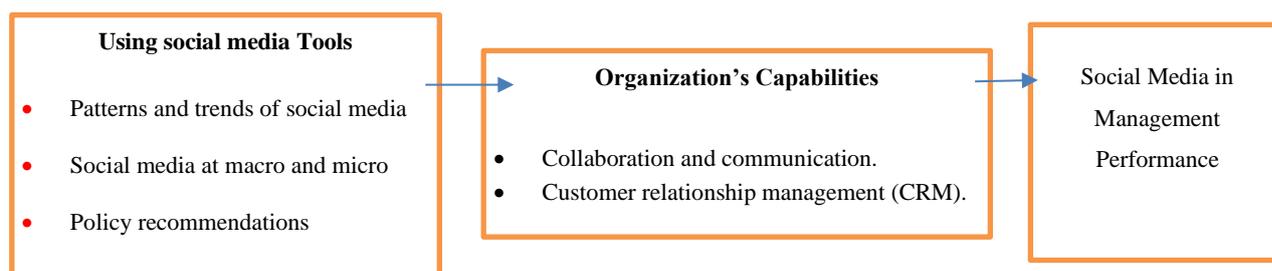
Figure 3: Research model on the impact of Web 2.0 tools on business performance.

Source: (Smits & Mogos, 2013)

Intervening and moderating variable are assumed, therefore, social media tools being free to facilitate management embrace the organization's capabilities, enhance collaboration and communication, apply rapid application development and to enjoin customer relationship management (CRM). Major challenge being resistance to change, skills gaps, and inadequate direction (Tucker, 2017); (Beard, 2014).

2.3 Methodology

The theory underpinning this paper is technology acceptance model, which posits that attitude towards social media usage reflects the potential to not only use but also adopt the technology (Venkatesh, Morris, Davis & Davis, 2003). As long as social media services remain simple and focused, the original purpose for social apps would give way to additional features designed to keep people engaged and attract new users (Kapko, 2015) profundifly.

2.3.1 Population

The population for this paper is based on 4 areas found in the SSA, and as table 6 refers, four countries were selected randomly, and were found in these areas.

Table 6: Selected Sub-Saharan Africa countries Area and related indicators

Area	Country	Area (KM^2)	Population (thousand)	GDP (Current) USD	GDP Per Capital (USD)	Currency
East Africa	Kenya	580,370	51,393,010	87,908,262,519	1,710.51	The Kenya Shilling (KES)

Central Africa	Congo	2,344,860	84,068,091	47,227,535,290	561.78	Congolese Franc (CDF)
West Africa	Nigeria	923,770	195,874,740	397,269,616,080.91	2,028.18	The Nigerian Naira (NGN)
South Africa	South Africa	1,219,090	57,779,622	368,288,939,768.32	6,374.03	The Rand (ZAR)

Source: Wikipedia/World Bank

Data collected from four countries, indicated social media was present in SSA. Data was exclusively from multidisciplinary databases, which have been used in prior literature reviews: Academic Search Premier, Web of Science, and Google Scholar, limiting scope of the literature review to articles published from 2015 through 2022.

Scoping review methods and a five-stage model of analysis were used to identify the published literature (Paterson, Whitty, & Boyer, 2020). Scoping review is a type of research synthesis that aims to map the literature on a particular topic or research area and provide an opportunity to identify key concepts; gaps in the research; and types and sources of evidence to inform practice, policymaking. We then went for qualitative content analysis methodology to structure the review and analysis of the literature (Snelson, 2016); (Hsieh & Shannon, 2005); (Snelson, 2016). Table 7 gives the percentages of the social media work covering studied areas that answer specific question, indicating that not much has been covered in those areas in respect to management.

Table 7: Areas of Social Media Research Identified in the Literature Review

Area of Research	No of articles	Percentage total	Associated questions Period 2015 to 2022
Descriptive analyses of Users	97	24%	Who is using Facebook, and what are users doing while on Facebook?
Motivations for using Facebook	78	19%	Why do people use Facebook?
Identity presentation	50	12%	How are people presenting themselves on Facebook?
Role of Facebook in social Interactions	112	27%	How is Facebook affecting relationships among groups and individuals?
Privacy and information Disclosure	75	18%	Why are people disclosing personal information on Facebook despite potential risks?
Total	412	100%	

Source: Wilson, R. & Gosling, Samuel & Graham, Lindsay. (2012)

3. FINDINGS AND ANALYSIS

Table 8 gives us the various economic blocks in the area and the manner management make use of social media.

Table 8: Social Media Stats (Kenya)

Area Power	County	Economic Bloc	Media Penetration	Energy and Power
East Africa	Kenya	EAC/COMESA	Radio 100%, TV ~ 80%	Energy Imports Net *(% of energy use),* *17.17%* Broadband – 75%, Internet-75%, Fossil Fuel Energy Consumption *(% of total)* 17.38%.
Kenya's current effective installed (grid connected) electricity capacity is 1,429 MW. This generation energy mix comprises 52.1% from hydro, 32.5% from fossil fuels, 13.2% from geothermal, 1.8% from biogas cogeneration and 0.4% from wind, respectively.				
Central Africa	Congo	SADC/COMESA	Radio 100%, TV ~ 80%	Access to Electricity *(% of population)* *18.98%* Broadband – 75%, Internet-75% Energy Imports Net *(% of energy use),*

ISSN 2349-7807

International Journal of Recent Research in Commerce Economics and Management (IJRRCEM)
Vol. 9, Issue 3, pp: (100-119), Month: July - September 2022, Available at: **www.paperpublications.org**

				1.96% Fossil Fuel Energy Consumption *(% of total) 5.36%*

While the country has abundancy for hydro-based power generation, the country's production of different fossil fuels such as coal and natural gas is modest and very limited. The DRC's total hydropower capacity is about 100,000 MW, with the Inga damn solely counting for 40,000-45,000 MW.

West Africa	Nigeria	ECOWAS	Radio 100%, TV ~ 80%	Access to Electricity *(% of population)* *56.50%* Broadband – 75%, Internet-75% Energy Imports Net *(% of energy use), -93.03%* Fossil Fuel Energy Consumption *(% of total) 18.88%*

Nigeria is endowed with large oil, gas, hydro and solar resource, and it already has the potential to generate 12,522 megawatts (MW) of electric power from existing plants, but most days is only able to generate around 4,000 MW, which is insufficient

South Africa	South Africa	SADC	Radio 100%, TV ~ 80%	Access to Electricity *(% of* population*)* *91.23%* Broadband – 75%, Internet-75% Energy Imports Net *(% of energy use), -14.48%* Fossil Fuel Energy Consumption *(% of total) 86.79%*

According to the Ministry of Energy, South Africa's total domestic electricity generation capacity is 51,309 megawatts (MW) from all sources. Approximately 91.2%, or 46,776 MW, comes from thermal power stations, while 4,533 MW, or 8.8%, * is generated from renewable energy sources.

Source: Wikipedia/World Bank - Compiled (2019)

Economic bloc is a group of countries agreeing on trade terms (Singh and Singh 2015; Pugel, 2009), the term was used here to indicate the market power for social media usage. In SSA, some of these include the Economic Community of West African States (ECOWAS), the East African Community (EAC), Common Market for Eastern and Southern Africa (COMESA), etc. help establish overall organizational policy and conducting daily operations of the organization, to which (Carroll 1996), concurs, with (Mutsvairo, Bruce & Wasserman 2016); Perrin (2015), confirming by recording how the rise of social media has affected such societies.

3.1 Propositions and analysis

This section looks at each of the propositions highlighted, giving it a score of true or 1, if a proposition is true, otherwise, the score is false or 0, for a proposition that is false.

3.1.1 Proposition 1: social media in management is the new trend towards value attainment for organizations in the SSA

As given by the objective 1, providing a broad overview of the recent patterns and trends of social media for management in the SSA., the paper declares that the proposition scores a 1, indicating that it is true that social media in management is the new trend towards value attainment for organizations in the SSA, concluding that social media for management in the SSA has gained ground for use to manage the management functions in this part of Africa.

This is supported by (Bria, n.d.), stating that social media can be used by organizations to enable them acquire legitimacy through a blending of offline and online illegitimate actions. Yanga & Konrad, (2011) adds that social media can be the antecedents and outcomes of diversity management practices. Allen, (2020) concludes that habits change, platforms evolve, and new platforms come into existence causing social media take an active role in the day-to-day operations of the management functions. On one hand, from the objective, we see more of WhatsApp, Facebook, and Instagram, in sub-Saharan Africa growing by 3.7 percent in 2021 and 3.8 percent in 2022 (Selassie & Fuje, 2021).

Patterns and trends of social media + Organization's Capabilities (Collaboration and communication, Customer relationship management (CRM) = social media in Management Performance.

3.1.2 Proposition 2: Practicing social media in Management is leverage for competitive Advantage

The paper declares that the proposition scores a 1, indicating that social media in management is practicing social media in Management is leverage for competitive Advantage, concluding that social media for management in the SSA has gained ground for use to manage the management functions in this part of Africa.

Benkler, (2006) confirms that different disciplines have focused their attention on specific aspects of social media, developing autonomous definitions and research perspectives. Castells (2009) proved that the role of social media covers among others operation, management. Hatter, (2020) indicates that the Internet creates a wider playing field for business plans and competition. Silver & Johnson, (2018) declared that most sub-Saharan Africans feel positively about the role the internet plays in their country, where large majorities say the increasing use of the internet has had a *good* influence on education in their country, and half or more say the same about the economy, personal relationships, and politics.

Social media at macro and micro + Organization's Capabilities (Collaboration and communication, Customer relationship management (CRM) = social media in Management Performance

3.1.3 Proposition 3: cost-benefit Analysis for Investing in Social media management services will develop efficiency and effectiveness

The proposition scores a 1, indicating that social media in management using cost-benefit Analysis for investing in social media management services help in developing efficiency and effectiveness in performance.

Drahosova & Karovic, (2015) concurs that social media is an integral part of people's daily life, with (Abdychev, et al., 2018) higlliting the fact that navigating in this uncertain world, management must get connected to its staff, develop flexible education systems for its staff, and expand social safety nets, which enhance social media for management.

Policy recommendations + Organization's Capabilities (Collaboration and communication, Customer relationship management (CRM) = social media in Management Performance

Table 9 show a Summary of indicators for managers to employ using social media platforms.

Table 9: Summary of indicators for managers to employ using social media platforms.

Capability	Proposition	Summary of indicators for managers to employ
(i) to collaborate and communicate	Patterns and trends of social media	The four indicators associated to "collaboration and communication" are (i) the capability to coordinate discussions, (ii) the capability to reach more people faster, (iii) the capability to synchronize projects and tasks, and (iv) the capability to audit communication streams.
(ii) to rapidly develop applications	Social media at macro and micro	The three indicators are (i) the capability to modify and to develop applications faster, (ii) the capability to support applications easier, and (iii) the capability to improve requirements modeling.
(iii) to manage customer relations	Policy recommendations	The four indicators are (i) the capability to mine customer data effectively, (ii) the capability to reach more customers, (iii) the capability to ask for customer feedback, and (iv) the capability to communicate effectively with customers.
(iv) to innovate	Patterns and trends of social media Social media at macro and micro	Innovation is measured as (i) the capability to syndicate innovation, (ii) the capacity to improve success rates, (iii) the capability to increase innovation activities, and (iv) the capability to produce efficiently.

Page | 111

	Policy recommendations	
(v) to train	Patterns and trends of social media (Prop.1) Patterns and trends of social media (Prop.1), Social media at macro and micro (Prop.2),	The impact of social media on training is measured as (i) the capability to support traditional training, (ii) the capability to modify training content, (iii) the capability to support asynchronous training, and (iv) the capability to codify and distribute training content.
(vi) to manage knowledge	Patterns and trends of social media (Prop.1), Social media at macro and micro (Prop.2), Policy recommendations (Prop.3)	Knowledge management is measured as the capabilities to (i) share, (ii) Retrieve, (iii) organize, and (iv) leverage knowledge.

Source: Ekambi (2022)

3.2 The results of social media and management functions

From Table 10, social media will engage managerial work thereby managerial behavior and coherent activities be aligned to managerial effectiveness with management functions under interpersonal category, looking at a manager as figurehead, Leader, and Liaison. As informational category, the manager monitors, disseminates, and operate as a spokesman. And, under decisional Category, the manager operates as an entrepreneur, as a problem solver and a resource allocator and Negotiator (Meske, & Stieglitz, 2013). Younes, (2015) confirms that management has been described as a social process involving responsibility for economical and effective planning and regulation of operation of an enterprise in the fulfillment of given purposes.

3.2.1 Facebook and management functions

Table 10: Use for social media in Management functions-Facebook

Social media	Area of functioning (Management)	Findings & Research work
Facebook	The four functions of management spanning across all industries include: planning, organizing, leading, and controlling.	Benefits from Facebook community; connecting managers one to another, collaboration from one manager and another, sharing trending ideas, and possibility of determining the best candidates to fill up key positions in the organizations.
	Employees want real-time feedback, ongoing coaching, and stretch development opportunities sooner and more frequently than traditional corporate cultures provide. Facebook for managers and their management functions is designed to recognize, acknowledge, and show appreciation for people who have done really great work, and is designed to ensure that you are getting feedback from all staff regularly.	Cappelli & Tavis, (2016) Foster, (n.d.)

Source: Ekambi (2022)

Employing Facebook social media strategy enhances marketing, finance, human resources, technology and equipment, and all management operations.

3.2.2 Twitter and management functions

Table 11: Use for social media in Management functions-Twitter

Social media	Area of functioning (Management)	Findings & Research work
Twitter	The four functions of management spanning across all industries include: planning, organizing, leading, and controlling.	Possibility for managers to tweak activities instantly, enhance communicating more effectively, ability to follow the trends in the industry.
	Twitter is a service for friends, family, and coworkers to communicate and stay connected through the exchange of quick, frequent messages. Posts here may contain photos, videos, links, and text. These messages are posted to your profile, sent to your followers, and are searchable on Twitter search.	Alton, (2017)

Source: Ekambi (2022)

Management will need to solicit for feedback on how one is doing and what customers need and want done. Management would invite followers to tweet and send direct message (DMs) with more information (more details on their concerns and suggestions, or take a quick, targeted survey).

3.2.3 YouTube and management functions

Table 12: Use for social media in Management functions - YouTube

Social media	Area of functioning (Management)	Findings & Research work
YouTube	The four functions of management spanning across all industries include: planning, organizing, leading, and controlling.	Using YouTube for your business can be a cost-effective way to grow it, if used regularly as part of your marketing strategy, easy to be found on Google, allowing others to embed your videos on their websites. Yutube blogs posts can be re-purposed into many other formats such as: Podcasts, Infographics, Presentations, Video series.
	Twitter can be used to receive news, follow high-profile celebrities, or stay in-touch with old high school friends.	Forsey, (2019)

Source: Ekambi, (2022)

YouTube will monitor & record interactions with the management videos. Net-Results knows who clicks Play on your videos, how much of each video is watched, and best of all, who did it. with YouTube, management can segment prospects based on their video interaction helping to assess who did or did not watch the video and how much they watched.

3.2.4 LinkedIn and management functions

Table 13: Use for social media in Management functions - LinkedIn

Social media	Area of functioning (Management)	Findings & Research work
LinkedIn	The four functions of management spanning across all industries include: planning, organizing, leading, and controlling.	LinkedIn is the largest business-oriented networking website geared specifically towards professionals.
	LinkedIn gives the ability to showcase one's profile, expertise, recommendations, and connections, not only is your profile the first professional impression of you when recruiters and employers use LinkedIn to search for candidates, but it also demonstrates credibility in your industry and highlights your achievements.	Agrawal, (2020)

Source: Ekambi, (2022)

LinkedIn allows management to stay updated on where the staff in their professional network are working and how to contact them. Getting any help, is facilitated through user's network contacts in the LinkedIn Groups. Management employ LinkedIn to enhance forums, join groups and meet like-minded individuals like in the professions.

3.2.5 Pinterest and management functions

Table 14: Use for social media in Management functions - Pinterest

Social media	Area of functioning (Management)	Findings & Research work
Pinterest	The four functions of management spanning across all industries include: planning, organizing, leading, and controlling.	Pinterest helps to reduce the number of steps from discovery to conversion, making it easier for people to get straight to the source. Visitors from Pinterest are more likely to convert into leads or sales faster than from other social media sources.
	Pinterest is a visual social media platform where users can create and share pins, create boards, and shop. The benefits of using Pinterest for business include brand exposure and a wider potential customer base.	Driver, (2022)

Source: Ekambi, (2022)

Driver, (2022) notes that Pinterest being a visual social media platform where users can create and share pins, create boards, and shop, that facilitates an organization to portray the brand exposure and a wider potential customer base. Driver, (2022), highlights Pinterest as a Visual platform as a place to display your business visually, a Commercial activity where consumers often use Pinterest to determine whether they want to make a purchase and brand exposure which help in boosting own exposure to new customers.

3.2.6 Instagram and management functions

Table 15: Use for social media in Management functions - Instagram

Social media	Area of functioning (Management)	Findings & Research work
Instagram	The four functions of management spanning across all industries include: planning, organizing, leading, and controlling.	Since its inception, Instagram has proven to be a powerful marketing tool for businesses looking to expand their presence and the visibility of their products. If you have not jumped on the Instagram bandwagon yet, you may be doing your business a great disservice. If you still need convincing, then check out these 10 reasons why Instagram is continuously rising in importance and how your company can benefit.
	Instagram is a free online photo and video sharing app available on iPhone and Android. Management can upload photos or videos and share them with their staff or with a select group of friends/partners. Management can also view, comment and like posts shared by their friends/partners and staff on Instagram.	Holak, McLaughlin, & Coravin, (2017)

Source: Ekambi, (2022)

Instagram allows management to edit and upload photos and short videos through a mobile app., where a caption can be added to each of their posts and use hashtags and location-based geotags to index these posts and make them searchable by other users within the app. The challenge being post by management appears on their followers' Instagram feeds and can be viewed by the public unless made private so that only their followers can view their posts.

3.2.7 Other social media platforms and management functions

Table 16: Use for social media in Management functions – Other Social Media

Social media	Area of functioning (Management)	Findings & Research work
Others[1]	The four functions of management spanning across all industries include: planning, organizing, leading, and controlling.	Social networking site enable users to share thoughts, curate content, upload photos and videos, form groups based on interests, and participate in lively discussions (InVideo, 2022). Management employ social media to measure the social media ROI which helps us in planning an effective marketing strategy (Newberry, 2022).

Management may use social media in incoming messages, schedule, and publish content, and measure your social channel performance all in one place, sharing those results with presentation-ready reports with the click of a button. Keeping your social networks up to date with fresh content is essential for driving engagement.

Social media management capabilities involve; analytics across earned and owned media, social customer service and care, custom dashboards, and reporting, manage multiple social handles and teams, community management, access ad-hoc and unlimited social listening, content and campaign planning, scheduling, and publishing, governance and workflow management, easily integrate user generated content.

There are social media management platform tools that are secure, scalable which management may allow businesses to manage multiple social media accounts across departments and devices. Management is therefore able to monitor, post, and track social media, and help manage everything from customer service to lead generation.

Source: Ekambi, (2022)

Huang, Baptista, and Galliers (2013), confirms that, when social media platforms became open and freely accessible by employees, communication resources benefits, as opposed to areas like management.

3.3 social media and Strategic management

Table 17: South Africa (South Africa): social media and Strategic management

	South Africa (South Africa): social media and Strategic management
Social Media Impact to Management	Frederiksen, (2019), agrees with results that management strategy for social media include networking, content promotion, SEO (Search Engine Optimization), Research, and Recruiting. Khan & Karodia, (2013) shows the diversion for South Africa effectiveness use social media technology for marketing activities. Ramluckan, (2016) notes that, much as social media has proved to be a useful and effective communications tool around the globe, South Africa is yet to embrace social media in strategic management.
Social Media usage in Management	Khan & Karodia, (2013) shows South Africa uses website traffic not for management functions but for sharing blog posts, videos and other content from its website. Dlamini, & Johnston, (2018) shows that social media is important in organisations for relationship building, contact keeping advertising, marketing, attracting customers, brand management and information gathering falling less for direct management.

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[1] This include various social media such as; Tumblr, Snapchat, StumbleUpon, Reddit, VKontakte, Google+, Digg, MySpace, Vimeo, NowPublic, Digg, Odnoklassniki, orkut, MySpace, NowPublic, Fark, iWiW,Delicious.

Results and Analysis	Rambe, (2017) indicated that there is a strong and statistically significant relationship between social media marketing and business competitiveness, remaining very silent on management functions. Olivas-Lujan & Bondarouk, (2013) dives into strategic management and social media that gives leading edge.

Source: Ekambi, (2022)

Table 18: East Africa (Kenya): social media and Strategic management

	East Africa (Kenya): social media and Strategic management
Social Media Impact to Management	(Ogaro, 2014) concludes that workplace needs everything social networking, and notes that 1 in every 13 person in the world is an active Facebook user, which points to the potential of finding a ready market for any product or service remaining silent on how management can then empoy that platform, facebook. (Makhulo, 2014) comes so close to show management involvement for social media by stating that line managers were charged with responsibility to ensure the social media strategies were implemented. Ndiege, (2019) notes that a growing body of literature for social media by SMES being inferred that management skills being included. The results of this study build on the limited yet growing body of literature on the use of social media by SMEs. From the study findings
Social Media usage in Management	Koori, Muriithi, & Mbebe, (2018), Social media communication usage, knowledge sharing, information search and social media advertisement were found to be satisfactory variables in explaining organizational performance of Saccos. The study provides an in-depth analysis of social media usage and its impact among organizations. The findings showed that organizations mainly use Facebook and Twitter for their business, followed by blogs and YouTube. The organizations use social media for various purposes, such as to search for information about their market, customers and competitors. Ndiege, (2019), shows social media usage in Management through the limited SMEs leaders use of social media.
Results and Analysis	Gitau, Munyau, & Jimnah, (2017), listing the various social media platforms, and concludes that effects of social media adoption on organisational competitiveness among SME' were namely easier access more customers, generate more profits, increase the sales, reduce the operational costs, increased customer relationship, increased efficiency and increased ability to tell on customer needs.

Source: Ekambi, (2022)

Table 19: West Africa (Kenya): social media and Strategic management

	West Africa (Kenya): social media and Strategic management
Social Media Impact to Management	Arora & Predmore, (2013) notes that the words social, media and marketing have become intertwined such that there is an expectation that the only way for a company taking advantage of social media in relationship to customers and management. Kimani, (2018) concludes that the strategic management practices on the organizational performance are achieved. Yi & Owen, (2015), shows four key dimensions emerged from interview results on how public relations leaders can strategically use social media to establish leadership roles: exhibiting expert power, gaining decision power by demonstrating tangible outcomes, displaying leadership vision in social media use, and establishing leadership among peers.

Social Media usage in Management	Oyza & Agwu, (2015), shows social media as a medium to socialize, but that social media has now crept into the boardrooms of business organizations and just like the internet; it has transformed the selling and buying processes.
Results and Analysis	Khamali, Thairu, & Wanja, (2018) indicated that social media tools (Facebook, WhatsApp, Twitter, and blogs) resulted in better communication, collaboration, interaction, and knowledge sharing, showing four constructs namely social media determinants, user perceptions, social media tools and social media barriers.

Source: Ekambi (2022)

Table 20: Central Africa (Kenya): social media and Strategic management

	Central Africa (Kenya): social media and Strategic management
Social Media Impact to Management	Arora & Predmore, (2013), concludes that social media as a strategic tool is not just for marketing anymore, as it spreads to other disciplines. Oyza & Agwu, (2015), hints that management must understand that there has been a shift of power from the producers to the consumers who now through social media platform can speak their thoughts.
Social Media usage in Management	Koori, Muriithi & Mbebe, (2018), stress on communication that management will benefits from social media platform, by building strong relationships, sharing each other's expertise, by obtaining an opportunity to talk about what you know and what you want to be known.
Results and Analysis	Lukose & Lagat (2022), states that social media is used for performance enhancement and product innovation, and the ability to access wide global client reach due to advancement in social technological interactions.

Source: Ekambi, (2022)

Table 21: Africa: social media and Strategic management

	Africa: social media and Strategic management
Social Media Impact to Management	Barnhart, (2021) states that a succinct strategy in social media gives you the focus needed to say "no" to efforts that don't serve your goals. Kathikeyan, (2016), states that social media has improved the way communities connect with one another, causing management to admire the value of social media as a powerful catalyst for change management within organization.
Social Media usage in Management	Mahboub, (2018), recomments that managers should be conscious that their performance could be enhanced by developing capabilities and competences related to social media and by having a strong intention to use the tools.
Results and Analysis	Paquette, (2013), hints to the fact that social media has developed within the last decade, and its concepts makeup its foundations, enhancing management integration of social media on consumer behavior. Zahoor & Qureshi, (2017), highlights that, social media, has changed the landscape of marketing and the way product and company information is exchanged between company and customers, therefore, needs special attention from management to enjoy being competitive in the market. Lal, Ismagilova, Dwivedi, & Kwayu, (2019), reveals that social media facilitates and enhances communication between businesses and customers, therefore even as we think about management, they still reveal that there remains a lack of empirical data and no comprehensive overview of what "ROI" can mean for an organisation seeking returns on their social media adoption.

Source: Ekambi, (2022)

Table 22: The World: social media and Strategic management

	The World: social media and Strategic management
Social Media Impact to Management	Taghizadeh, (2019), notes that digital technology is growing and changing very fast and fundamentally, has a tremendous effect on the traditional business strategy through the functional and global business processes.
	Olivas-Lujan & Bondarouk, (2013) comes so close in dealing with management when they deal with the management perspective to the nagging issues dealing with privacy among digital natives.
	Frederiksen, (2019), declares that social media has surged in popularity, with professional services including it as a part of their management strategy.
Social Media usage in Management	Icha & Edwin, (2016) notes that social media has now crept into the boardrooms of business organizations and just like the internet; it has transformed the selling and buying processes.
Results and Analysis	Galal, (2022) states that Northern Africa had 56% of the population using social media, 45% were in Southern Africa whereas,8% were in Central Africa.
	Oluwole, (2022) inform us that Nigerians are the most addicted social media users in Africa.

Source: Ekambi, (2022)

The results discussed were secondary from; Princeton Survey Research Associates International, World bank, and Statcounter statistics. Social media portrays both benefits and limitations as a strategic tool for organizational management.

3.4 Descriptive statistics for strategic management in social media for Sub-Saharan Africa.

Table 23, give the statiscal analysis of finding from SSP.

Table 23: Descriptive Statistics

	FaceBook	Twitter	Printerest	Instagram	YouTube	LinkedIn	Others	Valid N (listwise)
N	12	12	12	12	12	12	12	
Mean	**64.4183**	**6.3317**	**6.6775**	**.7392**	**3.3492**	**.1758**	**11.3658**	
Median	67.0250	6.4550	6.9400	.0000	2.5450	.1850	6.9800	
Mode	26.69[a]	4.26[a]	.00	.00	.12[a]	.23	.36[a]	
Std. Deviation	**19.15751**	**1.60707**	**4.91338**	**1.20782**	**2.66415**	**.08005**	**12.26209**	
Skewness	-1.198	.776	-.099	1.363	.450	-.289	1.223	
Kurtosis	.903	.631	-.998	.209	-1.351	-.995	.474	
Range	59.45	5.58	13.98	3.01	7.36	.25	37.65	
Minimum	26.69	4.26	.00	.00	.12	.05	.36	
Maximum	86.14	9.84	13.98	3.01	7.48	.30	38.01	

a. Multiple modes exist. The smallest value is shown

For Facebook (M=64.42, SD=19.16), Twitter (M=6.33, SD=1.61), Printerest(M=6.68, SD=4.91), Instagram (M=.74, SD=1.21), YouTube (M=3.35, SD=2.66), Linkedln (M=.18, SD=.08) and Others (M=11.37, SD=12.26), the low standard deviation indicates that data collected is close to the mean, with a lower range of values.

4. CONCLUSIONS

Because of the spread of social media usage in SSA, we declare that management, the process of creating, scheduling, analyzing, and engaging with content posted on social media platforms is facilitated and is picking in management.

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