Using Social Media for Public Participation in Government Policies and Services

استخدام وسائل التواصل الاجتماعي للمشاركة المجتمعية في السياسات والخدمات الحكومية

by

AYESHA ABDULNOOR MUSTAFA ALJANAHI

A thesis submitted in fulfilment

of the requirements for the degree of

DOCTOR OF PHILOSOPHY IN PROJECT MANAGEMENT

at

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Abstract

A major problem facing the UAE, as well as governments in many other countries, is how to sustain high levels of public participation.

Social media and continuous innovation are becoming key factors in providing government services to gain public satisfaction and encourage loyalty. This research aims to discover the optimal applications and implementation processes involved in incorporating social media into government innovation strategies and projects.

This thesis, therefore, asks two research questions. First, how do social media contribute to the success of government projects? Second, how can social media be effective in the diffusion of innovation programmes across the national culture (NC)?

The empirical research reported in this thesis concentrates on five case studies which are all government or semi-government organisations, each with varying levels of experience and resources in social media. The case data were collected based on the two main research questions and ten case questions. The case issues are reported, analysed and interpreted based on the emergent themes in the empirical field, as well as compared to existing themes in the literature on social media and public participation in government. The research contains five case studies; these are Implementer, Residential, Healthcare, Education, and Media entities.

From the five cases, it is clear that the concept of public participation is not yet comprehensively implemented

To conclude, first, social media has the potential to contribute to the success of government projects, when local and federal government entities initiate and maintain two-way communication with the public; facilitated by skilled and qualified social media teams.

Employees should be trained in different crisis management scenarios so that they can cope with the problems encountered on social media platforms.

Second, for social media to be effective in the diffusion of innovation programmes across the NC, there should be a coordinating government department that specialises in innovation and recent technologies, and collaborates with social media specialists and teams. While the regional, governmental, societal and cultural context of the UAE is significantly different compared to, for example, the USA, it is concluded that there is emergent evidence from these five empirical case studies of the advantages of implementing Linders' (2012, 2015) evolving concepts of we-government.

It is recommended that future research investigates the theoretical framework of government initiatives, programmes and projects and evaluates how they use social media platforms and modern technologies like Artificial Intelligence to advance and implement government policies and services.

نبذة /ملخص

تتمثل إحدى المشكلات الرئيسية التي تواجه دولة الإمارات العربية المتحدة، وكذلك الحكومات في العديد من الدول الأخرى، في كيفية الحفاظ على مستويات عالية من المشاركة المجتمعية.

فلقد أصبحت وسائل التواصل الاجتماعي واستمرارية الابتكار من العوامل الرئيسية في تقديم الخدمات الحكومية لكسب رضا وولاء الجمهور. يهدف هذا البحث إلى اكتشاف التطبيقات وعمليات التنفيذ المثلى التي ينطوي عليها دمج وسائل التواصل الاجتماعي في استراتيجيات ومشاريع الابتكار الحكومي، وعليه يطرح هذا البحث سؤالين.

أولاً، كيف تساهم وسائل التواصل الاجتماعي في نجاح المشاريع الحكومية؟ ثانيًا، كيف يمكن أن تكون وسائل التواصل الاجتماعي فعالة في نشر برامج الابتكار عبر الثقافة الوطنية (NC)؟

يركز هذا البحث التجريبي على خمس دراسات جميعها مؤسسات حكومية أو شبه حكومية، ولكل منها مستويات مختلفة من الخبرة والموارد في وسائل التواصل الاجتماعي. تم جمع البيانات الخاصة بالمؤسسات وفقاً لسؤالين رئيسيين وعشرة أسئلة.

يتم الإبلاغ عن قضايا الحالة وتحليلها وتفسيرها بناءً على الموضوعات الناشئة في المجال التجريبي، ومقارنتها بالموضوعات الموجودة في البحوثات حول وسائل التواصل الاجتماعي والمشاركة المجتمعية في الحكومة. يتضمن البحث خمس دراسات للمؤسسات المنفذة والسكنية والرعاية الصحية والتعليم والإعلام.

من الحالات الخمس، يتضح أن مفهوم المشاركة المجتمعية لم يتم تنفيذها بشكل شامل بعد.

في الختام، أولاً، تمتلك وسائل التواصل الاجتماعي القدرة على المساهمة في نجاح المشاريع الحكومية، عندما تبدأ الجهات الحكومية المحلية والاتحادية في التواصل الثنائي مع الجمهور والمحافظة عليه بتيسير من فرق التواصل الاجتماعي المتمكنة والمؤهلة. ويجب تدريب الموظفين على السيناريوهات المختلفة لإدارة الأزمات حتى يتمكنوا من التعامل مع المشكلات التي تواجههم في منصات التواصل الاجتماعي.

ثانيًا، لكي تكون وسائل التواصل الاجتماعي فعالة في نشر برامج الابتكار عبر الثقافة الوطنية NC، يجب أن يكون هناك قسم حكومي منسق ومتخصص في الابتكار والتقنيات الحديثة، بالتعاون مع متخصصي وفرق وسائل التواصل الاجتماعي.

في حين أن السياق الإقليمي والحكومي والمجتمعي والثقافي لدولة الإمارات العربية المتحدة يختلف اختلافًا كبيرًا مقارنة بالولايات المتحدة الأمريكية على سبيل المثال، فقد استنتج أن هناك أدلة ناشئة من دراسات الحالة التجريبية الخمس أن هناك مزايا في تطبيق مفاهيم ليندرز (2012، 2015) في تطوير مفهوم جميعنا جزءً من الحكومة.

وفقاً للبحوثات المستقبلية، سيتم تحقيق الإطار النظري لمشاريع ومبادرات القطاع الخاص بتوضيح كيفية استخدام منصات التواصل الاجتماعي والتكنولوجيا الحديثة مثل الذكاء الاصطناعي لترويج المشاريع والخدمات الحكومية.

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List of Abbreviations

BBS	Bulletin Board System
CMP	Crisis Management Policy
DEG	Digital Era Government
DSC	Dubai Statistics Center
DOI	Diffusion of Innovation
DSS	Dubai Summer Surprises
FOSS	Free Open Source Software
FNC	Federal National Council
GC	Government Communication
GCC	Gulf Cooperation Council/GCC Countries
GDP	Gross Domestic Product
Genie	General Electric Network for Information Exchange
ICT	Information and Communications Technology
IRC	Internet Relay Chat
MRI	Magnetic Resonance Imaging
MBRCHE	Mohammed bin Rashid Charity and Humanitarian Establishment

M-Gov	Mobile Government
MoU	Memorandum of Understanding
MTurk	Amazon's Mechanical Turk
MUD	Multi-User Domain
NPM	New Public Management
OGMM	Open Government Maturity Model
OPR	Organisation-Public Relationships
PSI	Parasocial Interaction
SNS	Social Network Sites
t-gov	Transformational government
UAE	United Arab Emirates
VoD	Video on Demand
WELL	Whole Earth (E)Lectronic Link
OCAI	Organisational Culture Instrument
NC	National Culture
OC	Organisational Culture

PC	Project Culture
ID	Individual Difference
PM	Project Management

Chapter 1 Introduction

1.1 Research Overview

The use of social media for public participation in government policies and services is based on the importance of citizen cooperation and involvement with the government. In the US, the debates on we-government (Linders 2012) have been concentrated on a perspective where the public are viewed as partners rather than customers and where they are encouraged to play an effective role in providing government services of high quality. In we-government, the government aims to treat citizens as partners, where society has a lot of trust in the public's involvement in government projects and initiatives.

Bovaird and Loeffler (2013) claim that users' and community's coproduction is built on the concept that production and consumption of services in both the public and private sectors are closely connected. The services are only produced when the user approves and accepts becoming part of the process. Users' involvement in the service process ranges from being a technical expert to a professional, volunteer or a citizen. In a public sector context, the service receivers will often have different reactions to constraints or penalties. For example, developing community safety includes citizens who obey speed limits or parking rules and pay fines if they are caught overlooking these restrictions. In other scenarios, citizens may interact in the process of service delivery to represent other people, which makes them volunteers. But not all volunteers can add value to society because some will help to bring advantage to other people, whereas others act selfishly because they aim solely to widen their network or have the experience of volunteering

added to their CV, which means that not all volunteering will automatically progress publicly valued outcomes.

The core principles of coproduction are defined in that citizens know and understand things that many professionals do not; citizens can function as critical success factors because they can contribute to making a service more effective by taking its quality to the limit since they are often motivated to explore and examine very carefully their own requirements. The grouping of services has become a key approach in the UK to identifying and determining what services need to be delivered, and to whom, and what outcomes should be accomplished. Basically, commissioning is the issue of priorities – 'Which outcomes are priorities? Which groups of the public are priorities? Bringing these together, which services are priorities, in order to ensure priority outcomes for priority service users?' (Bovaird & Loeffler 2013, p. 7).

Bovaird and Loeffler (2013) argue that involving service users and citizens in the commissioning process can meet people's requirements instead of merely satisfying the public sector's regular activity of providing services. Importantly, users need services which are relevant to them, have outcomes that can help in their everyday lives and are based on their priorities. It is not claimed in the literature on we-government that all service users and communities should invariably be part of the co-commissioning system. For instance, the target groups of citizens for co-commissioning can be divided into three layers. Some citizens do not know or care because they possess some incapacity or lack of interest. which makes them less likely to provide new insights in the process; other people know but do not necessarily have much interest in contributing; and the third layer includes people who know and care, which means that an over-emphasis on the first two categories is likely to be a waste of time and effort for the public agency as well as for service users.

Whereas Linders (2012) argues that the public's involvement as partners with the government is crucial, Bovaird and Loeffler (2013) contend that investing in projects does not add any value to citizens because it is not based on a clear knowledge and understanding of their overall priorities. By default, the government has an important role in ensuring and maximising production efficiency, but in contemporary societies, since the social media revolution, it has become important to engage the public in government projects and initiatives which contribute to government success and reputation.

A major challenge facing mass communication communities is the constant revolution in communications technologies (Baran & Davis 2009). The challenges of communication cannot be overlooked or separated from the social and cultural reconfigurations of the technological revolution (Steeves 2015). In any collective modernising identity, technologies are designed to fit its societal and normative environment and satisfy individual nations' policy goals and common values. Since the 18th century, the industrial revolution has built an economy of need, where the Western world has been able to provide its citizens with most basic material needs. The post-industrial age has led to developments in combining multiple, complex technologies, and they remain a characteristic of ongoing social change.

Between the 20th and the 21st century, two successful and noticeable phenomena have occurred. The first is the redefining of communication as a complex array of local cultures functioning alongside an evolving, emergent global culture which is managed through technological innovations. The second phenomenon is globalisation and the increasing global interactions of economic and social communications. The evolution of social media technologies and their uses are one major component of change and development, and are the main focus of this thesis on developments in we-government.

1.2 Research Purpose and Problem

Since there has been inadequate research on public participation in government policies and services, the purpose of this thesis is to analyse the role of social media in government projects and study how their interactive channels of communication alter how government and the public communicate, develop solutions and provide services. National governments in a number of developed and some developing countries have created new policies for advancing from basic systems of e-government to more participative communication contexts. The thesis also examines what researchers and practitioners need to know about social media's impact on corporate risk and includes, therefore, risk management practices for protecting organisations from risks through techniques such as risk identification and categorisation. The empirical research for this thesis explores the demographic differences organisations consider when involving the public in government strategy or initiatives and how people assess the effectiveness of social media tools. Previous models of e-government and mobile government have contributed to improvements in performance management, real-time reporting and increased public awareness. While these developments in public sector policy and practice have resulted in more opportunities for data-driven decision-making in both e-government and mobile government initiatives, the relationship between the government and the public has often been variable in the effort to achieve high public engagement.

The thesis describes how social media have opened up new means of public engagement in government projects which are changing the public's expectations on how government can meet their requirements. The government delivers their official messages, projects and services to the public using different social media platforms like Twitter, Facebook, Instagram, Snapchat and

YouTube, that increases the communication with the public and strengthen their loyalty. The UAE government has a large number of sectors which provide public services such as public transportation, utilities, cultural services and tourism, certification and licensing, public works, business and enterprise services, public healthcare and education.

The thesis concentrates on the role of social media and innovation in creating community engagement. When increasing citizens' expectations and needs for innovation in the public sector, it is important to use social media for public participation in government policies and services. Such moves are likely to alter public and government communication in ways that are characterised by increased dialogue, more intense participation, collaborative problem-solving and innovation. This potential path of public services development is illustrated in the open government maturity model (Lee & Kwak 2012), which comprises five levels to assist government agencies when applying open government by using social media.

Subsequently, the thesis describes culture's effect on the use of innovation, including the influence of national culture (NC) and organisational culture on the diffusion of government projects by examining the potential relationships between culture and the spread of government projects. Concepts of using social media for public participation in government policies and services are important because they shed light on the public's skills and capacity to be an essential part of the growth and development of society. It is not exclusively the government's role and responsibility to build a reputable nation; rather, it is the government and the citizens' participation as partners that can develop strong and powerful nations.

1.2.1   Main problem

Social media and innovation are becoming key factors in providing government services to gain public satisfaction and loyalty. Some government entities in the region have particular constraints in providing the required services for the public, particularly in the education and health sectors, according to the Ministry of Cabinet Affairs. These challenges have led the UAE government to initiate a UAE national brainstorming session in 2013 to engage citizens through social media platforms, first to guarantee that all concerns and suggestions are identified effectively and second to provide the needed methods and decisions to tackle problems of government-citizen communication, participation and collaboration.

While many techniques, strategies and decisions relating to social media are made on a regular basis, some government entities still do not have a strong presence on social media platforms and do not maintain acceptable levels of engagement with the public. This research aims to discover the ideal methods for UAE government entities to incorporate social media and innovation into the strategy of government projects aimed at involving the community in strategy setting and creating effective government policies and services.

1.2.2 Sub-problems

The first sub-problem is the quality of social media skills of government employees, which is regarded as a major concern in the implementation of a social media strategy. Some entities do not have qualified employees who are able to manage social media platforms and are unable to monitor the diffused content in these platforms, which sometimes has a negative impact on the entity's reputation.

The second sub-problem is the differences in education and qualifications of members of the public and how a single social media tool can capture ideas from a wide, diverse pool of varied levels of

participants' qualification and skills. Some individuals are not able to use social media platforms and are not sufficiently trained or educated to respond proactively whenever they face problems with services from the entity's official website. Furthermore, some individuals and groups are not sufficiently skilled or resourced to deal effectively with the full range of communication problems arising on social media platforms, creating the potential for crises in communication as well as image and reputation problems for specific government entities.

1.3 Thesis Aim and Objectives

Aim

To discover the most effective uses of social media and innovation strategies so that the UAE government can involve the community and establish more effective participation in government policies and services.

Objectives

1. To explore how culture has an impact on the diffusion of innovation.
2. To understand how culture can affect the use of social media in implementing government projects.
3. To explore the impact of social media on corporate risk taking.
4. To explore the demographic differences which organisations consider when involving the public in government strategy or initiatives.
5. To review the ways people evaluate the effectiveness of social media tools.

1.4 Research Questions

This thesis addresses the following research questions:

RQ1: How do social media contribute to the success of government projects?

RQ2: How can social media be effective in the diffusion of innovation programmes across UAE culture?

1.5 Significance of the Research

This thesis is significant for the following reasons. It contributes to the knowledge and the literature on social media in organisations, national and organisational culture, innovation strategy, social media as a tool for innovation diffusion and organisational risk management. It provides five new empirical case studies for analysing the role and contribution of social media to public participation in government policies and services. The within-case and between-case analyses provide a rich database of evidence for understanding effective practice and areas for policy development in more economically developed and developing country contexts. As such, this thesis contributes to new knowledge of this new field of study in public policy and public administration on we-government and methods of increasing public participation through the innovative application of media technologies.

1.6 Contribution to Knowledge

This is the first contextual study to research the UAE local and federal entities' engagement of the public as social media participants in managing projects and initiatives. The researcher identifies the types of organisational culture in the case study organisations and their influence on employees' loyalty and productivity when using social media platforms. This research has a practical aspect insofar as it provides more knowledge on how the UAE government could incorporate innovation into societal and organisational cultures using social media and ways to involve the public in the government projects and strategy design. It analyses in detail several social media platforms and technologies used by different government entities to gain their target audience's contentment and satisfaction about the speed and quality of the services provided.

1.7 Research Strategy

The research strategy implemented to accomplish the objectives of this study is explained comprehensively in Chapters 4 and 5. The research strategy is intended to identify plausible answers to the main research questions, which form the basis for the research approach, structure, methodology and methods.

First, the literature review was undertaken to assess the growing importance of social media and challenges facing government entities when using social media platforms as a tool for the diffusion of innovation across UAE society and its culture. This review indicates how social media have a positive impact on government projects, culture, corporate risk taking and building government strategies. Second, a convenience sample of appropriate case studies was identified, concentrating

on those entities closer to complying with the UAE government's policy directions on applying social media projects to serve the public. The research strategy directs the research questions and objectives through informal interviews, focus groups, informal non-participant observation and secondary document data analysis to engage groups of employees. Data have been collected on some of the available perspectives and opinions about social media projects, government services and initiatives. These collected data are used to analyse the organisations' weaknesses and inefficacies as well as to identify their strengths and potential for making further improvements in empowering citizens and gaining diverse target audiences' satisfaction.

In summary, the thesis applies a mixed research strategy in collecting in-depth perceptions on the research questions and objectives within the five case studies – Implementer, Residential, Healthcare, Education and Media. The research involves empirical investigation, using two main research questions and eight interview research questions, which involve managers and employees of different specialties. It is also based on the information provided in samples of documents and web-links which helped with understanding the applications of social media set within the wider context of the purposes, services and workflow of these organisations.

Assumptions

The assumptions which can influence the outcome of the research are as follows:

- Some federal government representatives may not openly address the key issues encountered when using social media in providing services.
- The majority of federal government employees speak in Arabic; thus, most of their inputs need to be translated into English.

1.8 Overview of Chapters

The thesis is divided into seven chapters:

Chapter 1 – **Introduction**: This chapter comprises a research overview, the research purpose and problem, the scope, the research aim and objectives, the research questions and propositions, the contribution to knowledge, the study's significance, the research strategy and the design limitations.

Chapter 2 – Literature Review: At the beginning of this chapter, social media and challenges facing government in using social media as a tool for diffusion of innovation among the culture are discussed. The literature review highlights the role of social media in government projects, national and organisational cultures' effects on social media, social media's impacts on corporate risk taking, social media's impact on projects, the importance of trust in social media and the public's participation in using social media tools and strategies.

Chapter 3 – Research Methodology: This chapter explains the purpose of the empirical study and the choice of methodology, the research approach and philosophy, the research strategy, case study research methods, case study research design, the research ethics, the case study sample, the case study collection protocol, and the case methods of analysis and interpretation, and ends with a section on researcher reflexivity.

Chapter 4 – Case Findings: Results: This chapter discusses the results of the case study research conducted on five government entities. comprising three federal and two local entities. This case analysis addresses two main research questions, and eight research questions which are applied through informal interviews, focus groups, informal non-participant observation and secondary document data analysis.

Chapter 5 – Results and Interpretation: The case interpretation iterates through both within-case and cross case/between-case analysis. This chapter, therefore, discusses the main results for each case study and then compares and contrasts the cases. The main implications of the case findings are interpreted in relation to the UAE context for social media.

Chapter 6 – Discussion: This chapter presents the main findings of the thesis in terms of theory and practice. This is based on the interpretations of the within-case and between-case analyses which are presented in Chapter 5. These findings and interpretations are discussed in the light of the literature reviewed in Chapters 2 and 3. The main contributions to knowledge are identified and explained in relation to the two main research questions and the objectives of this thesis.

Chapter 7 – Conclusion and Recommendations: This chapter includes the main findings in the research and states the research limitations. It also provides the research conclusion and gives some recommendation

Chapter 2 Literature Review

2.1 Introduction

This chapter explores the interrelated literature on government and communication management through social media. It examines the new research field on transitions from e-government to we-government. The main area of focus is the role of social media in creating higher levels of public engagement, participation and collaboration as part of government policies and services.

The UAE government used social media in the UAE National Brainstorming session as an innovative exercise, which involved citizens giving their feedback and suggestions to tackle the deficiencies in terms of quality and efficiency of both the education and health sectors. As per His Highness Sheikh Mohammed bin Rashid's certainty about social media's importance, all local and private entities were urged to use social media to send ideas and projects to start the innovation week, which took place in November 2015.

Social media are a "wide range of Internet-based and mobile services that allow users to participate in online exchanges, contribute user-created content, or join online communities" (Dewing 2010, p. 4). Such Internet services include blogs, wikis, media-sharing sites and social networking sites. Social media have played a crucial role in business and communications in the past two decades within information systems since social media and networking are considered the fastest way to develop and market any business entity (Edosomwan *et al.* 2011). Many social networking sites emerged in 2000 to facilitate interaction with people who have a mutual interest, and these have affected the way businesses conduct their transactions. Social media were defined by the Merriam-Webster dictionary as 'forms of electronic communication (as websites for social networking and

blogging) through which users create online communities to share information, ideas, personal messages, and other content (as videos)' (Edosomwan *et al*. 2011, p. 1). The Merriam-Webster dictionary has also defined networking as a give-and-take process of information or services between individuals or organisations. Up to the 1960s, sharing information was done by using telegrams to transmit and receive messages over long distances. Then technologies were developed to make human communication much easier. Social networks evolved over a long time ago to the modern day, where digital media are used. During the 1970s, there was some knowledge about the email concept; however, the Internet was not available at that time.

Edosomwan et al. (2011) identified how social media were developed in through the 1970s. Multi-User Domain (MUD) was a real-time virtual world that comprised interactive games and online chat. MUD was based on text where users needed to type commands that used natural language. Then in 1978, the bulletin board system (BBS) was developed, where users had to log into a system in order to download software and read and exchange messages with other users. The BBS was accessed through a modem using a telephone line one user at a time. Then the World Wide Web was developed and this brought colour and graphics to the system communication, which BBS did not have. In the 1980s, the Whole Earth (E)Lectronic Link (WELL), General Electric Network for Information Exchange (Genie), Listserv, and Internet Relay Chat (IRC) came into the picture. WELL started as a BBS and is one of the oldest operating virtual communities. Genie was an online service which used ASCII language (character-oriented information), which was competing with CompuServe (an information service). In 1986, Listserv was launched. It was the first electronic mailing list application. Internet Relay Chat (IRC) was formed to ease group communication, which allowed real-time chat and provided private messages and data exchange between two people.

As specified by the Arab Social Media Report (2015), social media helps to connect people and shorten the distances between work teams. It also helps people learn new information and improves corporations' reputations. On the other hand, social media can make the personal interaction between people non-conductive, may lead to family fragmentation, risks improper information exposure, addiction, incorrect information transfer, and deteriorating communication skills, and does not fit with Arabic culture.

One of the challenges facing the government is trust in social media, which is considered important to help individuals in different social network sites who come from different cultures operate successfully (Lee & Kwak 2012). If government did not succeed in gaining public loyalty and diffusing the ideas of government projects and initiatives, it might result in very slow and weak communication with the public. It is very important to represent the government as a body which is highly committed to working on people's behalf to spread positivity and increase the government's positive reputation by using technologies and tools which can ease public engagement. Social media have opened up new ways of public participation and collaboration with the government, which have changed the public's expectations about government communication.

This chapter explores the literature on the role of social media in creating community participation in government policies and services. The chapter first presents the role of social media in government projects, culture and social media, the culture effect on the diffusion of innovation, organisation culture, and culture in projects, followed by the use of social media as a tool for innovation diffusion, the social media impact on corporate risk-taking and the social media impact on projects, in addition to trust in social media and public participation in tools and strategies.

2.2 The role of Social Media in Government Projects

The National journalists Carroll (2014) and Al Ameri (2014) have highlighted the effective role of social media in some UAE projects and initiatives. Carroll (2014) discussed how the UAE government was able to collect 82,000 ideas from the public using Twitter, including 43,770 tweets consisting of 41,000 tweets in Arabic and 2,700 tweets in English, which were used for the national brainstorming session. The public's ideas and the involvement of various entities led to major changes in both the healthcare and education sectors, making the session a success because the government permitted public engagement. Now the brainstorming session is becoming a practice in most government sectors and most officials analyse negative tweets to ensure public satisfaction and happiness.

According to the journalist, Al Ameri (2014), Twitter has had both a positive and a negative influence on the Arab world. The UAE has used social media as a tool which connects people rather than a tool to send complaints and force the government to meet their requirements. Besides, Al Ameri specified how the UAE launched the brainstorming campaign on Twitter to enable citizens to share their thoughts and ideas to develop the country. Moreover, government ministers, including Sheikh Mohammed bin Rashid, went through the data collected to discuss them with the public.

Social media clearly have a role in shaping the future of the UAE. One reason to move from e-government to mobile/smart government was to provide services through innovative and effective social media channels. This cycle has been put into action to ensure the success of government projects. Anthopoulos, Reddick, Giannakidou and Mavridis (2016) found that e-government projects failed due to many factors, including design gaps, unsuccessful project management and

improper planning. The social media "Twitter" platform was used when a failure timeline was determined in the government reports. The reason for using Twitter is because its content is shorter and represents a better scope of audience reaction in terms of hashtags, which relate conversations with the case study and which represents the numbers of followers who have retweeted opinions. The Twitter analysis was based on the following process:

1- Twitter data mining: related to the case study during the specified timeline

2- Results analysis: top discussion days, including top events and influencers

3- Results mapping: matching the results to the failure timeline and the failure taxonomy tool

4- Typology definition: typology of social media used for project failure management

Anthopoulos et al. (2016) used Twitter mining with the HTCondor workload management system (http://research.cs.wisc.edu/htcondor/manual/index.html). This software enabled the use of keywords to determine discussions which had taken place in the two month test duration of the e-government project's effectiveness. The research found there was e-government project failure for reasons such as design-reality gaps between technology and social situation, missing business focus and objectives, lack of team skills and not meeting the public satisfaction.
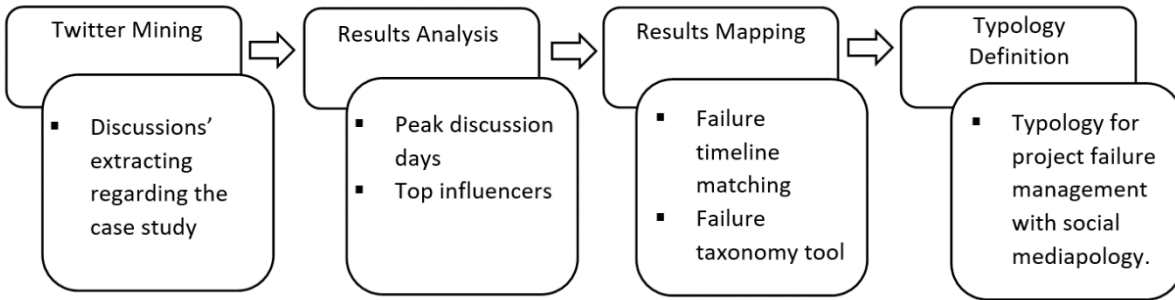
Figure 1: Social media analysis process (Anthopoulos *et al*. 2016, p. 5)

Parveen, Jaafar and Sulaiman (2014) find that social media are more effective than traditional marketing communications because they build and maintain relationships with the public in ways which can guarantee their loyalty and satisfaction. Based on conducted research on Malaysia, governments and most businesses have realised the importance of social media. Parveen *et al.* (2014) proposed two research questions to investigate the organisation's usage of social media, which were, 'Why do organisations use social media?' and 'What is the impact of social media usage on organisational performance? The data were collected using in-depth, semi-structured interviews with the organisations which are using social media efficiently. The research results on organisations' use of social media showed that organisations mainly use them for advertising, branding and research. The research stated:

> Social media is used as the voice of the brand; we use it for branding, marketing and public relations. We gather updates from fans, feedback from fans, we want the fans to know that we are listening to them as well...We try our best to fulfil our customers' needs via social media. We use social media for getting customer opinions. (Parveen *et al.* 2014, p. 5)

Looking at information searching and sharing, it has been found that organisations use social media for sharing their information with the public and they can collect the information they need about their customers via social media. For example, they can use social media analytics in Facebook to get information about their customers, such as age group, country and interests.

Regarding the second research question, which explains the impact of social media, organisations have shown the importance of social media in improving their performance because it has improved customer communication and increased the visibility of the brand. Besides, almost all organisations have determined that social media give content to the customers to understand more about the organisation because this improves information sharing between the organisation and the customer. Organisations also agreed that social media improve brand visibility because they are more able to link analysis of customers' feelings towards their brand visibility.

The study provides a thorough analysis of social media use and its importance in communicating with the customers. Organisations today can use it for various purposes, such as searching for information about their market, customers and competitors. Also, the news regarding organisations' events, projects and initiatives can be easily posted and shared on social media platforms, which can enhance their image among the public.

2.3 Culture and Social Media

2.3.1 From e-government to we-government

Linders (2012) identified how, with citizens' increasing expectations and the need for innovation from the government, social media have become a central element of e-government. Social media interactive channels are seen as a way of altering how government and the public communicate, develop solutions and provide services. He describes the government-citizen relationship reimagined concept, where government deals with the public not as customers but as partners and the public role is expanded from citizens who consume public services to active partners who solve

social problems (Cameron 2010). Linders stated that social media and online engaging platforms provide several advantages for finding out and attracting members of mutual interests, exchanging information and taking group decisions at a larger level. The research question is: how can these advantages affect the government-citizen relationship? The author came up with a typology of citizen coproduction initiatives by providing a table, as shown in Table 1 (section A), which summarises the variables relevant to the range of government-citizen relationship and public service delivery partnerships.

Table 1: Variables of government-citizen relationship and public service delivery partnership (Linders 2015, p. 2)

Variables defining the spectrum of coproduction in literature.

A. Defining the spectrum of the government-citizen relationship	B. Defining the spectrum of public service delivery partnership
Actor vs. Beneficiary: what is the division of labor – who is leveraging whom? (Donahue 2004; Whitaker 1989)	Stage of service delivery cycle: At which phase of the service/ policy cycle is the activity occurring? (Bovaird & Downe 2008; Brandsen & Pestoff 2006)
Citizen Power and Responsibility: How much control do citizens have vis-à-vis government? (Arnstein 1969; Gazley 2008)	Problem Vs Opportunity Driven: Is the effort defensive or offensive in nature? (Donahue 2004)
Embeddedness: To what degree is Government staff embedded within the community and its processes? (Ostrom 1996)	Single-Purpose Vs. Broad: How focused is the initiative? (Cooper, Bryer & Meek 2006; Donahue, 2004)

The author combined the variables from Table 1 to develop both provider and beneficiary dimensions to capture the distribution of power and responsibility, which are government-to-citizen, citizen-to-government and citizen-to-citizen. In the *citizen-sourcing* dimension (citizens to

government), the public helps government to be more effective, where government has the main responsibility but citizens have an impact on the results and direction, and help to execute government daily services. In the *government-to-citizen* dimension, the government can help to make the infrastructure available to the public for their growth and daily productivity. According to the *citizen-to-citizen* category, which is 'do it yourself', government eases citizens' self-organising and helps to provide new openings for delivery of citizen-to-citizen services. Here, the government does not play an effective role in the daily activities but it is considered a facilitator provider in the framework.

To elaborate on the research, the author analysed the factors of public service delivery partnerships explained in Table 1B. The research paper highlights the stages of the service delivery lifecycle, which is different from the policy lifecycle. It has three stages, which are planning and design, execution and monitoring. In the planning and design stage, many strategic decisions are made: government programmes and services are designed and planned for execution. The second stage comprises a lasting collaboration to deliver and execute a public good. The third stage comprises the monitoring and evaluation of programme efficiency and effectiveness.

To investigate the citizen-government relationship in the age of social media, Linders (2015) analysed service design to apply online citizen consultations via the initiatives of e-participation and e-rulemaking, which help to ascertain citizen preferences. For example, President Obama launched the Change.gov site in order to get the required data from citizens for his presidency. Since then all agencies have started to use tools to gather citizens' feedback and comments on the National Broadband Plan at broadband.gov, which helps them to collect ideas and recommendations. 'The use of social media in the public sector has become a hot topic recently,

and administrators are beginning to embrace them to encourage civic engagement and build community' (Graham, Johnson & Avery 2013, p. 2).

For example, the US Government provides healthindicators.gov and hospitalcompare.hhs.gov to allow citizens to compare hospital ratings. In terms of service monitoring and having open book government, progress in data management and analysis has provided citizens with the ability to examine huge amounts of government data, which brings fully open and transparent government.

To examine the concept of citizen-citizen by applying 'Do it yourself government', Linders (2015) identified how social media and online social sites help citizens to be more prepared and have less reliance on official institutions. For instance, the Internet eases the process of group decision-making by reducing time and hierarchy. Therefore, organisations are starting to deploy community portals to implement group decision-making. Ardam and Mohammad (2019) argued that social media are an essential marketing tool which will increase marketing effectiveness in any organisation; thus, it is worth analysing how its adoption will benefit organisations.

The second stage is the service delivery and execution is designed to be self-service in nature. Such a platform offers a community a collective process, with IT having the government as the intermediary to ease the citizen-to-citizen support. Self-service is used by citizens who receive government services when they can, in fact, use social media to manage their actions. The third and last stage is the service monitoring which allows citizens to provide feedback on services quality offered by offices or officials in real time. It is noteworthy that digital governance research supports real-time citizen assessment applications to save money and speed up the assessment process. 'For citizen's improvements, the e-participation processes, government innovations, and

citizen satisfaction governments need to enhance the collaboration and engagement' (Zaher & Laith 2017, p. 2).

The research paper highlights how the White House open government innovation gallery features have the federal agencies providing self-elected government initiatives and presenting the projects considered the most innovative and crucial. Linders (2015) provides the classification initiatives using the citizen coproduction model shown, which focuses on government programmes and not citizen-to-citizen coproduction.

> Discussions with individuals possessing government and public policy backgrounds indicated a high degree of consensus and precision in applying the typology, with deviations only for such multifaceted initiatives as data.gov that sprawl across multiple categories. (Linders 2012 p. 5)

Based on the research conducted with individuals who work in government and with public policy, a high acceptance of local government rather than federal government and citizens' reporting is indicated. The research paper offers a strong analysis of the commonalities in the used tools of each category but with major differences among some sides of the categories. Consultation initiatives mainly depend on the remote involvement of sharing comments, which are communication and open book government projects. These depend on competition sites or group-based tools. The author identified how future research will include the comparison and integration of policy models.

Table 2: Initiatives using coproduction typology
(Linders 2015, p. 5)

Innovation gallery Initiatives grouped by category

	"Citizen sourcing"(C2G)	"Government as platform"(G2C)
Planning	Consultation and ideation	Informing and nudging
	■ GSA OpenGov Dialogs ■ HHS HealthReform.gov ■ NARA Federal Register 2.0 ■ NCLB Listening & Learning Tour ■ NRC Web Conferencing for meetings ■ OIRA/EPA Regulations.gov	■ Open Energy Information ■ SBA Business.gov ■ VA Blue Button
Delivery	Crowdsourcing and co-delivery	Ecosystem embedding
	■ DODTechipedia ■ GSA Challenge.gov ■ HHS Flu Prevention PSA Contest ■ NASA Open Innovation Service Providers ■ PTO Peer- to -Patent ■ USAID Development 2.0 Challenge	■ Community Health Data Initiative ■ Data.gov[OMB and CIO Council] ■ NARA Collaborate : A Virtual community for Educators ■ NARA Our Archives Wiki ■ Nat'l Lab Day [NIH,NSF,Energy] ■ ScienceEducation.gov[Energy]
Monitoring	Citizen Reporting <none>	Open book government ■ IT Dashboard[Federal CIO,OMB] ■ MCC Results Online ■ Open for questions [White House]

Linders (2015) illustrates an individual project of Chicago Shovels which highlights an initiative of Chicago and how it uses information and communications technology (ICT) to facilitate public service delivery to modify how government operates and optimises service quality (see Appendix 3). Islam et al. (2011) explained how the delivery of e-services vary from the delivery of traditional services, which depend less on e-services for communicating a flow of information between customers and service providers. When effectively designed, e-services are considered by many practitioners and researchers to be more capable of guaranteeing customers' satisfaction.

Linders' (2015) research identifies how Chicago had an incident of snowstorms posed a burden on the government with their limited resources. However, by involving the public with Chicago's new platform, the government improved in terms of speed, reaction and public collaboration on such events. Looking at social media's effectiveness, Linders (2015) asserts that it will empower the public, which may force the government to have new roles and form new responsibilities for the citizens. Following the approach of the Free Open Source Software (FOSS) movement, it is appropriate in the information age for some government processes that previously were closed activities to be made available for wider input and innovation by the public.

Also, the rise of the government-to-citizen platform enables the government to provide resources and rules but permits citizens, non-profits and the private sector to do the serious and difficult work (Dutil *et al.* 2007). The act of public joint production of new knowledge as a critical policy selection motivates the public administration to use New Public Management (NPM), which aims to use an approach that is market-driven for market public services, with limited room for active citizen contribution (Dunleavy *et al* 2006; Islam 2015). Several governments and organisations have adopted the NPM as a structure to reinforce the link between the government and public in

society, where the government is in charge of providing appropriate services for the public (Islam 2015).

Linders' (2015) research paper asserts that the public used to be treated as customers but, with the advent of social media and technological advancements today, this picture has dramatically changed.

Based on the successors of NPM, the paper describes how the emergence of both digital era government (DEG) and transformational government (t-gov) models are the most well-known and developed. These seek greater benefits of modern information and communication technology. DEG describes how both citizens and businesses coproduce most individuals' productions using electronic procedures, which allows the agencies to act as facilitators. Dunleavy et al. (2006, p. 3) identified ways which DEG describes 'the central role that IT and information system changes now play in a wide-ranging series of alterations to how public services are organized as business processes and delivered to citizens or customers'.

Besides, Linders (2015) shows that the transformation government (t-gov) approach strengthens citizen authorisation by having government provide the public with the required technological tools to help them build public value. In both approaches, the government is regarded as a mechanism which enables the public rather than the first starter of an action.

Linders (2015) sheds light on the government's new role and responsibilities according to policy transformational options and how applying such a concept needs major changes to government systems. It is true that social media enable citizens to coproduce initiatives; however, it is in its earliest phases, where government needs to perform new responsibilities, which are:

- **Farmer**: the government here plays the lead role, where they set out and define how the actions should be performed not only by spreading ideas but also by carrying out tasks effectively that can continue for a long time. Such work comprises defining rules and controlling performance to guarantee public involvement and increase their confidence in exchanging help and advantages between groups of people. By applying government to such a performance, the authority can progress coordination, decrease costs and improve participants' involvement.

- **Sponsor**: government can provide sponsorship where they can offer financial support to participants who cannot provide coproduction in large quantities on their own. So, here the government support is important even if it is of a small value.

- **Mobiliser**: government needs to motivate citizens in order to organise their efforts and sustain their coordination. Citizens cannot be treated and ordered around like employees; thus, having direct association with people in positions of authority can play a key role in managing citizens' efforts and guaranteeing their involvement.

- **Monitor**: governments support the public and hold them responsible to contribute more to civil society.

- **Provider**: government acts as a support and provider, where it does not mainly show presence in cases of failure but is more proactive in building protective barriers to overcome problems which cannot be dealt with by the public.

Linders (2015) proposed a general rule that power comes with responsibility and then recommends new areas of responsibility for citizens. However, applying this social contract is not without opposition and disagreements. He identified that even though the numerous research examples provide evidence that citizens' coproduction is more effective and viable in the age of social media,

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the research findings show that some social concerns remain unanswered. Aware of some of these significant social issues, Bovaird (2007) proposed that in a co-production approach, the service users should constitute part of the service planning and delivery.

Some Internet services are provided based on probability instead of proper planning. For example, there might not be someone who is assigned to help in providing the services but there might be someone available to help. Based on Britain's big society disagreement, public services must be available whenever they are needed, not just according to volunteers' schedule and proper timing. Besides, according to the surveys conducted, Linders (2015) found that less than 10% of the US population was involved and active participants. Such dependency on a small group of the population can lead to deterioration in the number of participants. Linders (2015, p. 7) also states: 'Worse, it suggests that a large segment of the population either does not have access to or does not feel comfortable making use of emerging social media and online collaboration tools — i.e. that these tools risk empowering only the empowered.' When involving the public in projects, it is important to follow effective risk management planning and have a proper strategy in place to manage the encountered risks, control the operational processes and inform people's behaviour to achieve the desired norms (Watt 2014; Asadi 2015; Kaplan & Mikes 2012).

Linders (2015) notes that it becomes a concern when coproduction becomes compulsory because its progress can be halted. It has been emphasised that government should exclude government agencies and redesign government to function efficiently and appreciate citizens' efforts. Bovaird (2007) argued that the customer plays two roles, one as a customer and the other as being part of the service delivery. However, Brandsen and Pestoff (2006) identified the additional role of the third sector in providing public services.

By having the change from e-government (citizen as customer) to we-government (citizen as partner), a new transaction of a social deal is applied, where society has a greater trust and confidence in the effectiveness of the public's role under the function of government. In this way, government provides rules and access to dialogue, whereas citizens have the role of sharing and spreading the word (Bovaird 2007). Kamensky (2014) contended that it is not necessarily the government that becomes the main services and solutions provider in any community; rather, citizens can select different roles to provide worthwhile assistance and contributions.

According to Linders (2015), research on government-citizen relationships in the age of social media was conducted as a service design analysis to collect data on citizens' preferences, as well as research about the service delivery and policy lifecycle. Mainka et al. (2014, p. 5) advise: 'To reach an audience online, the governments' activity on social media platforms has to be made visible to citizens and to other users.' So they recommend checking whether or not 'these accounts are linked to each city's official government website.'

Linders (2015) states that it is important, in addition to technicalities regarding websites and weblinks, to have a social media strategy in place and policies which monitor both citizens' and the government's presence in social media. A clear strategy assists with maintaining a government's reputation and transparency, which in turn will reflect on public engagement in government projects and initiatives.

Lee and Kwak (2012) provide an effective open government maturity model, which includes five levels focusing on public participation and engagement, ending with ubiquitous engagement. The last level of the ubiquitous engagement has a powerful governance structure and process that enables continuous development and innovation in public engagement activities.

2.3.2 Open Government for Social Media Public Engagement

Lee and Kwak (2012) shed light on how social media's invention has opened up new possibilities of public engagement in many government projects and changed public expectations on how government should operate to meet their needs. Based on this trend, in the US, former President Obama called for greater openness in the government, a process which started on his first day in the White House in 2009. Afterwards, the White House produced the federal government's open government instructions, which included three basic rules of open government –transparency, participation, and collaboration. These rules reflected on each federal agency, where it initiated its own open government plan to increase public engagement. Gascó and Fernández (2014) advanced several significant distinctions that could be made where an open government is 'transparent', providing the public with its strategies and plans, 'collaborative', where it involves the public in public services evaluation, and 'participative' government, when it promotes citizens' collaboration in political processes.

In September 2011, the open government partnership of the Obama administration was initiated to connect forces with other countries, which resulted in the National Action Plan announcement. Since social media are widely used by the public, they have a major role in applying open government (Wirtz *et al*. 2018; Gascó & Fernández 2014). Therefore, federal agencies integrate social media in every part of their open government plans. Social media can be divided into two groups based on their purpose. The first group is *expressive* social media, which enables users to share texts, pictures and videos using platforms such as Facebook, MySpace, Twitter, Foursquare and Flickr (Lee & Kwak 2012; Wirtz *et al*. 2018; Gascó & Fernández 2014). The second group is *collaborative* social media, which makes people work to accomplish mutual goals using cooperative processes like Wiki and Google Docs. It is true that social media enable government

to become a platform for public engagement and collaboration. However, social media which are used by the public are considered new in the region and government agencies lack the knowledge and experience which help in applying social media.

The collaborative communications and utilization of multimedia have now changed the way government deals with the public because it gives them the option of either being part of the government's networks and to have hands-on involvement in making several improvements or just remaining on the sidelines (Asadi 2015).

Open government requires real thought and assurance before assigning agencies new responsibilities because they need to acquire new skills, the technologies need to be purchased and network infrastructure should be upgraded. Thus, huge financial involvement is required in open government to support such projects. One main problem in open government is that when some federal agencies have the pressure of applying the three factors of the open government in a short period of time, they become obliged to launch several projects at the same time regardless of their capabilities and resources. Algemili (2016, p. 93) mentioned how 'Open data increases transparency, and administrations have been using tools such as E-voting, surveys on public matters and increase public awareness among citizens. The internal agenda of bureaucracy is efficiency, but governments, in general, have been known as slow in internet adoption'. The failure of open government projects and initiatives can result in unfavourable consequences, such as money loss, reputation damage and low trust in government. Thus, federal agencies should careful analyse the possibility of the risks and challenges they may encounter before launching several projects and initiatives. Lee and Kwak (2012) proposed the Open Government Maturity Model (OGMM), as shown in Figure 2, which includes five levels of maturity that help government agencies to apply open government by using social media and relevant technologies.
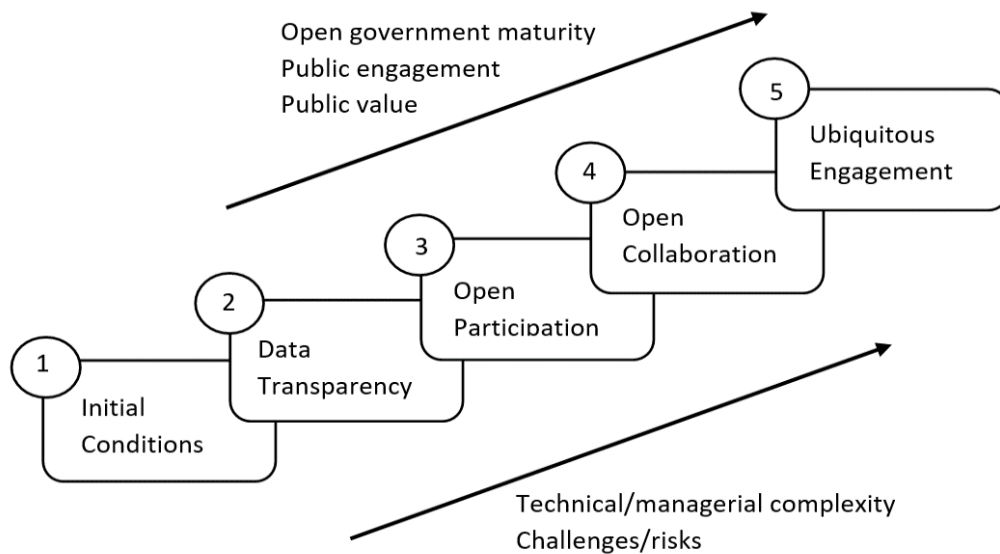
Figure 2: Open Government Maturity Model (OGMM)
(Lee & Kwak, 2012 p. 12)

By focusing on one maturity level at a time, government can build infrastructure and capabilities effectively for the open government without pressuring employees or confusing the public. The first level of the model is the *initial conditions,* where it lacks open government and social media capabilities. Since a government agency website is mostly static and data are not constantly updated, it lacks public engagement because it is viewed by the public as mysterious and offers little transparency. It also lacks the interactive engagement with the public using social media and Web 2.0 tools, which are regarded as an important part of communication to provide in-depth data. Tran (2019) stated that to increase social media engagement and to have a proper engagement plan, an organisation should first define the goal, know the audience, and create and share valuable content.

The second level represents *data transparency*, considered the first step towards open government (Lee & Kwak 2012; Wirtz *et al*. 2018; Gascó & Fernández 2014). Although the use of social media

at this level is somewhat limited, it is applied to increase the transparency of government processes and performance. The most indispensable tasks in this level are recognising the high value of quality data for the public, and improving and guaranteeing data accuracy and consistency. According to issues of building trust in organisations, Fairbanks et al. (2007, p. 5) specified the importance of transparent communication with the public in any organisation's practices, as well as enhancing organisational accountability.

Lee and Kwak (2012) highlighted that the government agency does not have to share all its data with the public because this can be ineffective and impractical. Therefore, the agency needs to put in place governance structures to identify data and assure its quality, and that it is shared in a regular manner. It is important to share data of high quality which reflect the government's positive work and performance because if the data are shared, it is difficult to recall them without causing damage to the government's reputation.

The third level in the maturity model is *open participation*, which is focused on increasing public participation in government projects and decisions (Lee & Kwak 2012; Bovaird 2007). When the government agencies fulfil the maturity of open participation, the next step is *open collaboration* –the fourth level. It starts in government agencies for both public and private sectors. Based on Lee and Kwak (2012) observations, federal agencies use the terms 'participation' and 'collaboration' without differentiating between them in their open government plans (Gascó & Fernández 2014; Algemili 2016; Wirtz et al. 2018). However, Lee and Kwak (2012) believe that separating the two terms is helpful because open participation is related to public engagement in simple communication, where it uses social media to connect people and exchange ideas. On the other hand, open collaboration refers to engaging the public in complex projects or tasks to deliver outputs in groups. E-rulemaking is an example of how government agencies interact with the

public in complex tasks through social media (Hassan & Abdelghaffar 2015). These tasks include 'group writing and editing of documents, Wiki applications development, open-source software development, organizing events' (Lee & Kwak 2012, p. 8).

Hassan and Abdelghaffar (2015, p. 3) emphasised that the 'E-rulemaking requires agencies to publish the rules they are developing, and to collect, and respond to, the feedback they receive'. They also reflected that citizens' issues which concern them, and their support, enables the government to improve decision-making processes. Kamensky (2014) similarly argued that the government should not be the main provider, given that citizens can play a vital role as well.

Based on levels 2 to 4, level 5 – *public engagement* – takes place by enlarging the scope and depth of the previous levels and controls the power of social media (Lee & Kwak 2012 p. 12). The government agency makes adjustments to the existing government initiatives to enlarge its benefits. Level five is classified according to two important attributes. The first attribute comprises public engagement through smartphones, tablets, laptops and any other applications. The second attribute includes government data, public engagement means, social media tools and government services, which are all integrated across government activities where the public does not need to log in and out using different applications. According to research, building trust between the public and the government is considered a concern related to privacy and data security. Previous research has described that key factors enabling the public to utilise online government services by understanding the security rules. But due to the open nature of social media, the public and government agencies are very concerned about disclosing personal information and the weakness of the security of some systems because of the risk of hacking (Lee & Kwak 2012). Whyte (2019, online) emphasised that some organisations '… have computer professionals who are capable of running and administering networks and they won't necessarily have the specialist knowledge of

cyber security and it's a fast-moving threat environment'; therefore, it is important to instigate a cyber-security policy to protect professional web users.

2.3.3 Embedding Organisations with the Public

In their research paper, *Infusing Social Media with Humanity*, Men and Tsai (2015, pp. 2-4) proposed five hypotheses, which are:

H1. Public engagement with organisations on corporate Social Network Sites (SNS) pages positively influences the quality of organization public relationships (OPRs).

H2. Corporate characters of agreeableness (2a), enterprise (2b), and competence (2c) positively influence public engagement with companies on corporate SNSs

H3. Corporate characters of agreeableness (3a), enterprise (3b), and competence (3c) positively influence the quality of OPRs; ruthlessness (H3d) negatively influences the quality of OPRs.

H4. PSI positively influences the quality of OPRs.

H5. Community identification positively influences the quality of OPRs.

Looking at communication and social media in organisations, Men and Tsai (2015) specified that the interactive and shared characteristics of social media communication could assist organisations to involve the public in meaningful relationships. They asserted that social network sites (SNS) which include social media activities are considered the main drivers of the digital media revolution. Based on public relations research, Men and Tsai argued that the significance of building organisation-public relationships (OPRs) could be fulfilled by using interpersonal approaches. Since it is difficult to apply interpersonal approaches in digital platforms,

interpersonal approaches are mostly discussed in face-to-face communication. However, social network sites (SNSs) opportunities have enabled many organisations to tackle this limitation by the use of interpersonal features (Men & Tsai 2015; Lee & Kwak 2012). Men and Tsai (2015) identified how the organisation could maintain a positive reputation and valuable relationships with the stakeholders if it enhanced the positive aspects of the organisation's character. Freeman (2012) specified: 'many scholars argue that reputation is a key resource of a firm, that it helps attract investors, customers and employees, and can create competitive advantage'.

Besides, organisations involved in human activities with the public in an informal manner and conversational style can draw a unique and positive reaction from the public. Using a conversational style with the public can increase their involvement, but the corporate will not be able to maintain its prestigious and professional image in society. Therefore, it is good to take the initiative in answering the public concerns which can meet their needs and requirements, but it is very important to use a professional approach on social media platforms. Public communication is regarded as the art of developing relationships between organisations and including its main audience so that a strategic interaction process can be formed (Venkataraghavan 2013; Dolphin & Fan 2000).

With respect to the media organisation of public relationships, Men and Tsai (2015) show that the public interacts positively when they are using a conversational approach in new media. The authors report '…that online users' perception of a conversational human voice of web content was positively correlated with relationship quality dimensions such as trust, satisfaction, commitment, and control mutuality' (Men & Tsai 2015, p. 3).

To achieve a good engagement and relationship between the organisation and public on social network sites SNS, an organisation should maintain a good reputation and character quality. Social media platforms have been utilised by organisations to form social capital by offering access to people as well as providing the required knowledge (Hou & Cliff 2000).

Men and Tsai (2015) found that the public's interaction with organisations on social media could strengthen OPRs. Users' parasocial interactions (PSI) can also be very useful in studying public involvement with social media, where users can engage with the organisation communicators directly, notice how they interact with other users, and form opinions about the organisation's character. The growth of communication is leading to an improved focus on the interaction between the audience of mass media and media researchers, which can generate a form of parasocial relationship (David 2002; Liebers & Schramm 2019).

Besides, organisations' social network sites (SNS) generally use a pleasant conversational approach in communicating with their fans and followers on social networks as organisation representatives. Since PSI shows an engagement between users and media communicators, it is expected that PSI with an organisation communicator can improve the relationship between the public and the organisation within social media.

Men and Tsai (2015) identified the importance of organisation character and its engagement with the public in social media sites. The research also describes how public engagement can affect OPRs by providing the effects of PSI and identifying the targeted community. In order to test the hypothesis, Men and Tsai (2015) used a Qualtrics web-based survey to test the data of active American Facebook users who either liked or followed one organisation's Facebook page. It was realised that the most active social media users were between 18 and 24 years of age. Based on

college students' attractive personal background of being highly educated and their youthful attitudes, they were considered a key target audience in an organisational campaign. Thus, they were chosen as the first research sample by Men and Tsai. Besides, since young professionals use social SNSs, Men and Tsai (2015) selected a sample of non-students through Amazon's Mechanical Turk (MTurk) to build a complete picture of public interaction on social network sites (SNSs). The paper lacks descriptive information about the demographics of social media users on different social media platforms such as Twitter, Instagram, YouTube and LinkedIn, which can cover the audience's presence of different age groups, as specified by Duggan (2015) and represented in Figure 3.
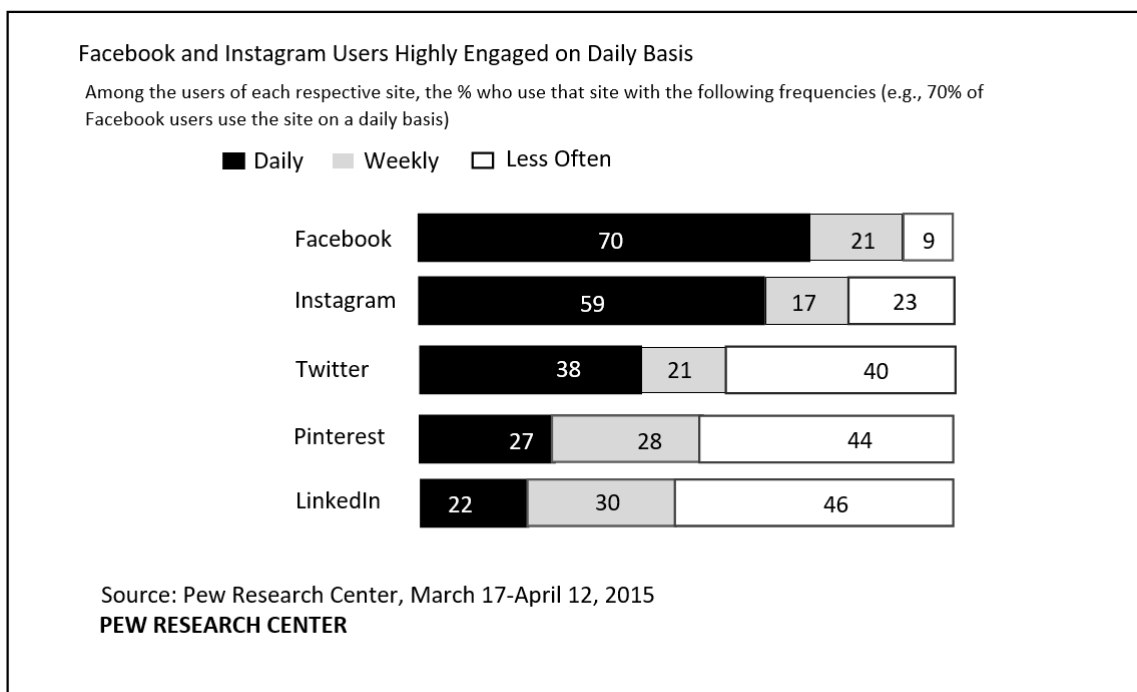
Figure 3: Users' engagement on a daily basis (Duggan 2015)

According to Men and Tsai (2015), the Qualtrics web-based survey which was mainly used to test American Facebook users' engagement as a first sample was not considered very impressive in terms of testing younger generation engagement. Jackson (2015) designed a comprehensive report including Facebook and Instagram effectiveness in terms of users' presence on social media based on age groups. Facebook's advantage lies in the breadth of its experience in social media, which is greater than that of Instagram. Facebook embraces a huge number of user data and is effective in marketing, not least because it has more than one billion active users on a daily basis and many businesses are choosing it for their marketing strategy (Tracy 2019; Farrelly *et al.* 2020; Vukadinovic 2018; Kwatra 2018; Solon 2018). However, Instagram's growth is extremely strong and it is moving in the right direction. Duggan (2015) built reports which help in deciding which social media site to choose before starting any project or initiative. As shown in Figure 3 and Figure 4 on Facebook and Instagram usage among key demographics, Facebook has more total users but they are not very active on this platform. The majority of Instagram users are under 30, including a considerable number of teens, making it a good choice for companies trying to reach a younger generation.

It is noticeable that more than half of the global Instagram users are people under 34 years old, and Instagram is regarded as the second preferred social media application after Snapchat. Now Instagram seems to have replaced Facebook as the most well-known social media platform for the younger generations (Daniels 2014; Strychalska-Rudzewicz 2016; Chen 2020; Baer 2020).

On the other hand, Facebook does not have much of a teen presence on its platform. Based on the findings, Facebook teen users have dropped from 72% to 45%. Moreover, 38% of teens disclosed that Instagram was regarded as a favourable marketing site compared to 21% of Facebook users.
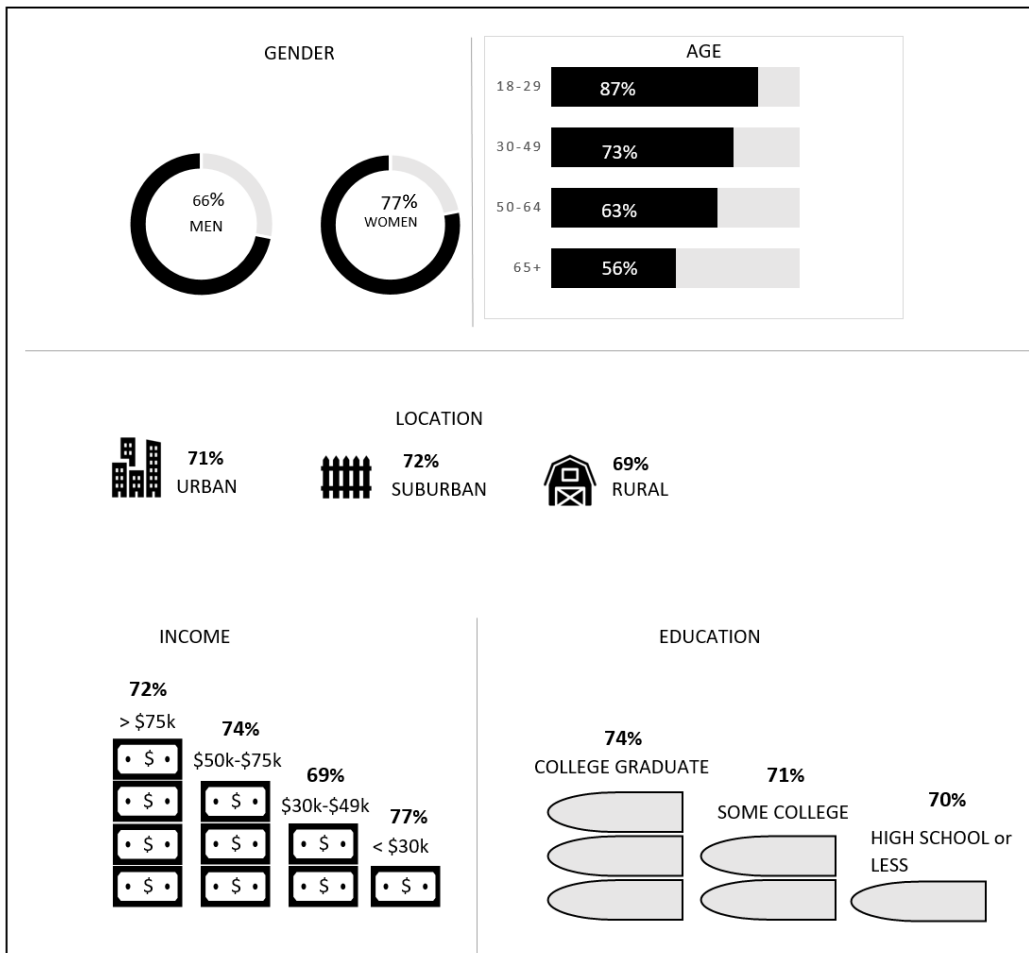
Figure 4: Facebook usage among key demographics (Duggan 2015, online)

Duggan (2015 online) found that Instagram not only has an advantage over Facebook but also over other social media sites because of its high user engagement.
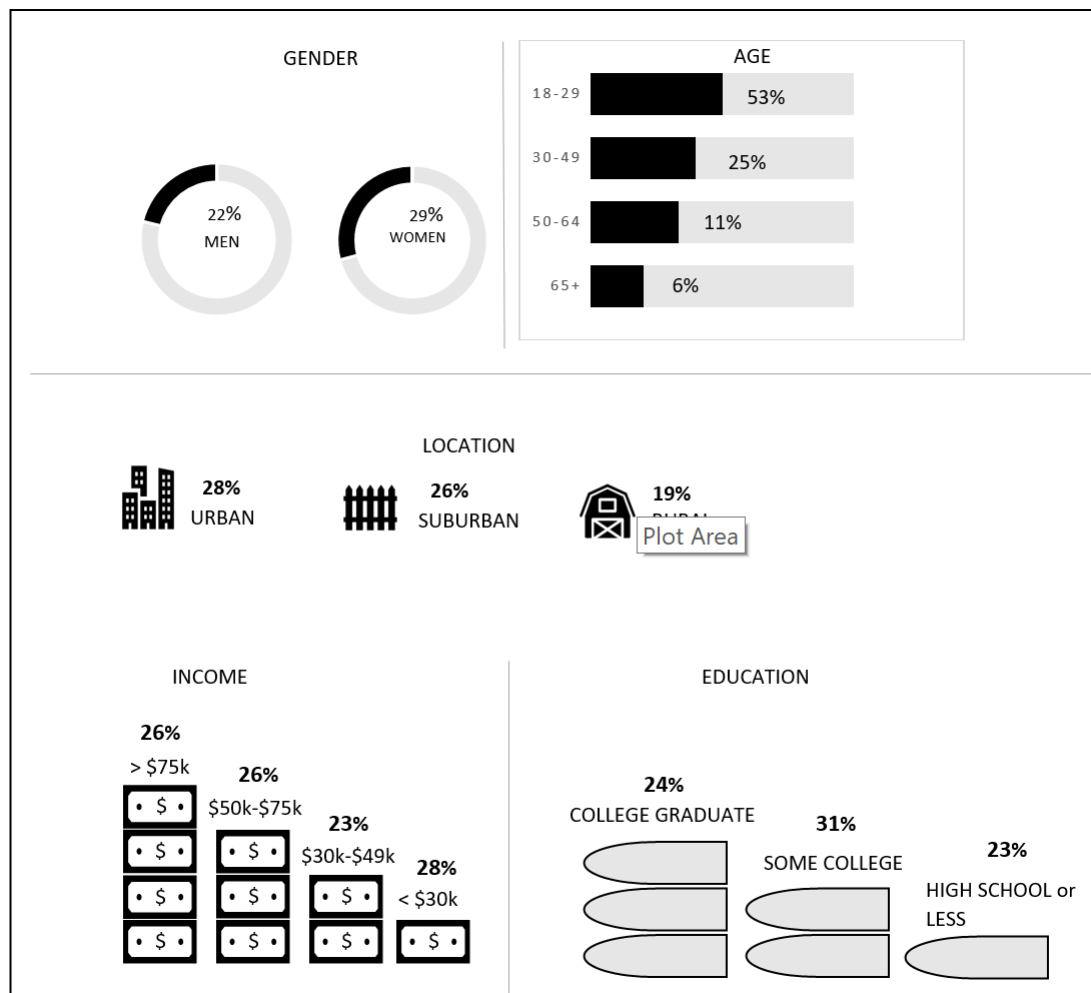
Figure 5: Instagram usage among key demographics (Duggan 2015, online)

It is important to diversify the analysis of users' presence on the different social media platforms to measure the preferences of different age groups and help the organisation to evaluate its success in reaching its targets. Kietzmann, Hermkens, McCarthy and Silvestre (2011) identified a framework of seven functional building blocks in the honeycomb of social media, as shown in Figure 6, which includes identity, conversations, sharing, presence, relationships, reputation, and

groups. These blocks can make sense of how different stages of social media functionality can be set to engage the public on different social media sites.

Men and Tsai (2015) elaborate on their analysis of the data of active American Facebook users by applying Boughzala's (2016) framework to facilitate the further analysis of different social media platforms. Since new social media sites and services emerge on a daily basis, which affects users' and communities' attention to different social media sites, it is important to use Boughzala's (2016) framework to clarify the process of each building block. Some might focus more on identity, others on sharing or conversation. This helps organisations to develop strategies for controlling, understanding and replying on different social media activities.
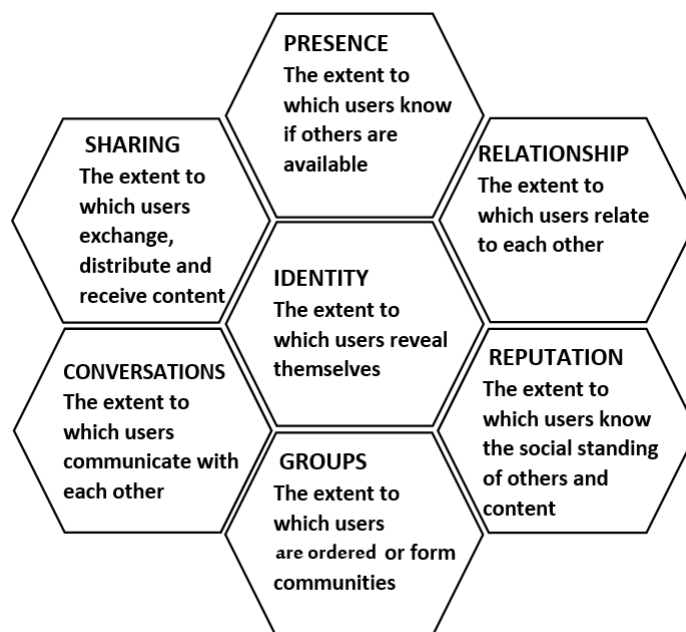
Figure 6: Building blocks of the honeycomb of social media
(Boughzala 2016, p. 4)

2.4 Culture Effect on Diffusion of Innovation

2.4.1 Effects of National Culture on e-Government Diffusion

Zhao, Shen and Collier (2014) explored the relationship between the NC and its effect on e-government diffusion and developed a global study using a sample of 55 countries. The relationship between culture and e-government diffusion was explored by creating two sets of indices: the first was the Global Leadership and Organisational Behaviour Effectiveness survey and the second, the Nations e-government survey. A sample of the 55 countries was used for the statistical analysis.

They discovered that culture has an impact on the diffusion of innovation, which can be seen as multi-level (e.g., national and organisational). The primary rationale of the study by Zhao *et al*. (2014) was to identify the relationship between culture and e-government diffusion so that they could develop strategies to improve e-government policies and recognise the areas for future research on cross-cultural (Romani, 2015) and e-government diffusion. Ali *et al*. (2009) found that with the progress of information and communications technology, e-government has developed efficiently and comparatively rapidly in delivering government services to the public.

Zhao *et al*. (2014) found that, according to the diffusion of innovation and technology acceptance model, a person's belief can have an impact on e-government. This confirms that the theory of e-government diffusion is linked with culture since it shows shared values and beliefs. Zlatko (2005) clarified that eGovernment readiness can be described as governments' capability to utilise ICTs to move services to new communication environments. This means any country can implement ICT through making it comprehensively accessible to members of the public.

Based on the research findings, Zhao *et al.* were able to make suggestions to improve e-government's diffusion process according to cultural concerns. Also, they found that e-government had developed quickly in many countries around the world and realised that there was a relationship between NC and e-government development. However, based on the research implemented, it was found that there was a negative correlation between cultural values and cultural practices in the global models. In summary, they addressed these two issues in their research by testing the relationship between culture, economic and e-government diffusion, and selected one cultural dimension, cultural practices. The stated difference between the two was that cultural practices show the current beliefs around culture whereas cultural values demonstrate what culture wishes to achieve.

The paper illustrates a research model comprising the relationships between NC and e-government diffusion, as shown in Figure 7. The model starts with *uncertainty avoidance*, which is examined in terms of technology diffusion. Zhao *et al.* (2014) found that members who had high avoidance of uncertainty were more likely to avoid risks. There are many ways that uncertainty and risks are overlooked; people who are likely to avoid uncertainties are more motivated to follow standard ways to reduce uncertainty (Arshad & Ibrahim 2019).

The second hypothesis was that *power distance* has been found to relate negatively to e-government diffusion. The authors proposed that countries with low power distance more likely to adopt e-government as an innovation. Individuals higher on the power distance national cultural dimension consider that management levels should be respected, but individuals who are lower on power distance do not feel it is so important to make fine-grained distinctions on social status differences or power (Arshad & Ibrahim 2019).

The third hypothesis is *in-group collectivism*, where the authors found a negative correlation between in-group collectivism and e-government adoption. The next hypothesis is *gender egalitarianism,* which proposes that a society which has a tendency to look to the future with future orientation goals is more likely to be involved in future-oriented activities, such as development and investing. Zhao *et al.* (2014) found that future orientation had a positive impact on e-government diffusion. The fifth hypothesis, *performance orientation,* highlights that high performance societies are more successful than societies with low performance and, therefore, the authors hypothesised that performance orientation has a positive impact on e-government diffusion. According to the level of economic development, the research identified that it is regarded as an essential factor which affects e-government diffusion as well as cultural change. It is clear from the research on cultural dimensions that culture is affected by economic factors.
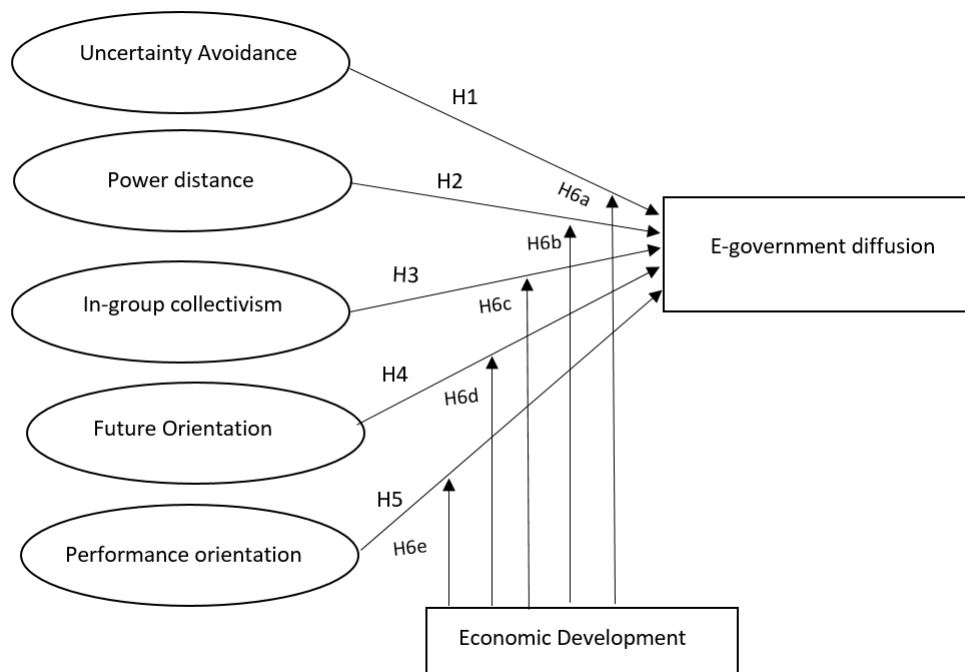
Figure 7: Research model of hypothetical relationships between national culture and e-government diffusion (Zhao *et al.* 2014, p. 5)

Overall, Zhao *et al.* (2014) discovered the direct impact of culture on e-government while suggesting that economic development has a moderating impact on the relationship between culture and e-government. To test the six hypotheses and to explore the relationships identified in Figure 7, they used two sets of indices relating to the five societal cultural practices and e-government development. They found that future orientation has a positive impact on e-participation because people in future-oriented countries have a longer vision, increasing their willingness to adopt e-government benefits. The e-government diffusion strategy recommends that policymakers should consider cultural issues when developing an e-government strategy. In some countries where group cohesiveness and family are highly valued, communicating via computers may not be so accepted. Therefore, such countries need the government to consider providing interactive and engaging e-government services. For example, government can provide engaging technologies such as social networking tools to provide e-consultation with the public in order to encourage e-government adoption. When developing an e-government strategy, it is essential to ensure that it is future-driven and sustainable. This will ensure it articulates clear and prioritised goals for the coming years. Based on the applied analysis of culture and e-government diffusion, the research results show it is important to consider culture and economic development when developing e-government diffusion strategy. Besides, it is important to get approval by analysing the suitability of best practice in other countries because such practice must be analysed carefully. The results show that the effect of culture on e-government diffusion may differ in some countries' different economic environments; therefore, cross-cultural and e-government research was implemented.

National Culture

Obeidat (*et al.* 2012) explored the concept of culture and effects of this concept in the Arabian culture, their research focuses on both religious and heritage qualities of Arabian culture and its consequences on managers of organizations in the Arabian world. They compared whether or not cultural differences in an organisation of one country can be applied to another organisation in another country. The results help managers in theses communities to understand the different cultural impact in order to minimise the negative affect on the managerial performance.

The national culture is identified focusing on Hofstede's model of national culture that comprises of five main pillars, that were recommended to explain the impact of national culture on the organisational performance. Even though the model has criticism in terms of methodology and theory, it is regarded as the most related and useful model that simplify how can the national culture influence managerial behavior and the results of this behavior on managerial performance. He also acknowledges that people share cooperative mental programming that differentiate their culture from others. This mental programming identifies values, behavior, capabilities and insights that are related to that nationality priority. Lots of researchers utilise this belief to define culture because it is a thorough definition. However, there other different national culture definitions including Fukuyama (1995) who described national culture as inherited behavioural habits that comprise ideas and values which are categorised by recurrence and emphasised by community views and beliefs. "These researchers, regardless of their differences in defining national culture, agree on the fact that national culture is a collection of habits, traditions and beliefs which differentiate one culture from another" (Obeidat *et al.* 2012, p. 514)

National culture has been investigated and defined in many studies. One of the most widely used

definitions of national culture in this research is the one suggested by Hofstede. Therefore, for the

purpose of this research, the focus will be on Hofstede model in measuring culture.

UAE/Middle East culture

When investigating Emirati culture, the deep drivers of UAE culture became more apparent when

assessed relative to other countries' cultures, as shown in Figure 8, which compares the UAE and

United States NCs (Hofstede 2012).
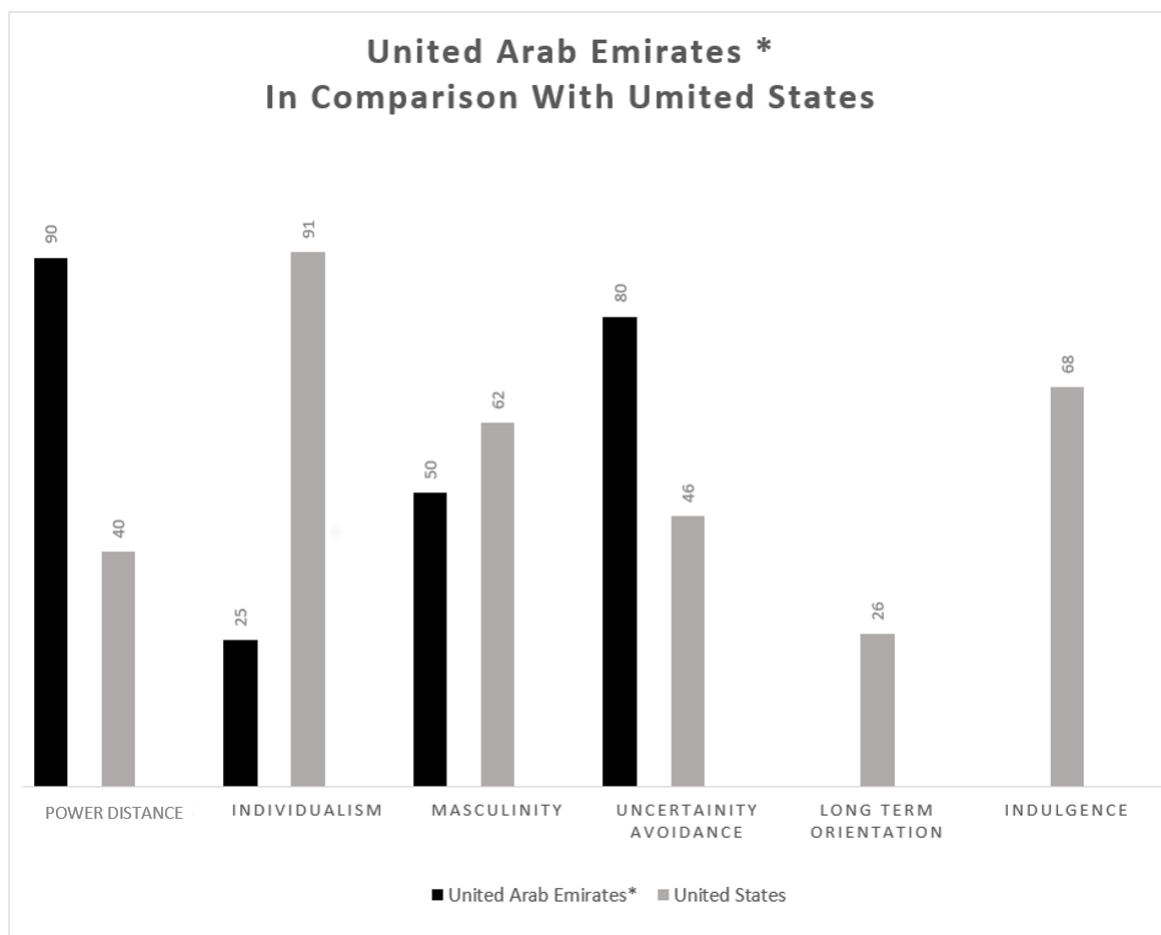
Figure 8: The UAE in comparison with USA (Hofstede 2012, online)

The power distance dimension shown in the graph deals with the idea that individuals in society are not equal and expresses the impression of culture towards this inequality. The UAE scores high in power distance (score 90), which means that people agree with the hierarchal order where everyone has a set place in the national status order.

The dimension on individualism addresses the degree of interdependence a society has between its members. In individualist societies, people are mostly concerned about themselves and their direct families, whereas in collectivist societies, people belong to groups which take care of each other and have mutual loyalty. The UAE, with a score of 25%, implies it can be regarded as a collectivist society and is a sign of a long-term commitment to the group. In a collectivist society, every member takes responsibility for other members of the group.

When it comes to a high score for masculine in the masculinity dimension, it indicates that the society is mostly driven by competition, success and achievement. In contrast, a low score (feminine) means that the society's main concern is with the public and quality of life. The UAE scores 50%, indicating it is regarded as neither masculine nor feminine. For uncertainty avoidance, the UAE scores 80%, which means a high preference for avoiding uncertainty by minimising the occurrence of unknown circumstances by working with careful planning to implement rules. In such a culture, people have an inner desire to be always busy and hardworking, punctual and precise.

It is shown that the UAE has a relatively low score in long-term orientation and a high score for indulgence. The long-term dimension describes how a society maintains its own past and effectively deals with the encountered challenges of the present and future. Based on the indulgence dimension, the challenges that the public faces today and faced in the past are identified

in how they control their desires and impulses. Weak control is called indulgence and strong control is referred to as restraint.

The reasons for not showing scores in the United States for either long-term orientation and indulgence is because many studies have not covered and examined these two dimensions, which were introduced later than the original set of four dimensions. According to the long-term orientation and indulgence, the UAE Vision 2021 ensures sustainable development for most UAE sectors, especially for health and education, which occurred in 2013. More recently, in 2016, Shaikh Mohammad Bin Rashid announced a ministerial retreat to assess ways to move the UAE economy beyond oil (Mayenkar & Shuey 2016). He added that most of the UAE's national economy did not have full dependency on oil because 70% of GDP comes from non-oil sectors, which means that the UAE has an effective way to deal with the present challenges to guarantee a powerful future.

Hofstede's model assumptions were found to be misleading in some of the research since they have been used extensively and blindly (Joannides, Wickramasinghe & Berland 2017). Therefore, McSweeney (2002) warned against the extensive use of Hofstede's framework, which has been misconceived in some research on understanding cultural differences. In any given country, people come from different nations and often have different languages; however, Hofstede's model ignores multicultural countries' differences, which is regarded as extremely inconsistent because it makes culture uncertain and unclear. Besides, he has acknowledged the inappropriateness of using questionnaire surveys to identify the subjectivity of cultures because the number of respondents can be small, meaning the type of culture of the country cannot be ascertained accurately (McSweeney 2002).

2.5 Organisational Culture

The need for culture change

Cameron and Quinn (2006) argue for the necessity of change in organisations due to rapid change in the external environment. They mention that at the beginning of the 1990s, of the largest 100 organisations, only 16 were still functioning 16 years later. The 500 biggest organisations listed in *Fortune* magazine had only 29 organisations included: 'Such dramatic change in organizational survival and effectiveness is understandable when considering the shift in the developed world from an industrial-age economy to an information-age economy' (Cameron & Quinn 2006, p. 8).

During the 1990s, the direction organisations took was to spend money on computing and communication more than on industry, farm and construction equipment. Whereas in the 1960s, roughly half of the employees in the developed countries worked mostly on tangible manufacturing operations, by the end of 2000, almost all the roles of creating and transferring goods had vanished. The authors propose that many unpredictable changes could occur over the next few years, and the rapidity of technological changes indicates that no organisation will stay the same for a long time and be able to survive. All of these new challenges show how it is crucial that executives and managers know how to change their organisations and increase organisational effectiveness. The authors note how many organisations have been downsizing to progress their productivity and effectiveness; however, the problem is that the practice of downsizing has led to productivity deterioration. This underscores the importance of applying change in the organisational culture, which can have a positive effect on organisational performance. Organisational growth depends on culture change because if cultural values and goals remain the same even when business

processes and strategies are changed, then the organisation will soon go back to the same level as before.

The meaning of organisational culture

At the beginning of the 1980s, business and management scholars started to give the concept of culture greater consideration and attention (Pinnington & Edwards 2000; Pinnington & Lafferty 2002). When managers know and understand the organisational culture, they are more likely to be able to develop their organizations' effectiveness. Cameron and Quinn (2006, p. 17) claimed that 'an organization's culture is reflected by what is valued, the dominant leadership styles, the language and symbols, the procedures and routines, and the definitions of success that make an organization unique'. Within any organisation, there are sub-groups such as departments, subdivisions, groups, teams and projects which represent unique cultures or sub-cultures. Many encountered difficulties in organisational activities are often a result of conflicts between different groups and divisions in organisations. The underlying problem is frequently that every division or distinct group in the organisation creates its own perspective, values and culture. Cameron and Quinn caution that cultural differences can sometimes split an organisation and prevent it from reaching high levels of success. Different cultures within organisations can increase the conflict between employees in different teams, departments and divisions.

Cameron and Quinn (2006) developed the Organizational Culture Instrument (OCAI) in order to identify the organisation's culture. They provide a survey instrument which is designed to be predictive of an organisation's culture. This has been found by researchers and practitioners to be useful and relatively precise in identifying the crucial factors which comprise an organisation's culture.

The four major culture types

1. The Hierarchy Culture

The hierarchy culture comprises a structured work environment and the applied procedures and rules in the organisation control employees' productivity. Leaders are required to be efficient coordinators and organisers, who use their creativity to build greater efficiency. The success of the organisation is based on the reliable delivery of products and services at a reasonable cost.

'The earliest approach to organizing in the modern era was based on the work of a German sociologist, Max Weber, who studied government organizations in Europe during the early 1900s' (Cameron & Quinn (2006, p. 37). The main challenge encountered by organisations at that period was to provide goods and services for a complex society. To achieve this administrative culture, Weber (1947) suggested seven features as the traditional attributes of bureaucracy, which assist the creation of a bureaucratic culture. This culture was originally presented as an ideal type and means of theoretical explanation, and the extent to which it was actually implemented varied across organisations, resulting in different outcomes in terms of efficient, reliable and expected outputs. Until the early 1960s, many books on management and organisations highlighted that Weber's ideas concerning bureaucracy and hierarchy could contribute to efficiently organised practices which produce effective products and services. When the work environment is stable and tasks can be integrated and coordinated, the majority of workers function under predictable organisational coordination and control. Instigating effective work arrangements and procedures in any organisation facilitates its capacity to monitor the workforce, develop efficient leaders who are reliable coordinators and organizers and apply proper rules and policies which support employees to function satisfactorily.

2. The Market Culture

The market culture is typically characterised as a results-oriented organisation which mainly focuses on getting the work done. The employee characteristics encouraged in this culture are competitive and goal-oriented, while leaders are expected to be both competitors and demanding. What makes this type of organisation strong is the employees' high motivation to win. Positive reputation and success are central issues of mutual concern within the organisation. Members of this culture focus on the competition and achievements of assessable goals and results.

During the 1960s, this form of organisational culture became more common in North America and Europe because organizations faced new challenges. This culture is explained by a different set of theories than the hierarchy culture; it has been a focus of research in transaction cost economics, as initiated by Oliver Williamson (1975), and the work on organisation cultures by William (Bill) Ouchi (1981). These authors worked within different theoretical schools of thought, identifying alternative sets of values, behaviours and procedures which serve as the basis for organisational effectiveness. For Williamson, one of the most important concepts was transaction costs. The term 'market' in this organisation culture does not mean marketing function, which deals with consumers in the market; rather, it refers to an organisation which operates as a market. It concentrates on transactions with citizens who have mutual interests such as stakeholder groups of suppliers, customers or contractors, 'unlike a hierarchy, where internal control is maintained by rules, specialized jobs, and centralized decisions, the market operates primarily through economic market mechanisms, mainly monetary exchange' (Cameron & Quinn 2006, p. 39). A market culture is a results-oriented workplace, where leaders are mainly handling results and competitors. The leaders drive the market procedures and competitor actions very intensively because their main objective is winning.

3. The Clan Culture

The clan culture is considered a very friendly work environment, where people communicate with each other as one family. The leaders are close to employees and act as mentors for them; therefore, employees' loyalty and commitment are very high. The organisation believes in the importance of human resource development and meeting customers' concerns and requirements.

The clan culture is the third organisational culture, which, similar to the others, is conceptualised as a perfect form and idealisation of reality. The essence of this culture type is the idea of the family unit, where managers and employees are all considered as team members and are expected to deal with each other as one family. In the late 1960s and early 1970s, after studying Japanese organisations, some researchers such as Ouchi (1981) realised that there was a major difference between market and hierarchy culture in America in comparison to clan culture in Japan. In the clan culture, the team always share the same goals and values, and they are rewarded as one team, not as individuals. The work environment is supervised by teamwork, and customers are seen as partners. An example of the clan culture organisation is PeopleExpress Airlines in the United States during its first five years of operation, when Don Burr, facing serious financial difficulties had to sell his company in order to avoid bankruptcy. In 1980, Burr had a dream to build a profitable airline pattern, which achieved powerful success in the airline industry history. Therefore, Don Burr sought to develop PeopleExpress Airlines with a unique organisation culture, which motivated employees to cooperate and work hard toward the same goals. The organisation included positive characteristics, such as fewer levels of management, informality among employees, teamwork being preferred in any project within the organisation, the organisation supporting creation of representative committees such as board committees, where employees assisted in the organisation's major, strategic and operational decisions. The clan culture comprises

a friendly work environment, where most of the employees work as one family and leaders act as mentors. The organisation's success is shaped by the internal climate and tender care for employees, which results in employees' loyalty and high commitment.

4. The Adhocracy Culture

The adhocracy culture nurtures an active and creative work environment and employees are expected to be risk takers. The leaders are innovators and risk takers, which reflects positively on employees' commitment to experiment and innovate. The organisation's focus is on development and hiring new employees. Strategic success is measured based on acquiring new products and services.

As the world has moved on from the industrial age into the information age, the adhocracy culture, which is the fourth type of organisational culture, became more popular among consultants and executives. Its rapid product development and service benefits are based on a set of assumptions which are different from the other three forms of organizational culture. 'These assumptions were that innovative and pioneering initiatives are what leads to success, that organizations are mainly in the business of developing new products and services and preparing for the future, and that the major task of management is to foster entrepreneurship, creativity, and activity "on the cutting edge"' (Cameron & Quinn 2006, p. 43). The word adhocracy refers to aspects such as being short-term, professionally specialised and active. Small teams of people are selected for specialised tasks which end functioning as a work unit as soon as the task is completed. An appropriate metaphor of Adhocracy is to regard its culture as one of tents rather than fixed building structures and places because adhocracy arises in order to achieve certain tasks. Adhocracy does not have a focal power or authority in organisational relationships; rather, the power and influence move between

individuals and teams based on the identified problem to be resolved in a certain timeframe. This means that for each client request, the organisation sets a temporary design for development and achievement of any particular project, and, as was mentioned earlier, its form ends when the task is achieved and the whole structure of organisational design is reorganised in response to new tasks. Quinn and Cameron (2006) identified features of the adhocracy culture in the Department of Mental Hygiene (DMH) in New York over a period of five years. First, they noted that there was no set organisational chart because it changed very frequently. Second, the manager did not have a permanent physical area of working because he moved wherever he needed to. Third, staff roles dynamically changed based on customers' requirements. Fourth, employees were urged to come up with innovative solutions to provide the targeted services. In the adhocracy culture, effective leaders are innovative and risk takers, and the organisation is always prepared to provide new knowledge, products and services.

These culture types are, to some extent, simplifications and stereotypes of what happens in actual practice. As mentioned above, during the 1980s, management's attention to organisational culture developed rapidly (Pinnington & Edwards, 2000; Pinnington & Lafferty 2002). The main reason for this interest in culture was that it was believed to be effective for dealing with change and tackling many problems of external environmental variation and internal organisation. According to Schein (1985/2010), organisational culture can be defined as a set of values and behaviours that, over time, have functioned satisfactorily enough to be followed by other members. Pinnington (2004) notes that Deal and Kennedy's (1982) recommendations on changing organisational culture were in response to a clear demand from senior executives in the US who were encountering many problems in their organisations. In 1982, the organisational culture literature

concentrated on symbolic aspects of management, the possible performance differences and their connection to organisational culture.

Deal and Kennedy proposed that employees in any organisation should be able to differentiate 'strong' from 'weak' cultures. Their line of argument was that America's most highly performing companies were successful because they had ambitious and appropriate organisational cultures. In essence, they argued, perhaps somewhat tautologically, that successful, high-performing organisations were high achieving because they had the right culture. Peters and Waterman published a set of case studies on organisations such as 3M, GE, IBM and Hewlett-Packard in their book titled *In Search of Excellence*, which further explained a common approach to managing culture. 'The "excellent company" and "strong culture" approaches emanated from a similar network of people affiliated to high profile educational establishments such as Harvard Business School and consulting companies such as McKinsey' (Pinnington 2004, p. 207).

During the 1980s, supporters of the excellent organisations approaches were relatively convinced that a strong culture was key to any organisation's success. However, many exemplary *Fortune* 500 organisations encountered deep economic difficulties during the 1980s, such as Disney, Caterpillar, Atari and Hewlett-Packard. The explanations and consultancy recipes for the right organisational culture were based on a straightforward set of principles asserting the culture's suitability in the contemporary business environment. The general ideas were practical and uncomplicated, espousing successful leadership vision, management approach and company culture. However, it is clear in retrospect that in many cases, the performance link was neither reliable nor sustainable (Pinnington & Edwards, 2000; Pinnington & Lafferty, 2002).

Pinnington (2004) argued that mainstream qualitative research on culture has explored issues of consensus, conflict and ambiguity in numerous organisational settings. Trice and Beyer (1993) argued that some organisational cultures could be liberating when they were flexible about dealing with organisational uncertainty and change. Regarding organisational cultures in both private and public sectors, Trice and Beyer (1993) suggested that the probability of success grew when managers were fully conscious about methodology of cultural innovation by modifying the old culture to a new culture. Human culture make it more clear for people what to do under conditions of uncertainty through resorting to norms and practices in everyday life. Organisational cultures offer distinct ways of establishing principles and work routines that can contribute to effective management and employee work performance.

Pinnington (2004, p. 208) noted that the adaptability of organisational cultures is key to their sustainability and application in different regions of the world, commenting on Trice and Beyer (1993) that '[w]hereas their research approach for studying management might be accused of liberation on the surface but entrapment within its ideological framework of American capitalist democracy, some of their general proposals for changing culture apply to other societal cultures because, as they observe, in principle organizational cultures can always be changed'. With respect to the inflexibility and rigidity of some organisational cultures, Trice and Beyer (1993) argued that whereas cultures can change, there is a tendency for some traditions and norms to become highly ingrained and seemingly permanent. This is particularly evident in unique organisational cultures, where change becomes progressively more difficult to apply over time.

In the academic literature on culture, cultural sociologists and anthropologists often caution researchers to be careful when referring to different types of organisational cultures because they are embedded in wider complex societal cultural contexts. Many organisation theorists and social

scientists have drawn attention to how organisational cultures are often not as straightforward and unitarist as some of the ideal types espouse. Organisations contain a plurality of different groups with different values. In essence, they are composed of a large number of voices rather than just one.

Pinnington (2004, p. 206) described how culture essentially encourages us to consider the collective properties of groups of people. The concept of culture has been applied to different levels of organization. For instance, Nelsen and Barley (1997: cited in Pinnington 2004, p. 209) advanced the idea of 'occupational mandate', where, in effect, occupational groups develop a certain culture and way of working which influences their degree of social status, intrinsic and extrinsic rewards. For example, professional occupational work relationships can play an essential role in terms of who employees communicate with inside and outside the organisation, and these occupational relationships can strongly affect work practices and organisational performance.

Cultures, whether national or organisational, need to be understood by researchers to the extent that they exhibit different degrees of social integration, differentiation and fragmentation. Pinnington (2004) argued that Alvesson (1995, 2002) is one of a small group of scholars who has discussed convincingly the 'plurivocal' culture concept. He notes that people often have an interest to link culture to ideas of unitarism, where employees in the organisation are required to have common goals and interests. A limitation of unitarist concepts of culture is their lack of acknowledgement of the plurality of alternatives through not accepting a multiplicity of perspectives and different choices. Pinnington (2004, p. 205) cautioned: 'Unfortunately, it is only a short step from here to institutionalized intolerance where other perspectives are stereotyped as not 'fitting-in' with the dominant or desired organizational culture'.

Alvesson's work on culture (e.g. 1995, 2002: cited in Pinnington 2004, p. 210) highlighted how organisational environments involve consensus and consistency, as well as inconsistency and confusion. Some examples of the consensus include common messages and agreed assumptions on the right and wrong methods of applying things, norms identifying pleasant ways of working in the group work, and better ways of exerting social control. On the other hand, the lack of consensus and disagreement also evident in any culture comprises, for example, unharmonious social conflicts, politics between departments, unfair treatment of employees, resistance and apparent refusal to comply with the organisation's core values. Alvesson (1995, 2002) argued that to study culture deeply in its many different aspects, researchers should attend to both the broader level, such as the form of life as well, as where it reveals a narrow concept of what the appropriate values and practices are. Pinnington (2004) contended that organisational culture is unlikely to be completely original and unique since any organisation shares wider historical and societal traditions. It is only periods of substantial isolation that will create a culture which have atypical characteristics different to its wider society, such as extreme religious communities and subversive political groups. The main reason for the rarity of extraordinary culture is that the majority of organisational cultures contain a mixture of sources of culture which are shaped within specific societal contexts.

It makes sense then to portray culture as consisting of both issues of unity and division. Martin Parker (2000: cited in Pinnington 2004, p. 214) claimed that organisational cultures should be viewed as fragmented unities. 'By this phrase he meant that culture is a complex process that is, at the same time, both inclusive and exclusive of people in the organization. Parker identified distinctive areas of cultural difference, which he argued can help us understand how organizational culture can be both a collective and divisive process' (cited in Pinnington 2004, p. 216).

Therefore, reducing organisational culture to ideal forms or frameworks has major shortcomings. Nevertheless, this thesis makes the assumption that organisational theorising on hierarchy, market, clan and adhocracy can offer useful conceptual tools for social science researchers and management practitioners.

2.6 Culture in Projects

This section covers national culture (NC) in projects and project cultures. The research looks at studies conducted on well-known companies which have strong cultures, comprising employees who not only talk about it seriously, but organisations running meetings and workshops related to culture and culture change. 'The concept of organizational culture can, therefore, at the beginning of the twenty-first century, be considered to be part of our common sense reality, although clearly the term is a relatively recent addition to popular discourse' (Pinnington 2004, p. 205).

National culture in projects

Rees-Caldwell and Pinnington (2013) identified the impact of NC on project management (PM) in investigating NC and its influence on the project planning process. Their empirical research sought to understand the contribution of NC on both British and Arab project managers working in the UAE. One motivation of this research was that projects in many countries across the world include people and organisations from different NCs, including multicultural teams, foreign managers and internal partners. Their research investigated the influences of both social and cultural elements on PM. Specifically, their findings show that culture affects many PM concerns, including teams, leadership, trust, communication, performance, risk evaluation and planning. The UAE collaborates with managers and employees from many foreign companies. However, big and complicated projects are frequently accomplished with local collaborators. Inevitably there are

cultural differences between the employees and the foreign collaborators when handling complex UAE projects. Thus, project managers face many challenges in relation to cultural elements, which include inspiring, motivating, monitoring, managing and developing multicultural teams. The UAE relies on expatriate project workers with the priority of recruiting people from other Arab countries. NC issues are widespread and can affect project progress and successful completion. Similarly, British culture should be considered alongside many other countries, not least because British organisations regularly participate in many UAE projects. Rees-Caldwell and Pinnington (2013) specified that problems can occur when linking culture to a project's results, an NC problem which challenges many researchers. Another problem concerns the level of analysis and potentially might include understanding the differences arising due to organisation cultures (OCs), project cultures (PCs) and individual differences (IDs). 'The extent that project managers and their teams interact effectively with the project environment is not exclusively an issue of NC; it is influenced by IDs in a variety of PM roles and activities, including leadership' (Rees-Caldwell and Pinnington 2013, p. 213). They also specified that cultural differences have an impact on project managers' performance. Global project managers often have to address NC issues, especially when they affect PM performance. NC theories and frameworks often find that groups of people from individualist and collectivist cultures may face problems in projects due to notable cultural differences. The NC dictates to some degree what norms and values people hold and what behaviour they consider appropriate in different situations. The project team's PM planning is also influenced by NC, and the leadership representations and acceptable behaviours differs according to the culture. Therefore, it is important that project managers are aware of potential differences in NC for groups of international stakeholders on any project, particularly, the customers, suppliers and partners. According to the pioneering work on NC by Kluckhohn and Strodtbeck (1961), all cultures

comprise six dimensions: Connection to the Environment, Time Coordination, People Character, Activity Orientation, Concentration on Responsibility, and Orientation to Space. In addition to these factors, Rees-Caldwell and Pinnington (2013) selected two of Hofstede's (1983) dimensions, Power Distance (PD) and Uncertainty Avoidance (UA). The PD takes into account alternative types of leadership approach based on the extent to which leaders are anticipated by the NC to share and exert power over others. UA evaluates the degree that people become concerned when experiencing uncertainty. This idea is relevant to projects due to their impermanence and inherent ambiguity. Differences in NC can have an impact on the nature of projects due to different group expectations between Arab and British project managers. For example, the generated indication that punctuality is essential can cause frustration for some Arab project managers and teams, British project managers and teams may get frustrated when they are expected to maintain a group-oriented and relaxed project work environment.

A British project manager is typically more accustomed to low PD which facilitates the cultural expectation for interdependence between leader and members of the organisation. A low PD still means that someone is under the authority of a superior, but, in general, members are not afraid to express their opinions directly. Members from high PD countries such as Arab project managers may not have equal and participatory formal connections with subordinates, and are more likely to expect that if they are in authority other people will feel obliged to go along with what they say. However, British project managers spend quality time planning, unlike Arab project managers. Usually, Arab project managers do not conduct detailed plans because they depend on their priory list. Arab culture is known for a comparative lack of planning, which plays a big role in project success or failure. It is commonly recommended in PM associations that paying due attention to the project planning stage helps to guide project teams through the needed changes during different

phases. Rees-Caldwell and Pinnington (2013) highlighted the importance of using technology and innovation through project management offices (PMOs), which can ease the process of project planning. The researchers developed hypotheses for their empirical research and adopted planning items categorised into eight variables, namely project plan, project deliverables, project activities, resource planning, quality plan, risk plan, communication plan and PMO. These variables have the potential to be associated with NC. Finally, Rees-Caldwell and Pinnington (2013) concluded that NC differences lead to different expectations regarding project planning. Project managers who are from different NCs manage the same projects but use different methods. They argued: 'conflict may arise between cultures that have different appreciations of time, i.e. a delay may infer low interest to a British project manager, yet working too quickly or looking too much into the future may drive the Arab project manager away' (Rees-Caldwell and Pinnington 2013, p. 222). The researchers suggested future research investigations to explore the relationships between NC variables and PM theories, phases, methodologies and results.

Bredillet, Yatim and Ruiz (2010) stated that in the last few decades, control through PM has experienced important global growth and has carried on progressing, reinforced by several parties such as industries, governments and academic institutions. To explain or facilitate such growth, PM's development can be analysed theoretically and its deployment, operationally, by assessing its degree of adoption and acceptance by individuals, groups and organisations.

Hofstede (1983: cited in Bredillet *et al.* 2010, p. 213) remarked that management practices which apply to one NC might not apply to other countries. The underlying cause is that people who are managing the organisation's culture can have contrasting values and beliefs based on different NCs. Bredillet *et al.* (2010) give an example from an analysis of 18,000 middle managers from 62

countries in Project GLOBE: the outcomes confirm that NC influences organisation behaviour and variations in management.

Archibald (1991: cited in Bredillet *et al.* 2010, p. 184) stated that international project management activities need major modification across organisations and project members. However, the effects of NC often create obstacles to change and require a significant effort to overcome them. Newman and Nollen argue (1996: cited in Bredillet *et al.* 2010, p. 184) that the universalism and dominance of United States management exercises are not practical anymore because the differences in NC make it necessary to apply differences in management initiatives, which can create obstacles in project management.

Bredillet *et al.* (2010) drew attention to the role of NC in projects, citing Wang and Liu's (2007) study of resistance to some PM practices in China due to their incompatibility with the NC, and, similarly, Shore and Cross (2005) identified in the context of mega-projects the criticality of adopting culturally appropriate PM approaches. Bredillet *et al.* (2010, p. 2) explained how 'Hofstede (1982) considers that the human behaviour is not random, but predictable, and individuals carry mental programmes that are observed indirectly through their behaviours based on values and culture'. Based on an international study of NC, Hofstede developed his theoretical framework between 1968 and 1973, initially proposing four cultural dimensions: power distance, individualism-collectivism, uncertainty avoidance and masculinity-femininity.

These dimensions are meant to denote independent dimensions; however, there is often a high correlation found between individualism-collectivism and power distance. Hofstede's four dimensions have been extensively criticised for their limited application to understanding MNCs' strategic values and organisation culture differences, their problematic application to explaining

cultural variation within nations, and their problems of restricted scope, methodology and sample sizes for different countries and regions. Nonetheless, his framework has been adopted by many studies for its clarity and straightforwardness, and its efficacy for understanding continuity and change in NC. Large number of studies comprising of 140 research papers cited by Hofstede add proof of his framework's application. The application of his research concepts to understanding cultural distance has led to continuing interest in international business studies and is utilised to clarify a wide range of differences between multi-national organisations. Bredillet *et al.* (2010) argue that these dimensions are relevant for studying the effects of the NC on PM. They summarise several crucial criteria for research designs, including that:

> The correlation pattern among the national culture dimensions depends on the set of countries selected for the study.
>
> – Validation studies in which external data are correlated with the four dimensions should always take possible inter-correlation between the dimensions into account.

(Bredillet *et al.* 2010, p. 184)

Due to the GNP per capita correlation with both the power distance and individualism dimensions as well as the association between the two, Bredillet *et al.* (2015) distinguished rich from poor countries and added GDP per capita as a fifth cultural dimension.

Project cultures

There exists a growing body of literature on managing project culture. It subdivides into research on projects and large projects. In the context of an increasing number of large projects and programmes, van Marrewijk (2007) specified that mega-projects in the construction field are becoming widespread in national governments. What distinguishes mega projects from more traditional smaller size projects in terms of efficiency is the scale, duration, sophistication and

number of partners. 'Many mega-projects are characterized by a high degree of uncertainty, as well as a mixture of joint organization and sub-contracting of elements of the workflow to legally separate partners, which, together, make for a high degree of complexity' (van Marrewijk 2007, p. 290). Flyvbjerg et al. (2002, 2003: cited in van Marrewijk 2007, p. 290) asserted that the development of mega projects carries on regardless of its weak performance.

Based on the cultural perspective of project management, organisational culture is regarded as one of the important topics for researchers and managers. Organisational culture and project management books are commonly involved and focused on shared cultural levels in managing projects. Based on the cultural strategies of change, van Marrewijk (2007) showed that in a sample of 34 Canadian organisations, project managers asserted that the project cultures were continuously changing; thus, there is an essential need to control change. Generally, megaprojects should control the risk of creating a culture which does not operate functionally. 'In this stage the project is caught in a vicious circle of growing frustration, increasing isolation, losing innovativeness, and decreasing ability to adapt to the changes in the wider environment' (van Marrewijk 2007, p. 291).

The literature on project culture is small in comparison with what has been published on organisational culture. To date, there has not been not the same degree of depth and breadth of studies on numerous aspects and dimensions of project culture. It can be assumed, though, that after more empirical research on project culture has been conducted, the field will develop a set of thematic interests, some which will be similar to organisational culture in relation to the diversity of cultures in projects (e.g. unitarist, pluralist, fragmented, consensus/dissensus, weak/strong). It is also feasible that some concepts of project culture will evolve which are unique to project, programme and portfolio organisation.

In his classic article on managing project culture, van Marrewijk (2007) argued that organisational culture and project culture varied to the extent that they possessed a shared culture when managing projects. Reviewing strategies of culture change, van Marrewijk (2007) described how project managers believe that project cultures are continuously changing and that there is an essential need to control the pace and direction of change. In general, it is advisable that directors and managers of megaprojects should manage and control the risks of creating a project culture which does not operate effectively. In a study of 202 organisations by Kotter and Heskett (1992) cited in van Marrewijk 2007, p. 291), they reasoned that successful organisational cultures were highly accustomed to changes in the environment. The argument from the perspective of project culture is that whereas continuous change occurs throughout the project life cycle, revolutionary change requires project culture change. Whenever organisations have a rigid perception of change and low capability due to the inward orientation of managers and employees who often lack sufficient experience of the market, it reduces the extent of continuous change. When this problem is encountered in projects, external interventions are needed to change the project culture.

Numerous change strategies in projects and organisations are consistent with Kurt Lewin's (1958) explanation of cultural change as involving a transition from a stable state to a new one. According to Alvesson (1993: cited van Marrewijk 2007, p. 292), culture is considered a dynamic concept because project environment, management attention and partners change over time. The cultural system is an active communication dynamic because an organisation is a social environment where people build their own cultural system in a continual engagement between employees and the cultural system. Confronting sets of beliefs is an essential motive for change in sophisticated project environments. Bate (1994: cited in van Marrewijk 2007, p. 292), mentioned building

strategies to optimise and repair organisational culture and convert strategies to a change culture. Changing cultural strategies can involve assertive and destructive strategies.

Van Marrewijk's (2007) case study of an Environ megaproject explains how many technological and sophisticated problems arose which had to be solved, including digging tunnels in unstable clay and stabilising swampy grounds in populated areas. This project was an independent project organisation supervised by the Ministry of Public Works of 'Otherland'. It was apparent to many that the Environ megaproject was not implemented from one stage to another in a linear fashion because the projects were overlapping and vague. They also lasted for a long time, in fact, over 30 years. The 1970s involved exploration of ideas and possibilities. 1988-1991 was the project initiation phase, 1991-1998, decision making phase, 1998-2000, preparation for the realisation phase and 2000-2006, the realisation phase.

Van Marrewijk's (2007) study the project life cycle identified two dominant cultural episodes. The first he named Gideon's gang (1996-2001) innovative and entrepreneurial value orientations. The second stage he called, Diplomats (2001-2004) new value orientations of control and accountability. He concluded that project managers and project performing organisations should reflect on the development of the project culture during the project life cycle.

He mentioned that in 1996, the Ministry of Public Works appointed a director with a clear vision and ability to manage uncertainty, motivate employees and be capable of assisting in a work environment of political decisions. The project director believed that Environ Megaproject was an advanced concept requiring intensive involvement of both public and private partners, each comprising different organisational cultures. The project management required encouraging participating organisations to combine the design and implementation. The managers selected for

this mega-project were, therefore, creative, strong in developing new ideas, strong in delivering enthusiasm to others and strong in overcoming the difficulties of the political aspects. To achieve the innovative concept, the Environ megaproject was implemented following the decentralised management approach, providing considerable freedom for personal progress and innovation. For some participants, over time, this culture became viewed as somewhat chaotic due to its very independent-minded style of management. The project team's strong entrepreneurial commitment and non-traditional spirit led eventually to a lack of engagement from local government and private partners. Eventually some of the partners withdrew from the project. Meanwhile, the Ministry of Public Works considered the non-traditional style of project management as too high a risk, and increasing numbers of objections opened the door to a parliamentary investigation. As a result, another project manager was selected to increase control on the project, leading it in a more traditional style of project management. Central planning with the partner organisations became crucial in this newly adopted management approach. Some of the Environ megaproject managers resisted the project culture change. Consequently, new team members and consultants were appointed to enhance internal communication, re-establish trust and develop awareness about the full set of project objectives. The project culture evolved towards a more rational management-based approach, involving a stronger emphasis on deliverables and action leading to implementation on time, within budget and at the agreed level of quality. Overall, it is evident that cultural change strategies are necessary whenever either the organisational culture or the project culture becomes dysfunctional.

In recent decades, researchers have advocated for the increased adoption of group virtual work to facilitate internal and external collaboration (Herzog 2001: cited in Lee-Kelley & Sankey 2008, p. 54). Lee-Kelley & Sankey (2008) observed that virtual team working requires different approaches

to recruiting, motivating and developing the team, and managing them involves a different approach to traditional face-to-face methods of working. Managing, motivating and communicating through virtual teams involves acceptance that for much of the time when working together, people are unable to actually see each other. Kirkman et al. (2002: cited in Lee-Kelley & Sankey 2008, p. 51) concluded that there was a lack of 'methodical analysis' in many virtual teamwork contexts. Lee-Kelley and Sankey (2008) reported a qualitative case study of international IT projects within BankCo Inc. Like many other large banks with international reach, this corporate organisation had grown through mergers with different companies in multiple countries, leading to a diverse base of employees from many nationalities. During the 1980s and 1990s, as banks internationalised across national borders, they had to integrate multiple, independently developed IT systems according to different hardware standards and software designs and applications. Many individual banks lost their in-house technical IT and support teams, instead relying on the new hardware and software systems specified by corporate HQ and outsourced IT providers subcontracting work from the corporation to facilitate common global and regional information management (Pinnington & Woolcock, 1995, 1997). BankCo Inc. at the time of Lee-Kelley and Sankey's (2008, p. 52) research was organised into three main business divisions, consumer, corporate and investment, with retail banking residing within the consumer division. Support services such as technology infrastructure (TI) delivered and managed the focal data centres linked to the three sections. The TI's data consumer centre is based in Germany and its corporate and investment data centre is based in London. 'Whilst the two Data Centres appear separate and distinct as divisional services, specialist teams within them such as mainframe support and communications are sited and managed either from London or within their respective Data Centres' (Lee-Kelley & Sankey 2008, p. 52). Based on the IT infrastructure and regional

requirements, the re-organisation led to the operation of half of the EMEA region's services from external data centres, with Singapore operating software applications, and the other half operating from data centres in Germany. Preserving a common service in two separate locations can be costly and difficult to manage. It was decided by the management that there was a need to minimise costs by upgrading to an effective IT functional standard, supporting IT applications with common functions to serve the whole region while still being capable of adapting to the provision of local functions.

When the decision to standardise the application solution was implemented, BankCo UK migrated its current application to another application supported by a programming company in India. The UK company was the first business on the list to transfer to an enhanced application, with the Asia Pacific (AP) and Greece expected to follow. This study concentrated on two migration projects, which were sophisticated because they were the first installations in western Europe of the improved IT version of the AP standard.

Inevitably, as a consequence of geographical time zones, global virtual teams are often temporary project organisations and are highly reliant on functional technology tools for communication. Townsend et al. (1998) and Lipnack and Stamps (2000) have both noted that global virtual teams depend on telecommunication and information technologies and must deal with the challenges created by geographical and temporal distances between team members. These distances, which are common to virtual work contexts, can influence team performance positively or negatively, depending on how these settings are managed and how the teams cope with their work situations and environments. Dependent on the extent to which ICT are shared systems and also according to individual and group preferences for technology use, global virtual teams are likely to be

geographically dispersed, temporally distant and communicate using both common and different, sometimes even incompatible, virtual communication technologies.

Based on various hierarchical, functional and cultural relationships in virtual teams, 'the multiple-relationships nature in virtual teams is exemplified by Cascio and Shurygailo's (2003) classifications with reference to the number of locations and the number of managers involved, ranging from the single "teleworker" working largely on his/her own at a single location to the "remote team" which consists of a single manager of a team in many locations to "matrixed teleworkers" of multiple managers of a team in a single location to the "matrixed remote team" consisting of multiple managers across many locations' (Lee-Kelley & Sankey 2008, p. 52). Due to these distances and different forms and styles of organising virtual work, psychological differences often arise and can play a more salient role in virtual environments than they might otherwise have in co-located proximate work settings. In BankCo Inc., discussions with people working with IT colleagues revealed that while virtual work was becoming a routine, day-to-day feature in BankCo Inc., many managers and employees were not sufficiently aware of the need to adopt a different working style than was typical of the old traditional ways.

Gibson and Cohen (2003) cautioned that international expansion can be delayed and efficiency reduced whenever there are incompatibilities between IT systems for global communication. Virtual teams are highly dependent on the functionality of their ICT systems; however, research by Gibson and Cohen showed that many virtual team members do not appreciate how to deal with the challenges of virtual working. The tendency has been for people to be over-reliant on communication between the team using email. Gibson and Cohen (2003) commented that, in practice, virtual teams often have to collaborate without have sufficient access to advance technology systems and tools, notwithstanding the problems created by the lack of availability of

ICT tools for virtual work (Bell and Kozlowski 2002, and Lee 2002: cited in Lee-Kelley & Sankey 2008, p. 53). Robb (2002: cited in Lee-Kelly & Sankey 2008, p. 53) claimed that technology is becoming a third collaborative generation, but this was only slowly being adopted as the new norm in BankCo Inc.

> Emails and conference calls are generally known as first generation technologies while online discussion boards, PowerPoint presentations, video tools and online meeting tools are second generation technologies. Third generation technology refers typically to web-enabled shared workspaces via the intranet or internet. (Lee-Kelley & Sankey 2008, p. 53)

The time schedule can be a problem when the team members are spread across a different range of time zones. The use of technology which manages timing can tackle time delays; however, it can still be awkward because it creates a period of time between the query and the answer, which can be frustrating for participants, especially in sensitive projects. Saunders et al. (2004): cited in Lee-Kelley & Sankey 2008, p. 53) identified four major cultural dimensions of time which can assist with managing a team and prioritising projects based on their importance, which is considered challenging for most managers engaging with virtual work projects and teams. The four dimensions are: Western linear clock time, oriental cyclical event-based time, limitless time (Hinduism and Buddhism) and harmonic, balanced time (Taoist and Confucianist). There is a general agreement that face-to-face communication is important but perspectives differ when it should happen. A commonly mentioned norm of virtual work practice is that initially when a team is formed, the main team members should meet to build the social relationship to enable everyone to achieve an optimal performance. A research question posed in the BankCo Inc. case study is what should be the appropriate level of communication level and how is it affected by the variable significance of project details.

Common problems associated with communication affecting BankCo virtual teams include lack of clarity and visibility, sharing of information and time zone variances. Many encountered work tasks can take time to be resolved because geographical and temporal distances exacerbate errors with the potential to lead to team and organisational operational problems. Other writers believe that management is not involved in such communication. While some practitioners, for example, Kostner (1996: cited in Lee-Kelley & Sankey, 2008, pp. 54, 61) have concluded that a distant leader has low power over virtual team members and almost no control over them due to their virtual work practices and contexts, it is more rational to pay attention to the collective and individual needs of team members, particularly different national, organisational and functional cultural backgrounds. For example, communicating via email with managers in eastern countries such as Japan and Korea does not always work well. While informal emails are considered appealing by many Westerners, they can conflict with Eastern principles of respecting elders and senior employees in the workplace. In conclusion, national, organisational (including functional specialisation subcultures) and project cultures have to be addressed by leaders and managers.

Based on the linkages of project environment with project performance, Thamhain (2004) highlighted lessons to be learnt for team leadership. Thamhain (2004) mentioned that organisations which have the intention to compete in today's business world must take into account the importance of teamwork. The majority of managers appreciate to some degree that organisational culture has an impact on project team performance. They also acknowledge the significant role of team leadership and its big impact on work environments and teams. 'Managing these team efforts across the enterprise and its external interfaces creates enormous challenges in business administration, management and leadership' (Thamhain 2004, p. 1). In virtual environments, many managers are also aware of the significance of team leadership for project implementation.

However, building and sustaining high performance in a dynamic work environment still seem difficult for managers to deal with.

Most managers encounter intensive and challenging situations related to teams and team performance. Team leaders must be qualified and develop competence in both technical and social skills, an argument reinforced by the growing number of managers and researchers who consider the human side as the most demanding area. Still, those organisations which comprise multiple teams working on sophisticated and technology-based projects have frequently failed to achieve high levels of success. They tend to generate significant results according to the specified time and budget under tight time constraints and available resources, which is tantamount to insufficient achievement.

Thamhain (2004) argued that work teams have an important impact, not only on traditional projects such as system development and design but also in implementing organisational change for shifting technology developments. Thus, whenever Yahoo builds a new search engine or Sony launches an innovative laptop computer, their success relies on the effective relations between the team members assigned to those projects responsible for new product and services development. Efficient teamwork is, therefore, one of the main success factors in maintaining progress. In addition, team building operations are becoming more sophisticated and require more complex management skills because of the deterioration of both bureaucratic hierarchies and organisational support systems. This has a negative impact on processes of leadership and management. Project managers in general seek to guarantee project success by identifying work, timing and resources correctly, and following the established procedures to track and control their projects. This approach is very important for efficient project management practice; however, it is not necessarily flexible for project teams who must work innovatively and effectively to achieve the set objectives

in a changing workplace environment. To achieve innovation operating in complex external environments, project management needs dynamic networking collaboration between people from different organisations.

It also requires the ability to deal with the risks caused by technological, social and economic influences. In addition, project leaders routinely have to organise and manage teams through management lines (Keegan & Hartog, 2004). In flexible, innovation-driven teams, it is important to share resources and reports frequently using multiple media and numerous methods, such as emails, flextime and home offices. Due to these and other increasing complexities and uncertainties, it is rare that traditional hierarchical team structures prove to be efficient and effective. They have to be replaced by collaborative ways of working (Ericksen & Dyer, 2004) which are typical but not exclusive to self-directed and self-managed teams. To be successful, a project manager has to become more aware and understanding of these managerial and behavioural changes so that he or she 'facilitates the work process and provides overall project leadership for developing multidisciplinary task groups into unified teams, and fostering a climate conducive to involvement, commitment and conflict resolution' (Thamhain 2004, p. 2).

Based on the influences of team environment on project performance, Thamhain (2004) identified how the organisational culture comprises sophisticated and changeable arrays of variables. These variables had the biggest effect on project team members' performance. In this study, managers identified that, with reference to today's sophisticated and technology-based tasks, project success is not the result of expert involvement and qualified project leaders. Rather, project success is based on the effective efforts of different specialties, including teams of people and support organisations. This process needs investigational learning, the taking of risks and challenges and the integration of technical knowledge and information. The majority of managers engaging in

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innovation activities see their projects improving through ambiguous transformation processes, which cannot be described objectively or planned ideally. In addition, it is difficult to define and measure project performance. Yet, although many challenges may occur along the way in flexible, innovative forms of leadership and project organisation, many team members eventually work together effectively, leading to satisfactory results in meeting the agreed budget and project deadline.

Even though we may encounter many complex projects, teams and work environments, team performance is not random. By investigating the relationship between project environment and teams' performance, four major factors were identified which are salient to effective management. Firstly, the factors that meet the personal and professional requirements of team members are regarded as the most crucial factors contributing to high performance. Secondly, managers in the workplace are able to control the work environment to some extent so that it is supportive of the team encouraging them to be productive. Thirdly, team development processes should be ongoing in order to achieve and maintain high performance. Fourthly, project management processes affect team performance. In contrast, operational control is mostly controlled by external sources and project leaders have to work with higher management to ensure that operational processes motivate active teamwork. Generally, the results show that significant influences in the work environment affect teams' performances and circumstances in the team environment are linked to desired outcomes. In conclusion, organisational and project cultures have to be actively and flexibly led and managed while being mindful of influences in internal and external environments.

2.7 Social Media as a Tool for Innovation Diffusion

Kenly and Poston (2011) noted that social media involve changing public personal communication faster than former innovations such as the telephone, radio and TV. Social media tools allow people to initiate discussions, exchange information and build relationships. With this development, corporates are starting to find out how social media tools can help them to increase their profits by improving business relationships, which are part of their innovative processes. To analyse the effect of social media on product innovation, 90 companies were surveyed and selected businesses were interviewed to understand how innovation and social media can add value to the business (Kenly and Poston 2011; Barlatier & Mention 2019; Chavez & Capital 2015; Ram & Liu 2018).

Social media are defined as a set of tools which allow users to share and exchange content in a community setting whereas social computing is the process of social media, Web 2.0 and enterprise 2.0 technologies which are provided to business (Kenly & Poston 2011; Lott 2002; Mao & Wang 2012). It shows that social media tools are related to two areas – *innovation* and *product development* (Kenly & Poston 2011). The result of the research on social media product innovation was that more than half of the surveyed corporates use social media in product innovation to a certain degree. Even though companies have shown the intention to use social media on their product innovation projects and initiatives, most of these companies have used social media on a small number of their initiatives. It has been found that 'with widely varying approaches, there is certainly a need for more clarity and understanding of how companies can leverage social media in product innovation' (Kenly & Poston 2011 p. 3). There is no best practice for corporates using social media in product innovation, which leads to a lack of understanding inside organisations (Kenly & Poston 2011; Roberts & Piller 2016; Kenly 2020).

Many of the companies still using traditional product innovation methodologies such as focus groups and market investigation find they can be time consuming because they require large efforts in strategy and planning. However, using social media to enhance such activities can save time, money and effort.

2.8 Social Media Impact on Corporate Risk Taking

2.8.1 Protecting Organisations from Risks

'Whether you're a small, medium, or large-sized business, your brand's health and reputation is often defined by the way you engage in public environments' (Belby 2015). Belby (2015) highlighted the possible risks involved when using social media platforms and identifying ways to protect the organisation from these risks. Organisations need to specify the possible risks of using social media, create policies to reduce these risks and use technologies which support these policies (Belby 2015; DeLoach 2018; Fanaras 2020; Newberry 2020). Belby outlined several risks in relation to processes, legal issues, data, and culture. Some of these risks are due to human error. This occurs when employees communicate directly with the public, which can lead to unexpected risks. In addition, employees might be hacked by people they trust on social media platforms. Organisations need to put in place proper access permissions before employees start accessing these platforms. According to data protection and security, organisations need to make sure that government restrictions and laws related to the services are applied. Also, social media can cause reputation risks which can have a negative influence on the organisation's brand and lead to the loss of some qualified employees. Sometimes social media content is created in real time, which makes it more susceptible to mistakes as well as hacks, and this may negatively impact on the organisation's image and brands.

Some companies consider that social media are extremely easy to adopt and assume that they merely require the creation of a systematic implementation plan. However, organisations need to deal with third parties and assist them, as well as handle issues which are encountered, providing proper platforms and initiating effective content for each one. Another risk which an organisation can be exposed to arises when it does not implement some social media platforms, which can make its reputation less acceptable to clients, vendors and partners. According to Belby (2015),

> In light of these risks, your firm can get the most out of social media "through good governance and risk management. Governance is really all about how you operate social media, your policies and procedures … And being aware of the risks and how to manage those.

Taking into account potential risks, an organisation can benefit from social media platforms by maintaining and managing an effective presence. An organisation will have better control over its external communications and image by understanding how to use and manage its social media aligned with organisational policies and procedures. It is crucial to identify the departments in charge of handling the social media platforms. Since many employees begin to use and depend on social media for their workplace communications, the use of technology needs to be consistent so as to ensure that it is not distracting or confusing in relation to business policies and procedures. The organisation also requires a crisis management plan which informs employees about the 'dos' and 'don'ts' of social media use in case they encounter a problem (Belby 2015; Sapriel 2003). It is important that whenever an organisation plans to apply social media platforms, it ensures that employees are informed about the main goals and strategy of the social media adoption, which requires such activities as running awareness campaigns and implementing the necessary training (Belby 2015; Asad 2020). When beginning to apply social media platforms, it is advisable to use

technology to control employees' access by determining who can communicate with the public and identifying specific employees who are responsible for sharing the content. The implemented technology can permit access for some members of the public or restrict their access to specific content on some social networks, such as LinkedIn and Facebook (Belby 2015; Madden 2012; Dix 2010).

Belby (2015) emphasises the importance of using technology to protect web users with different interests, such as analysts and traders, or having a prohibited list of sites that can have a negative impact on the organisation's brand. It is also useful to employ an approval mechanism which sets the content flow at the individual's level. For example, the content might not be published on the social media website until after it goes through an approval cycle. However, some organisations automatically give permission to employees to share content whenever it is pre-approved. So, generally, the technology can help users to work effectively within the social media cycle and control data management processes (Belby 2015; Schlagwein 2016; Guo & Vogel 2016; Awolusi 2012; Eccles, Newquist & Schatz 2007).

2.8.2 Risk identification and categorisation

Williams and Hausman (2017) noted that a number of studies have highlighted social media risks in terms of security, which means focusing on the basics which should be provided in the social media procedures. They concentrated on how people and social media are managed securely, but do not focus sufficiently on other social media risks including, for example, reputation damage and social media platforms management (Williams & Hausman 2017; Tarrell 2016; Coleman 2018; Tuttle 2018; Diana *et al*. 2020; Larrinaga *et al.* 2008).

Other organisations have concentrated on threats related to the social media from a governance perspective in order to promote effective strategies to address encountered threats as well as validating processes of monitoring social media risks. Researchers have focused on forming proper social media policies to avoid information leakage, which can expose the organisation to reputational damage (Williams & Hausman 2017; Molok *et al.* 2010; Väyrynen *et al.* 2012). However, only a minority of these studies have undertaken a thorough examination of the salient risks.

There is a need to articulate the specific processes for managing social media platforms in different industries, such as finance, where there are risks of information disclosure and risks that are caused by consumers not being adequately protected by laws and regulations. There are other risks which are common to particular occupations or professional groups, such as lawyers and healthcare providers. From all of these different domains, it is clear that not all organisations and groups are aware enough of social media business risks. Williams and Hausman (2017) subdivide 'risk' into the three stages of risk *identification*, risk *categorisation* and risk *assessment*.

Risk assessment and resultant risk management depend on the former processes of risk identification and categorisation. Categorisation can be managed in different ways; however, there are two main approaches – *similarity-based* and *explanation-based*. In similarity-based approaches, the classification mainly focuses on knowledge, but the explanation-based approach emphasises improvement in terms of a deeper human understanding and knowledge of the encountered risks.

Williams and Hausman (2017) argue that there is an absence of a meaningful classification of social media risks. Some studies only highlight the risks cursorily, providing only minor

explanations about the reasons behind these risks. For instance, many studies present privacy as one of the social media risks; privacy itself is not regarded as a risk, but problems around *breach* of privacy are considered a risk (Williams & Hausman 2017; Wheatley *et al.* 2016; Brooks 2020; Gervais 2020).

Thus, it is recommended to provide a thorough explanation of potential and encountered risks in order to give a better understanding of what it is about a specific incident that establishes significant risk. Williams and Hausman (2017) developed a research approach which clarifies the range and scope of the encountered risks via social media in organisations. As mentioned above, Williams and Hausman's (2017) first phase is risk identification. They describe the human and technical risks of social media use, explaining some of the direct effects of technology capabilities, including hacking, malware, lack of access or people behaviour which comprises 'abuse of authority, blurring of professional and private boundaries, unproductive use of time' (Williams & Hausman 2017, p. 6). They further classify technical and human risks into three risk categories, which are *content*, *compliance* and *reputation*. Thus, it is apparent there are many risks arising from human practices or technical problems on social media (Williams & Hausman 2017; Tuttle 2018; Brien & DeHaas 2020; Tarrell 2016).

Content risk in social media means it is more probable that it leads to information loss, leaks of confidential information and duplicated data (Williams & Hausman 2017; Wheatley *et al.* 2016; Brooks 2020; Gervais 2020). The risk that social media can have a negative impact arises whenever new information is posted because it becomes disseminated rapidly to a large number of people and is very difficult to delete later. The second risk is the compliance risks of social media, which can create huge problems due to there being less control on the content type published on social media platforms (Williams & Hausman 2017; Tarrell 2016; Molok *et al.* 2010; Brien & DeHaas

2020; Coleman 2018; Tuttle 2018). Sometimes web users may breach copyright laws when posting or reposting unauthorised content on some social media platforms (Williams & Hausman 2017; Wheatley *et al.* 2016; Brooks 2020; Gervais 2020). The third risk is the reputational risk of social media platforms (Williams & Hausman 2017; Tarrell 2016; Coleman 2018; Tuttle 2018). There are some groups on social media which have a negative impact on a company's reputation. This can be caused by public criticism about the company's services or negative communications using unprofessional and impolite language.

2.9 Social Media Impact on Projects

Mishaal and Abu-Shanab state: 'As the Internet evolved, the government also evolved in the same direction and witnessed a move from e-government services to social government; i.e. governments provide their services over social media such as Facebook, Twitter, LinkedIn, and Flickr' (2015, p. 2). They also noted that some social media platforms are defined as social networks which enable web users to create and exchange content. Now individuals from different specialties are using social media to benefit their work and reputations in their fields (Mishaal & Abu-Shanab 2015; Men & Tsai 2015; Kietzmann *et al.* 2011). It has changed the way people use the web, converting it from a self-content generation endeavour to a group-content generation activity. Social media enables web users to create their content and share it with their friends on social media platforms, enabling them to send comments and opinions (Mishaal & Abu-Shanab 2015; Haro-de-Rosario et al. 2018; Lee & Kwak 2012; Hou & Cliff 2000). Mishaal and Abu-Shanab (2015) focused on the Facebook platform in their publication and specified how it enables users to create and join groups or pages. Moreover, it makes it easy for them to upload photos and videos, and search for particular accounts and content. Governments can now track the public's

likes and dislikes and know their moods, which enable them to be more effective in decision-making. Lee and Kwak (2012) developed a maturity model for open government which shows how social media models interact with citizens, government and data. This model consists of five levels to optimise the communication between government and citizens. The first level is the initial condition, which concentrates on producing digital audio files through government websites with the rare use of social media tools. The second level comprises data transparency, which is the first step towards open government, where government has two crucial tasks (Mishaal & Abu-Shanab 2015; Wirtz *et al.* 2018; Gascó & Fernández 2014): the first is to publish important data; the second is to publish data precisely and directly to the point, providing them in a favourable time. The third level is the public's open involvement, which allows the government to acquire all of the required inputs from citizens, including feedback, discussion and voting. The fourth level is open collaboration which is

> …the developed level of participation, where the government asks the citizen to play a role of co-creation, co-design for specific output. Here the task is more complex, and it looks like collective intelligent, so government may use shared document to engage the public in participation, asking the public to participate in designing application to government. (Mishaal & Abu-Shanab 2015, p. 4)

The last level is the ubiquitous engagement, which is assembled based on the previous four levels, which are extended to include the highest level of engagement. Therefore, the public engagement at this level becomes more noticeable and they are more capable of using different technologies. Mishaal and Abu-Shanab (2015) proposed a framework to discover the success of communication between governments and stakeholders on the Facebook social media platform, as shown in Figure 9. This framework comprises five factors of communication success: transparency, participation, collaboration, comfort, and posted topic.
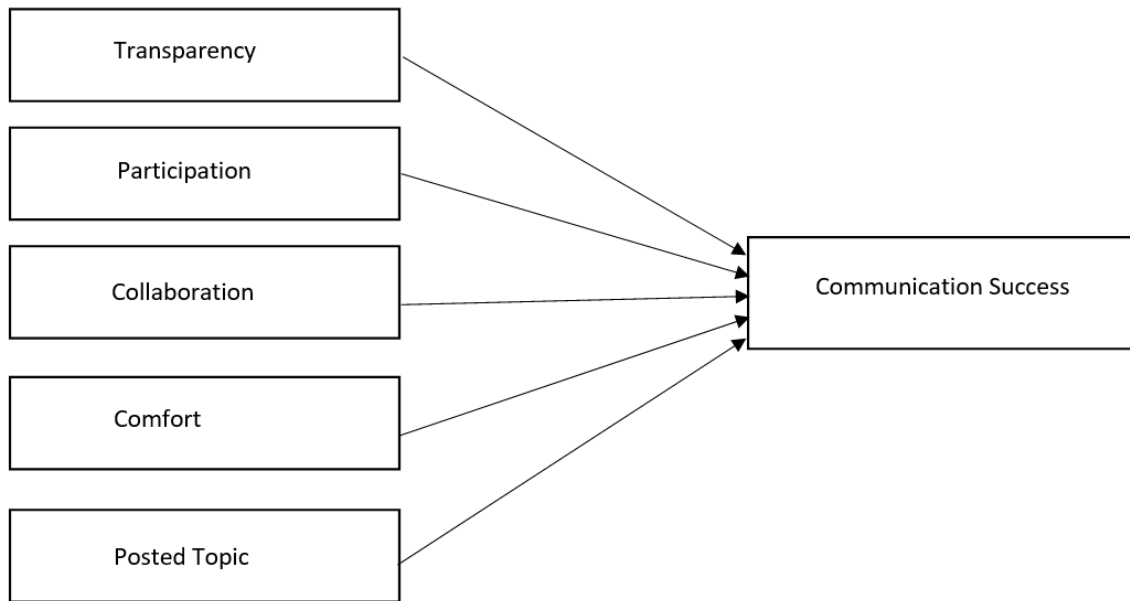
**Figure 9: Framework for government communication success on
Facebook (Mishaal & Abu-Shanab 2015, p.5)**

For the *transparency* factor, the government should make the information available to the public

and optimise its communication with them (Mishaal & Abu-Shanab 2015; Fairbanks *et al.* 2007;

Mahmud 2016). This will improve the relationship between successful transparency and the

growth of e-government. The second factor is *participation*, where government should allow their

stakeholders to be involved in topics by enabling them to send information on their Facebook

pages or use surveys to gather information from stakeholders. The third factor is *collaboration*

between government and the stakeholders, which helps the government to obtain useful ideas from

their experience and new knowledge.

The fourth factor is *comfort*, where the government uses social media to communicate with its stakeholders to broadcast information, provide services or get opinions from them. Here, whenever the government utilises a suitable social media channel for the target audience, it results in smoother and more effective communication with them. In addition, stakeholders no longer need to visit the agency to acquire a service or some information.

The *posted topic* is the fifth layer, where the government's posted topics can have an impact on its communication with stakeholders. Inevitably, the government's posted topics can increase the strength of communication with stakeholders while, conversely, other topics may not inspire or encourage stakeholders to communicate with the government. Sometimes it is not always easy to guarantee communication success because measuring the success depends on the goal of communication through social media websites. According to Mishaal and Abu-Shanab (2015, p. 6),

> Using available and obvious measures like: the number of likes, comments, shares and reply will provide an indication of polarity of this page and will provide also an indication of stakeholders' engagement with government's activities via social media such as Facebook.

2.10 Trust in Social Media

Bryson (2017, online) pointed out that the Conference Board of Canada introduced social media into the public sector. Many areas are mentioned, including dealing with fake news and developing and sustaining brand public engagement. However, the main struggle that many organisations face is building trust in social media websites (Bryson 2017; McGrath 2020; DeMers 2015).

Trust in social media is identical to reliability and consistency. Bryson (2017) states: 'This means sharing only accurate and timely information, sharing insights, engaging with your followers regularly, and being active within similar communities to build your reach and reputation'. In this case, when you become a trusted source on social media, your target audience becomes more certain about the provided content. He specified that it is very difficult to develop trust in social media, even more so than it is in the real world; organisations must fight against scepticism, a lack of control over social media platform quality, and consumer reactions. Some people look at social media with doubt, unlike the traditional media like television and even print sources. Social media platforms are viewed with more doubt than the traditional media are, and online social media platforms such as Twitter and Facebook are not considered to have the same level of validity as television and print sources. The reason is that it needs a higher level of trust and quality from organisations' social media platforms (Bryson 2017; McGrath 2020; DeMers 2015). Also, organisations should be very careful with their presence on these platforms because one mistake can make the followers unfollow the accounts and post negative comments, which can destroy the organisation's image.

In order to build trust in social media accounts, organisations have to verify the provided content. This means that before they share and publish any content, they have to make sure that it is accurate and from valid sources, because 'it takes a long time to rebuild trust if you are caught sharing inaccurate information' (Bryson 2017, online). It is also important to share up-to-date content about any upcoming events with regard to the organisations' projects and initiatives on a regular basis to maintain an effective presence on social media platforms.

To gain the public's trust, it is important to be professional on social media platforms in the provided content. This can be applied by making sure that the published content is valid, free from

grammatical errors and there are no broken URLs because the public usually assesses the organisation on the content. Another thing which builds public trust is the organisation's engagement with them, and that by replying to their comments, appreciate their follow and correct inaccurate information. The importance of trust is achieved through 'an active community, combined with shares, likes, or retweets, helps to grow an organization's brand, boost sales, and can be rewarded by search algorithms' (Bryson 2017, online). Bryson specified that social media communication has a low cost but can have a high marketing influence. However, low interaction and engagement with the public can result in loss of public trust and negative feedback on online campaigns, which weakens the quality of the services. It is important to build a trusted voice on the organisation's social media accounts to avoid a crisis.

2.11 Public Participation in Tools and Strategies

Krishnaswamy (2011) introduced some best practice in public engagement and some tools and strategies, which are considered highly significant for modifying and optimising applied social media practices. Public effective participation is crucial because it influences the processes and outcomes of policies and decisions, rendering them more effective and sustainable. The research questions highlight several areas, which are (i) the definition of public participation, (ii) the reason behind this participation, (iii) people who should participate, (iv) the tools which should be used, and (v) when and where they should be used. Then Krishnaswamy provided six learning modules of public participation. The first module covers features of participation. This defines participation and specifies the different levels which support the different processes of decision-making. Participation means that individuals, communities and stakeholders are exchanging some information, show interest and have an influence on management decisions. It is a two-way process

between the public and the experts, where respect is shown for the public's opinions. However, government employees should not claim that they are getting the public involved in their processes if they are not involving them or if the situation is not suitable for their participation.

Information Exchange	Consultation	Collaboration	Co-management/Control
Information is communicated primarily in one direction, with limited opportunity for dialogue.	Public opinions are sought and considered in expert or managerial decision-making. Information flows in two directions but decision-makers not obliged to integrate comments received.	Representative of the public are actively involved in developing solutions and directly influencing decisions. This usually involves iterative activities, dialogue, and in-depth working relationships with more focus on joint responsibilities.	Decision making authority and sometimes responsibility for organizing public participation is partly or wholly delegated directly to the public or their representatives.
Examples: - Discussion paper - Comment sheet	Examples: - Public hearing - Survey - Open house	Examples: - Round tables - Workshops - Public advisory committees	Examples: - Community Forest board

Figure 10: Continuum of public participation stages (Krishnaswamy 2011, p. 2)

The second module highlights benefits, challenges and best practices. It specifies the benefits of participation, some challenges of participation and some best practices of participation. Based on the possible challenges, advancing participation can take up time, effort and resources. Further, if

is not done well and accomplished ineffectively, it can create many unfavourable situations or even conflicts. Krishnaswamy (2011) identified the core values of public participation as follows:

- Public participation depends on the public's belief, which means that if they are concerned with the decision, they can be part of the decision-making process

- Setting straightforward and clear objectives for public involvement in planning and decision-making processes

The third module is the context and purpose of the participation. Efficient participation needs thorough planning and a clear awareness of the reasons behind the applied participation. There are some feasible questions for a participatory process which requires thoughtful and clear answers before starting a participatory process, which are:

> – WHY? The situation that calls for or has produced the need for public participation.
> – WHAT? The objectives or desired outcomes.
> – WHO? Profile of potential participants what are their interests, experiences, values, etc.?
> – HOW? The approach, tools, and methodology to be used.
> – WHEN? The timeframe for public participation.
> – WHERE? Site for public participation.
> (Krishnaswamy 2011, p. 3)

The fourth module deals with identifying who should participate. This focuses on different interest groups who have an impact or can be affected by the specified decisions in the participatory process. In order to plan for effective public participation, it is important to specify the individuals who should take part in the process. This identifies both the members of the general public who have a variety of values and inconsistent perspectives and the organised interest groups. Stakeholders require content which makes them aware of how they will benefit from the participation. Some reasons for participation can be specified for stakeholders to encourage them to participate. They include:

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- The right to have design, process and decisions

- Increase their knowledge and understanding

- Build relationships and grow their networks

- Expand the opportunity for the success of the decisions or solutions

It is very important to build trust from the start of the participatory process and share mutual understanding among stakeholders, which can get different stakeholders involved and accept the shared vision. The fifth module is planning to evaluate, involving an evaluation of the efficiency of the participatory process.

Observing best practice in participation depends on knowing how to plan and to assess the generated feedback. This includes using the participants' contributions in the decision-making process. The sixth module is the participation tools. The learning outcomes for this module are to specify the different participation tools in order to achieve different forms of participation and then communicate the proper guidelines to be able to choose the required participation tools for particular situations. What constitutes an appropriate selection of social media tools depends on the purpose of participation. Their selection also differs based on:

  – The management's main goals and objectives

  – The size of the project, available budget, specified timeline and allocated resources

  – The employees' skills and the presence of the management team

Krishnaswamy (2011, p. 4) specified an organising framework to categorise the different public participation tools, as shown in Figure 11.
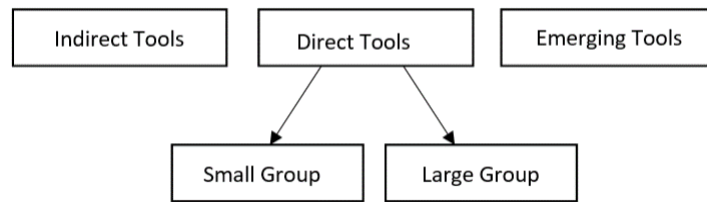
Figure 11: Organising framework for public participation tools
(Krishnaswamy 2011, p. 4)

Krishnaswamy categorized the tools as either indirect or direct and then divided them into tools which could benefit either small or large groups. Indirect tools comprise comments, votes and surveys, whereas the direct tools comprise focus groups, workshops and round tables.

The emerging tools are utilised to make visual information more understandable by implementing 3D visualisation software. It is apparent that the direct tools tend to be more collaborative. However, these tools have failed with emerging computer-based social media such as Facebook and the web-based social network techniques. Usually, the tools are used in different stages for the public participation process, beginning from the external members of the public to stakeholders, in order to develop a common understanding by defining shared vision and goals for assessing issues and making decisions. Table 3 categorises the criteria and indicators in order to assess the public participation tools using the three core elements, which are breadth, depth and outcomes. The first core element is the *breadth*, which specifies the degree of the process that directly includes a wide range of public values in the decision-making cycle. The second element, the *depth* of public participation, assesses the value of involvement and specifies the levels of sharing among participants in the participatory process. The third core element is the *outcomes*, which is related to the participatory process goals that identify how the process fulfils the shared vision or goals determined by the participants.

Table 3 Core evaluation criteria and indicators of successful participation tools
(Krishnaswamy 2011, p. 5)

Core elements	Criteria and indicators
Breadth	**Representation** – Incorporate a wide range of public values
	Accessibility- Be available to call public interests
	Renewal – Allow for new participants over time
	Anonymity – Protect participants' identities when necessary
Depth	**Listening and Dialogues** – Foster a two-way flow of information
	Flexibility – Be flexible in scope
	Deliberation – Provide opportunities for frank and open discussion
	Transparency & Credibility – Promote and make available in a clearly understandable form, independent input from scientific and other value-based sources
	Relationship Building – Promote positive personal and institutional relationships
Outcomes	**Relevance** – Influence the decision-making process
	Effectiveness – Improve the quality of decisions
	Mutual Learning – Contribute to all participants' knowledge
	Reciprocity – Reward or provide incentives
	Cost-effectiveness – Output or outcome is cost-effective relative to inputs

Krishnaswamy's (2011) research has had a positive impact on decision-makers, which can move them from talking about public participation to incorporating their values by involving the public in both planning and decision-making processes. He claims that doing participation efficiently is considered an art and not a technical skill which people can just be trained in. Numerous decision-makers and managers seek to obtain participation on a daily basis, but only a minority have the chance to improve their practices substantially. This research is developed to provide the opportunity, valuable knowledge and worthwhile tools to help decision-makers to involve the public in making thorough

management decisions. Public participation can create many problems if the organisations do not have careful plans and decisions to monitor public participation. Krishnaswamy's (2011) six learning modules of public participation are instructive in this regard. Public effective participation is crucial because it makes government processes and outcomes of policies and decisions more effective and sustainable.

One conclusion that can be drawn from this chapter is that social media are impacting product innovation where they come together to provide innovative business value (Kenly & Poston 2011). The involvement of citizens in government projects and considering them as active partners instead of customers can tackle many social problems in terms of the provided government services (Linders 2012). The government can provide the infrastructure and allow the citizens to be responsible in their growth and day-to-day productivity. Many researchers have discussed the neural method of human emotions to experiment with new technologies on vocal social media, such as functional Magnetic Resonance Imaging (fMRI) (Dai *et al.* 2015).

Besides, it has been found that effective and shared features of social media communication can help organisations to interact with the public through significant relationships and deals, which can result in positive reputation and meaningful relationships (Men & Tsai 2015). Men and Tsai (2015) find that social network sites (SNS) which comprise social media activities are regarded as the main drivers of digital media revolution. They also identified that culture has an impact on the diffusion of innovation as the multi-levels of both national and organisational. Other researchers have come up with the result that future orientation has a positive influence on e-government diffusion because societies with high performance become more successful. According to the economic development, Men and Tsai (2015) highlight that it is considered as a key factor that mainly affects e-government diffusion as well as culture.

Then, according to e-government diffusion strategy, it is recommended that policy makers should take into consideration the cultural issues when developing e-government strategy. For instance, government can offer engaging tools like social networking technology to provide e-consultation with the citizens to ease the e-government adoption

Social media can be easily defined as five components which are Listening, Content Strategy and Marketing, Engagement, Promotion and Advertising, and Measurement and Analytics (TrueVoiceMedia 2016).

1. **Listening** refers to public conversation and shared keywords to search and identify the trends. Some software can be utilised to identify popular conversations and it can also be done manually to analyse news feeds.

2. **Content Marketing** through sharing texts, pictures, videos to gain public attention and traffic. Success of the process depends on the quality of information shared with the target audience.

3. **Engagement** is applied by connecting with the public using listening and content marketing to build trust by solving public problems and meeting their requirements.

4. **Promotion and Advertising** are complementary covering activities like building awareness about projects, initiatives or products, and social media-promoted campaigns.

5. **Measurement and Analytics** involve data analysis website traffic, public behaviour, interactions and impressions. The measurement and analytics component should be applied on all social media components in order to analyse its effectiveness and find ways of improvement.

Then, the research highlights social media's impact on corporate risk-taking by stressing ways to protect organisations from risks by using methods, tools and techniques for risk identification and

categorisation. Belby (2015) outlines several expected risks in relation to processes, legal, data and culture. He identified that some of these risks are caused by human mistakes that happen when employees directly communicate with the public, which can lead to unexpected risks in social media platforms. Therefore, his research focuses on the importance of setting proper access permissions before employees start accessing their organisation's social media platforms. Also, it focuses on the significance of preparing the messages beforehand rather than publishing them in real time to avoid negative practices that may damage the organisation's reputation. Other risks that an organisation can be exposed to arise whenever it does not implement some of the social media platforms, which can make its reputation less acceptable. He stresses that it is important to have a specialised department to handle social media platforms in relation to business policies and procedures. Also, organisations require a crisis management plan that informs employees about the "dos and don'ts" of social media use, in case they encounter problems.

Williams and Hausman (2017) who focus on risk identification and categorisation observe how people and social media are managed securely, but sometimes managers do not focus sufficiently on other social media risks, including reputation damage and social media platforms management. They specified that organisations should focus on threats related to the social media from a governance perspective in order to promote effective strategies to address encountered threats as well as validating processes of monitoring social media risks. Other researchers have concentrated on forming proper social media policies to avoid information leakage that can expose the organisation to reputational damage. On the other hand, only a minority of these studies make a thorough examination of the salient risks. Consequently, Williams and Hausman (2017) subdivide risk categorisation into three stages of risk identification, risk categorisation and risk assessment. The risk assessment and resultant risk management depends on the former processes of risk

identification and categorisation. These authors also note that some of the social media platforms are defined as social networks that enable web users to create and exchange content, where individuals from different specialties are using social media to benefit their work and reputations in their fields.

Lee and Kwak (2012) develop a maturity model for open government that shows how Social Media models interact with citizens, government and data. This model consists of five levels to optimise the communication between government and citizens. Mishaal and Abu-Shanab (2015) propose a framework to assess the success of communication between governments and stakeholders who are using the Facebook social media platform. They specified that it is not always easy to guarantee communication success, because measuring success depends on the goal of communication through social media websites.

In relation to issues of trust in social media, Bryson (2017, online) mentioned many areas, including dealing with fake news and developing and sustaining brand public engagement. Bryson asserted that the main struggle which many organisations face is building trust on social media websites. Trust in social media is identical to reliability and consistency, which means a trusted source on social media makes the target audience more certain about the provided content. Krishnaswamy (2011) highlighted some best practices about public engagement. Public effective participation is crucial because it makes the processes and outcomes of most of the policies and decisions more effective and sustainable. Krishnaswamy (2011) presented a continuum of public participation with the proper tools for each stage. It is specified that an individual should be aware of their participatory approach and where it falls along the continuum, which increases public transparency in the process. It also assists practitioners in choosing the tools most suited to the participatory process.

The model identified the importance of building trust from the outset of the participatory process and sharing mutual understanding among stakeholders, which can motivate different stakeholders to become more involved and support the shared vision. Public participation can cause many problems if the organisation does not have carefully devised plans and decisions to monitor their participation. Effective participation of the public is crucial because it makes the processes and outcomes of most of the policies and decisions more effective and sustainable.

2.12 Summary of Chapter

This chapter has explored the interrelated literature on government and social media. First, it highlighted the subjects of culture and social media, identifying a study on citizens' increasing expectations from the government and how social media have begun to become a major factor in e-government. Then, it shed light on how the delivery of e-services vary from the delivery of traditional services, which depends less than e-services on communicating a flow of information between customers and service providers. The Open Government for Social Media Public Engagement model was clarified to identify how social media's invention has opened up new possibilities for public engagement in many government projects. The availability of social media has contributed to changes in the public's expectations on how government should operate.

The organisation can maintain a positive reputation and valuable relationships with stakeholders if it enhances the positive aspects of the organisation's communication and operations. Scholars argue that reputation is an essential resource for any firm, enabling them to attract investors, customers and employees, and helping to create competitive advantage. Essentially, public communication is regarded as the art of developing relationships between organisations so as to include its main audience. The review of the literature then explored culture's effect on the

diffusion of innovation, including the effects of national culture on e-government diffusion. The review also encompassed organisational culture, highlighting the four major culture types. Thereafter, it identified the influence of national culture in projects and cultures or sub-cultures in projects.

Social media as a tool for innovation diffusion is identified with these changes and developments in government and society. Corporate organisations are beginning to discover how social media tools can help them to increase their profits by improving business relationships. Implementation of social media impacts on corporate risk taking and, therefore, involves developing and understanding new concepts of protecting organisations from risks and risk identification and categorisation. The influences of social media on projects were evaluated in elaborating on the theoretical concepts of how governments can evolve in the same direction towards higher levels of public participation. This chapter contends that societies are likely to witness in the future a move from e-government services to more involved social forms of public participation in government. Finally, the literature review covered the public's participation and social media tools and strategies for introducing best practice in public engagement through optimising applied social media practices.

Chapter 3 Research Methodology

3.1 Introduction

The research conducted for this thesis adopted a qualitative approach to explore the experience and social media scenarios of employees in five organisations, including the federal and local sectors. This approach sought to obtain ideas and information through an open-ended and conversational style to reduce any barriers impeding communication. The intention behind this research approach was to enable employees to present their views and experiences in a natural setting without any unnecessary constraints. It was envisaged that this communication style would enable employees to express and recount their experiences, highlighting some of the encountered challenges with social media which they see the need to take into consideration.

The purpose of this chapter is to explain the methodology and methods for collecting data on social media use in UAE federal and local organisations. This study occurred during policy changes to services providers' systems and procedures when transitioning from e-government to we-government. Over the last ten years, an increasing number of organisation entities in the research context have adopted social media platforms to diffuse their services; some of them are using these platforms efficiently and others are using them in order to comply with new policies and to steer governments in new directions. The qualitative methods pursued for this empirical research include informal interviews and focus groups, informal non-participant observation, and secondary document data analysis. Throughout this chapter, the researcher explains and analyses the research in the context of its research philosophy, ontology, epistemology, social science methodology, axiology and research ethics. Then the researcher articulates the specific approach taken to the

case study research and describes the methods employed for collecting and analysing the data on social media use by government organisations.

3.2 Research Approach and Philosophy

Research in the social sciences has been classified into three main elements – philosophical worldview, research design and research methods, as shown in Figure 12 below. When a research approach is selected, it is important to ensure that it matches the appropriate research design and methods (Grover 2015).
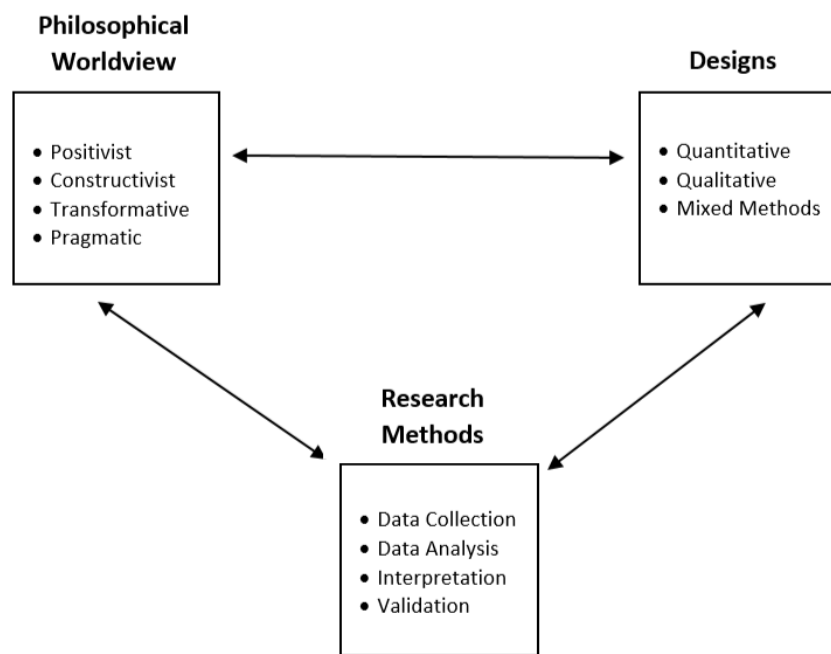
Figure 12: Interconnection: philosophical worldview. Design and research method (Based on Grover, 2015, p. 5)

Saunders, Lewis and Thornhill (2016, p. 4) state: 'The research philosophy refers to a system of beliefs and assumptions about the development of knowledge.' This definition is insightful from

both theoretical and practical perspectives; it is what doctoral researchers have to go through when they work on research to develop knowledge in their chosen area. Inevitably, when they commence their work, novice researchers are not very aware of their chosen topic and they have to make a large number of assumptions about the problem domain. These assumptions include the norms and assumptions prevalent within multiple fields of human knowledge, the situations the researcher experiences during the research work, and the researcher's own norms, views and values, which all affect the research process and eventual outcomes. All of these philosophical ad hoc assumptions influence how the researcher formulates and understands the research questions, as well as the selection and application of methodologies and analysis and interpretation of the collected data. In professional, scientific research design, the philosophical worldview informs the selection of the specific methods, research strategy and particular approaches to data collection, analysis and interpretation.

When selecting and explaining the research paradigm, the researcher should understand and articulate rationally presented beliefs about the nature of reality, the different areas of disciplinary and practical concern and the required processes to obtain the desired knowledge. 'A paradigm is a basic belief system and theoretical framework with assumptions about 1) ontology, 2) epistemology, 3) methodology and 4) methods' (Rehman & Alharthi 2016, p. 51). The diagram in Figure 13 shows the relationship between the paradigm and its related research terms:
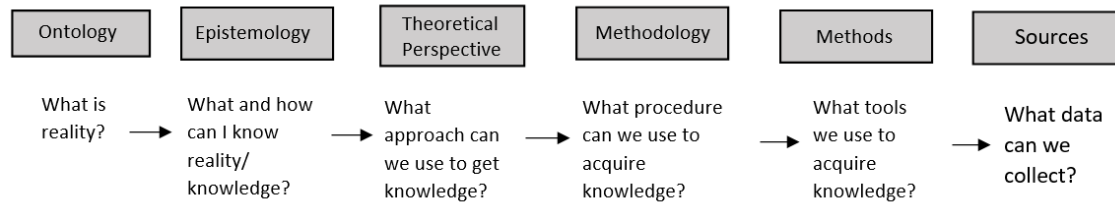
Figure 13: Paradigm research terms (Patel 2015, online)

First, both ontology and epistemology create an interconnection between the researcher and the knowledge, and the methodological strategies are utilised to discover the knowledge and then identified assumptions are outlined to improve the quality of the research (Patel, 2015).

3.3 Research Strategy Selection

A research strategy is selected based on the three influential research approaches often executed by researchers, as shown in Figure 14. These are inductive, deductive or mixed approaches. In this empirical research an inductive approach was used to investigate the five case studies, which are Implementer, Residential, Healthcare, Education and Media.

INDUCTIVE

Action Research (Theme based interpretation, emphazing the purpose, involving the practitioner, explains the process of diagnosing

Ethnography (describes and explains the social world, the research subjects inhabit in the way in which they would

Archival Research (make use of administrative records and documents as the principal source of data)
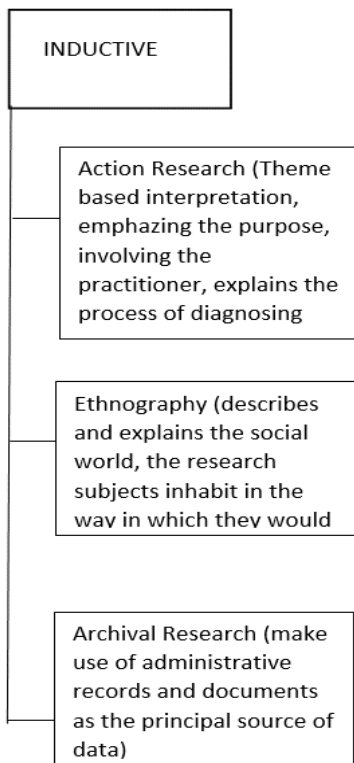
Figure 14: Inductive Research strategy (based on Datt & Chetty, online 2016)

The thesis uses an inductive research strategy for collecting data on the research questions and objectives examining the five case studies – Implementer, Residential, Healthcare, Education, and Media. The research involves empirical investigation using two main research questions and eight interview research questions involving managers and employees. Before, during and after the interviews, some of the interviewees provided relevant electronic documents (e.g. Education) to help the researcher understand their projects and social media initiatives. Other employees who were not interviewed also guided the researcher to the official main websites and social media platforms to inform the research.

3.4 Research Paradigm Components

A paradigm is a general term applied to worldviews and approaches. Paradigms in social science research have specific sets of beliefs about ontology, epistemology, axiology, methodology and potential theoretical frameworks. In research work, any researcher should seek to understand and articulate consistent knowledge and beliefs concerning the nature of reality.

3.4.1 Ontology

Research ontology is a branch of philosophy which concentrates on the nature of reality. The ontological assumptions inform the research process and identify the research objects. For example, in business and management, the object could be organisations, employees or events. This means that the ontology in this case specifies how the researcher understands the meaning and reality of the business and management domains which will determine the direction and methodology of the research project. Saunders et al. (2016) gave an illustration of what this means, explaining that if we take the case of researching about some employees' resistance to change in organisations and how it can be damaging to the organisation, this necessarily involves an ontological perspective and attribution of what constitutes resistance and change. He clarified that:

> … some researchers have started to view the concept of resistance to change differently, resulting in a new strand of research. These researchers see resistance as a phenomenon that happens all the time whenever organizational change takes place, and that benefits organisations by addressing problematic aspects of change programmes. (Saunders *et al.* 2016, p. 7)

The purpose of this example is to emphasise that different ontological assumptions may lead to finding new ways to manage and benefit from resistance to serve the organisation and its employees, instead of focusing merely on how to prevent it.

Aliyu (2015, p. 16) defined ontology in more abstract senses. 'Ontology is the term referring to the shared understanding of some domains of interest, which is often conceived as a set of classes (concepts), relations, functions, axioms and instances'. Denzin and Lincoln (2000; cited in Aliyu 2015, p. 16) mentioned that the assumptions relevant to the research philosophy are being (ontology), knowing (epistemology) and acting (axiology).

In this thesis, the researcher studied the diverse ontologies present in institutional and technological objects and human subjects. This refers to the existence of people and their organisational environments, including social institutions such as federal and local entities, innovations, projects, culture types and technological social media platforms. 'In short, ontology concerns our beliefs about the kind and nature of reality and the social world' (Al-Saadi 2014, p. 1). Bryman (2008, cited in Al-Saadi 2014, p.1) 'introduces the concept of 'social ontology' which he defines as a philosophical consideration in research which concerns the nature of social entities'.

3.4.2 Epistemology

Ontology focuses on the nature of things, while epistemology deals with how we gain knowledge about these things' (Andrew & Ven 2007, p. 3). Epistemology has been explained as the process by which an investigator comes to know truth and reality or, put another way, how do we know what we know? As such, epistemology examines the relationship between the inquirer and what is inquired into (Kamal 2019, p. 6). 'Epistemology refers to the branch of philosophy that studies the nature of knowledge and the process by which knowledge is acquired and validated' (Rehman & Alharthi 2016, p. 52).

There are numerous ways in which alternative epistemologies provide a variety of philosophical choices as to the chosen research paradigm, methodology and set of methods. Consequently, it is essential to grasp and explain the implications arising from the selected epistemology and argue how it relates to the research methodology and methods. In the thesis, the researcher discusses the chosen topic and research problem based on a specific aim and research question. Research which is valid and reliable is based on epistemologically sound grounds, which includes making and explaining rational methodological decisions on choices about how to collect the required knowledge and resolve encountered problems.

3.4.3 Methodology

'Methodology is an articulated, theoretically informed approach to the production of data. It refers to the study and critical analysis of data production techniques. It is the "strategy, plan of action, process or design which informs one's choice of research methods' (Rehman & Alharthi 2016, p. 52). The term method identifies the way the data will be collected and analysed by using several methods, such as secondary document analysis, primary data collection or analysis through methods such as interviews, questionnaires and observations. The researcher uses well designed methods to collect and analyse the case studies and then interpret them.

3.4.4 Axiology

One of the characteristics of a research paradigm which is linked to ontology, epistemology and methodology is axiology (Sandouk 2015). 'Axiology is the study of value or, more adequately,

theory on the nature of value. In plain-English; what's good (or bad) in life and what do we find worthy' (Deane 2018, online). Axiology affects why and what we are learning and how we learn. The researcher has to fully understand how the answers to the research questions are going to help in the case studies analysis and interpretation. This requires being analytical about how values are fundamental to the research phenomenon and the researcher. Reflexivity concerns knowledge and understanding about the relationships between the research phenomenon and its contexts and the researcher's own background and situation.

3.5 Research Ethics

'Ethics are the moral principles that govern a person's behaviour. Research ethics may be referred to as doing what is morally and legally right in research' (Parveen & ShowKat 2017, p. 3). According to the PhD research process and procedures adopted at The British University in Dubai, the research design for this thesis began with a research proposal developed during the taught stage of the programme, which was presented to two examiners. They sent their feedback recommending changes which should be applied in order to proceed on to the thesis stage of the research. Following approval from the Director of Studies and the examiners, the PhD thesis research commenced on the topics of social media and innovation. The research was designed to be applicable to different government organisations in the UAE.

Based on the ethical considerations, standards and expectations required by The British University in Dubai, ethics approval was sought through submission of an ethics application and successfully obtained following several revisions. One of the basic ethical principles of the Guidelines for Ethics in Educational Research is respect for persons, where they should be protected from

manipulation and treated as autonomous people. In the research, the main areas of concern surrounded the interview procedures and observations of behaviour.

The researcher communicated with a selected sample of the federal and local entities by sending an official email in order to obtain an approval for conducting the interviews with employees. All case studies were examined and tested for their validity using data triangulation through checking multiple sources, such as social media platforms, official websites and news links. Before conducting the interviews, permission to access the required documents and information to support the study was received from the departments' managers and employees in both the federal and local entities. Since the researcher informed the employees that the aim of the data collection was to support an educational research study, they were very supportive in providing the requested information for the researcher's questions. All the respondents were assured that the information provided would be strictly confidential and the entities' names would be given different names in the research study, which gave some entities more comfort in providing the answers.

3.6 Case Study Design Tests

Since 'a research design is supposed to represent a logical set of statements, you also can judge the equality of any given design according to certain logical tests. Concepts that have been offered for these tests include trustworthiness, credibility, confirmability, and data dependability' (Yin 2014, p. 45). The value of any investigation is influenced by its construct validity, internal validity, external validity and reliability, which all need to be taken into consideration when conducting case study research. Andrew and Ven (2007, p. 189) defined validity as the 'approximate truth of

an inference or knowledge claim of a causal relationship based on evidence that supports that inference as being true or correct'.

3.6.1 Construct Validity

Trochim (2020, online) identified that 'Construct validity refers to the degree to which inferences can legitimately be made from the operationalizations in your study to the theoretical constructs on which those operationalizations were based'. The research in the construct validity phase involves data collection and composition. Yin (2014) specified that a researcher should select a single suitable source that they are able to deal with. Then the problem of the research should be stated for analysis and choosing the source of evidence – which is interviews in this thesis – selected as the main area for concentration of the data collection, and then combining this interview data using many other sources of evidence through multiple methods of data collection to support the research inquiry. It is specified by Yin (2014) that to create proof, data triangulation has a role in helping to reinforce the construct validity. According to Yin, there are three main tactics when undertaking case studies, which are multiple sources of evidence, creating a chain of evidence and having key informants review the draft case study report.

In this thesis, the researcher used multiple sources of evidence, the interview as the main process of data collection for the five case studies, then direct observation before, during and after the interviews, and collecting secondary documents including various supporting electronic documents used by or about the case organisations. To ensure the accuracy and validity of some entity's information, data triangulation was used to prove the supported construct validity. The

thesis employed within-case and cross-case analysis of the five case entities to highlight the chain of evidence for the data collection.

3.6.2 Internal Validity

'Internal Validity is the approximate truth about inferences regarding cause-effect or causal relationships' Trochim (2020, online). Yin (2014) mentioned that there are four tactics when doing case studies, which are pattern matching, explanation building, rival explanation and logic models.

In this thesis, pattern matching, logic models and explanation building were used. In pattern matching, the researcher uses cross-case analysis to compare case studies to each other and compare the case studies to the literature reviewed. According to logic models, when it is well understood in the empirical case context, diverse logic models can be applied as an additional procedure for pattern matching. However, for explanation building, the explanatory approach to case studies was implemented in this research to answer several research questions and objectives and add insight to the case organisations' projects.

3.6.3 External Validity

Trochim (2020, online) noted that 'external validity is related to generalizing'. External validity 'deals with the problem of knowing whether a study's findings are generalizable beyond the immediate study regardless of the research method used (e.g experiments, surveys, or case studies)' (Yin 2014, p. 48). Meanwhile, Rehman and Alharthi (2016) pointed that the external validity of a research study can be of good quality if it possesses transferability. Trochim (2020)

defined transferability in external validity as 'the degree to which the results of qualitative research can be generalized or transferred to other contexts or settings'. Yin (2014) mentioned that there are two tactics when conducting case studies, which are either using theory in single-case studies or a replication logic in multiple-case studies. The type of questions posed can assist or prevent the potential for generalisation that leads to achieving external validity. To fulfil analytic generalisation, the research should have both descriptive case studies using 'how' type questions and the explanatory case studies using 'why' type questions. Yin (2014, p. 48) clarified 'the identification of appropriate theory or theoretical propositions, as being the most appropriate time for establishing the groundwork for starting to address the external validity of your case study'.

In the thesis, the research propositions and the research questions were specified so as to have carefully designed and rigorous data collection and data analysis. For the case study research approach, the multiple case study research design was chosen. Triangulation was used for both within-case and cross-case analysis and reported in the results and discussion chapters.

3.6.4 Reliability

Reliability attests to the consistency and stability of the measuring instrument (Sekaran & Bougie 2016). The aim of reliability is to assist other researchers to follow the same procedures adopted in the research, thus familiarising them with the steps to be followed in their case studies. Basically, a reliable research design specifies the roadmap for following the type of questions which can assist in the data collection, documentation and recorded interviews to avoid any encountered problems or confusion.

To guarantee the reliability of the case studies, the researcher specified the propositions, research questions and objectives very clearly in the introduction chapter. The cases summary was also specified to provide a condensed and clear summary of the analysis and interpretation reported in the analysis and discussion chapters. A primary role of any discussion chapter is to shed light on the main findings of the thesis in terms of theory and practice.

3.7 Inductive Approach

The current research follows an inductive approach, which aims to find out how the UAE can implement a we-government project and understand the possible challenges which might arise during the implementation of this project. For this research thesis, a qualitative methodology was used to identify and detect the factors central to effective government social media communication. The researcher seeks to provide a contextual explanation on how people describe the factors identified as well as to explore what meaning and significance they derive from their experiences with government social media. The study also attempts to understand how we-government social media can be further developed (Linders 2016).

The research strategy which is based on inductive approaches comprises three main approaches, which are action research, ethnography and archival research. This thesis uses case study research methods, concentrating on formal and informal interviews, non-participant observation and secondary document analysis which were principally collected from federal government and government entity websites. The researcher could have applied many other methodologies and methods.

3.8 Data collection methods

This section explains and justifies the methods of data collection adopted in the research. A case study is considered a research method which contributes to forming a suitable and satisfactory understanding about a person or a unit or group of people (Heale & Twycross 2020). The evidence is generated from six sources, comprising documents, archival records, interviews, direct observation, participant observation and physical artifacts (Yin 2014). In this research, the dependency on the source of evidence for every case study was almost mutually supportive, where each case study drew on different sources of evidence, including videotapes, infographics, videos and pictures, but the main sources were as described in the following sub-sections.

3.8.1 Documentation

This source of evidence, such as letters, emails, reports, formal studies, evaluations and progress reports, can be used in every case study. The strength of this source is that secondary documents can be reviewed frequently for any case study and it is considered an effective way to evaluate and corroborate the quality of the information collected. Sometimes the data provided can be somewhat ambiguous or misleading, and so accessing descriptive and meaningful documents sometimes adds more clarity to the information gathered.

In this study, the researcher followed several data collection strategies in order to obtain the relevant documents. The researcher went through various groups and communication channels and used some projects, letters and emails to the entity's managers and employees.

3.8.2 Archival Records

'For many case studies, archival records often taking the form of computer files and records' (Yin 2014, p. 109). In case studies, archival records can help for knowing what the important statistics in social media are, such as analysis figures of participation, followers and engagement. In this research, archival records contributed to developing tables which communicate detailed information on entities' engagement in social media and are presented in the literature review and analysis chapters as charts and graphs.

The CARMA portal, which is a media analytics and PR measurement, provided useful background about the most interactive content, the list of the influential followers who used the content very frequently, the engagement percentage and the followers' tone (positive, negative, neutral). The generated information helped the researcher in the analysis and interpretation of interviews in the thesis, but this precise data is confidential; therefore, the related CARMA content of the entities was not reported.

3.8.3 Interviews

'One of the most important source of case study evidence is the interview' (Yin 2014, p. 110). Interviews are mostly used in case studies and they add flow in the conducted conversations, where the interviewer's main job is to ask the research questions and use the recorder to ask the questions and play the recorder, which enables better attention to be paid in an interview.

The researcher used a digital recorder to record the answers of the case studies' interviewees. These interviews assisted greatly with focusing on both understanding and observing the

interviewees and deciding on the relevant documentation which contributed to the thesis case exploration.

3.8.4 Direct Observation

Since a case study should use a normal setting for its case, the researcher took the opportunity to engage in direct observation. Identifying relevant social or environmental states which occur can assist the veracity of and insight into the observation process. The process of researcher observation can combine both formal and casual data collection techniques.

In this case study research, the researcher used direct observation, for example, when attending formal meetings, which answered some of the research questions indirectly. Other observations were effective, such as being attentive to activities in the manager's office, where it helped to observe closely the employees' behaviour and work processes. Also, in some entities, it was helpful to use focus group techniques, combining them with direct observation. This was extremely helpful in answering the research questions related to the type of national and organisational culture.

3.9 Case Study Research Methods

'A case study is one of the many qualitative and quantitative methods that can be adopted to collect data for research' (Atkinson, 2002, p. 2). Case study methods are central to the research strategy, research design and data collection approaches. The interview methods are the principal part of the case study approach implemented to explore the research questions. According to Atkinson

(2002), some definitions of case studies merely repeat the types of topics to which case studies have been applied. However, Yin (2014, p. 15) states:

> The essence of a case study, the central tendency among all types of case study, is that all tries to illuminate a decision or set of decisions: why they were taken, how they were implemented, and with what result.

This definition of a case study focuses on decisions as the focal issue in case studies, while other case study designs concentrate on individuals, organisations, processes and programmes as well as events. However, case studies which mainly focus on individuals without a complementary use of research methods are inadequate. Other case studies concentrate on implementing fieldwork through participant observation as a way of collecting data.

Case studies have multiple definitions. One way of understanding their design is to subdivide the phases of data collection into two parts. The first segment focuses on the scope of the case study, including the experiential analysis of the case study settings and possible contexts. The second part of the case study then develops in situations such as when both the phenomenon and context are not sufficiently clear. This means that the case study has more variables in a particular situation, where its results are based on more than one source of case evidence or proof. Worthwhile case studies depend on results which inform the theoretical developments based on directed data collection and efficient processes of analysis. Basically, both stages focus on the scope and case study elements which highlight all of the methods, including design logic, data collection and analysis. To reiterate, the main methods of case data collection are interviews, observation visits, focus groups, and secondary document analysis.

Interviews

interviews are designed to communicate with people informally, that is, without using a structured guide to conduct the interviews. Often, the interviewer will use note-taking in order to recall the experience in the field (Cohen & Crabtree 2016). The best time to use such an approach is in the process of observing a phenomenon of social interest. It can be utilised in the early phases of research development, particularly when literature describing the topic of interest is limited. Also, the interview can focus on new topics which have been not been sufficiently taken into account in previous research. The benefit of the informal interview is that it exerts less pressure and allows interviewees to speak openly. It is also considered helpful in building a good understanding of interviewees and gaining their trust to engender effective communication. The interviews were conducted with 12 employees, including managers, experts and specialists. Some of these were face-to-face and unrecorded while other interviews were recorded to obtain more detailed information.

Observation Visits

Observation is a fixed and organised approach to data collection, which includes people's involvement in natural situations. Observation can be used when the nature of the research questions focus on how and what types of questions and when the research topics are unexplored, especially when people's behaviour in particular situations is not known or fully understood. Often observation plays a key role when it is important to analyse a phenomenon and understand the meaning in a detailed way. It can be used to provide the basis of the theory and development of new hypotheses. According to observation methods, observation, which is watching how people can interact publically in a straightforward way, can include three different types of observations (McLeod 2015). However, the observation method used in the research for this thesis was not one of the controlled types of observation.

Controlled observation is considered structured where the researcher decides the location and time and when the participants are randomly allocated. Instead of writing a detailed description of all of the observed behaviour, it is simpler to code behaviour based on an agreed structured observation schedule. The researcher divides the behaviour they observe into specific categories. To measure the intensity of the behaviour, it is effective to use numbers, locating the characteristic according to the devised behaviour intensity scale. In this research, observation visits helped the researcher to understand the culture in use in the organisation and the work environment understood from observing their ways of communicating with each other and through their answers in response to the researcher's behaviour and questions.

Focus Group

According to Seidel (2019, online):

> As a business owner, you can't properly target or service your audience if you don't gather information about their specific wants, needs and fears. One of the most effective means of obtaining this type of information is to go directly to your audience to find out what's on their minds.

The focus group is a qualitative research method where the researcher elicits data and concepts from participants engaging in public, open-ended responses, describing their thoughts and feelings. A focus group is useful when the research results are unexpected and the researcher needs more open-ended data.

The focus group method of data collection was used in both Media and Residential entities. Media has open offices where all the employees' communication and functions are situated in public spaces. The Residential entity has a friendly work environment, where observation and focus

groups are easy to use and the organisation culture is supportive of communicating large volumes of information, ideas and viewpoints through groups of people.

3.10 Case Study Research Design

The objectives for the thesis, research questions and main case study questions informing the empirical research are presented in Table 4 below.

Table 4: The case study questions

Thesis Objectives	Case Study Questions
1. Explore how culture has an impact on the diffusion of innovation	RQ1: 1. How social media can be effective in the diffusion of innovation across the culture, which is one of the government strategy pillars? 2. How the government can best plan for the diffusion of innovation in the UAE?
2. Understand how culture can affect the use of social media in implementing government projects	RQ2: 3. How culture plays an important role in the project success, specifically with social media and its relationship to public engagement? 4. What social media conditions/activities contributed to government projects in the short term? 5. What social media conditions/activities contributed to government projects in the medium term? 6. What social media conditions/activities contributed to government projects in the long term?
3. Explore the impact of social media on corporate risk taking	RQ2: 7. How does UAE culture influence corporate risk taking?
4. Explore demographic differences organisations consider when involving the public in government strategy or initiatives	RQ1 & RQ2: 8. What demographic differences (e.g. education/ qualifications) do people consider when involving the public in government strategy or initiatives?
5. Review ways people evaluate the effectiveness of social media tools	RQ2: 9. What social media tools do people use to communicate with the government? 10. How do people evaluate the effectiveness of the tools?

Every research design connects the research data to the initial research study questions and at the end of the research, it leads to the conclusion as well as recommendations for any further improvements in the future. Between the initial statement of the research question(s) and the

conclusion, there are several stages, including data collection and analysis which 'guides the investigator in the process of collecting, analyzing and interpreting observations' (Yin 2014, p. 28). Other methods of research design include the research plan, which uses at a minimum four problems, comprising the questions, specifying what the questions are that need to be used in the research, what data are most applicable to the study, what data need to be collected, and how to analyse the generated results. The research design mainly concentrates on the case research problem, which contains five important research design components as follows: case study questions, propositions, units of analysis, the logic linking the data to the propositions, and the interpretation of the criteria for the main results.

Generally, the typical case study does not include formal designs with large surveys or investigational research which is very narrowly focused. Many researchers use a new case study without following formal designs. However, using formal case study designs, as shown in Figure 15, can make studies more convincing and easier to implement. The figure below shows four types of case study designs: holistic single unit of analysis, single-case designs, multiple-case designs, and embedded multiple units of analysis.
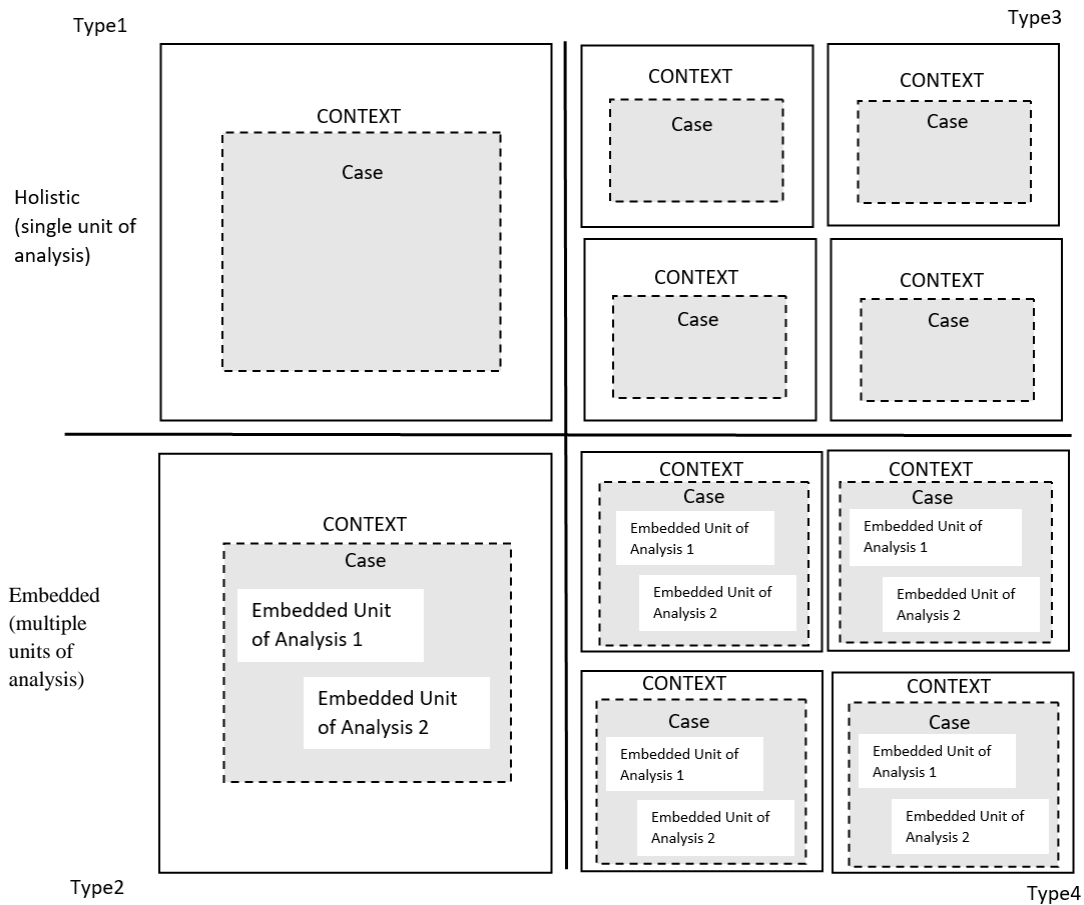
Figure 15: Basic types of case studies designs
(Source: Yin 2014, p. 50)

3.11 Case Study Sample

A detailed communication plan was created, including some private, federal and local organisations for the initial phase of data collection. There are 56 federal entities and several local and private sectors; however, only five organisations were eventually chosen because their projects and initiatives were judged by the researcher to be more relevant to the research questions. Given that I am working in the Implementer entity, I had direct communication with three of the

government entities selected – Implementer, Residential and Education. The selected organisations make frequent use of social media and innovation which are very related to the research questions for this thesis. This existing customary collaborative relationship between these three case organisations facilitated easier and more trusting levels of day-to-day access to employees.

Table 5: Type of government entity

#	Type Name	Type of Entity
1	Implementer	Federal Entity
2	Residential	Federal Entity
3	Healthcare	Local Entity
4	Education	Federal Entity
5	Media	Local Entity

The reasons for choosing other federal entities is that the data were much less accessible due to distance since these federal organisations are in different emirates, which inevitably makes data collection more difficult and time consuming. The selected government entities comprise by and large cooperative employees who are willing to share their knowledge and experiences in both innovation and social media use and development strategies.

3.12 Research Access Issues and Empirical Study Limitations

At the outset of communicating with some of the government entities to conduct interviews, there were some delays experienced in people replying, arranging a convenient date, and successfully meeting. Some participants did not provide sufficient supporting data for secondary document analysis, usually due to the related rules and regulations for sharing any information with outside parties. Some of the meetings were conducted in organisations and others in libraries and coffee shops in order to enable all employees to accept the meeting invitations at their convenience and choice of venue.

Collecting data from individuals working in the five case study organisations was made easier due to my prior communication with some of the employees and my work relationship with several of the interviewed specialists and experts in the social media and innovation field. Each employee works in a different primary area, such as social media, media, innovation, and risk management, and some are in general management positions. These contacts helped to progress the research, particularly during the early stages when more issues were encountered due to some government entities' lack of enthusiasm for research cooperation and assistance.

Another limitation is the difficulty in getting permission to use some of the information related to an organisation's previous weaknesses in handling some social media accounts. However, there was less reluctance related to discussing effective ways of resolving problems which would improve their government entity's presence in social media and enhance the employees' technical skills in managing these accounts.

Since innovation is not an option in the UAE but a necessity as a Dubai ruler, Sheikh Mohammed bin Rashid Al Maktoum declared in the UAE innovation week of November 2015 that entities in

the government, private and academic sectors would have to get involved by suggesting activities to be used through social media platforms. The main research limitation is that not all federal and local institutions know the meaning of innovation and how to use social media to diffuse the innovation which can optimise the workplace. Besides, some employers have very limited knowledge about the importance of social media platforms and which platforms best suit the nature of the organisation and its workplace projects and initiatives.

3.13 Case Data Collection Protocol

'Case Study Protocol (CSP) is a set of comprehensive guidelines that is an integral part of the case research design and contains the procedures for conducting the research, the research instrument itself, and the guidelines for data analysis' (Maimbo & Pervan 2015, p. 1).

Using a data collection protocol increased the consistency of the case study research and helped the researcher to apply structured data collection on a single or several case studies. Why is a case study protocol considered important? It enabled the researcher to concentrate on the research case study and to engage in the research with explicit accounts of the expectations of difficulties and problems likely to be encountered in the five case studies. Having a protocol to implement meant preparing and identifying beforehand the target audience for the completed case studies, even before commencing the interviews. The study protocol has four sections: section A contains an outline of the case study including objectives, propositions or predictions, case study problems, and the applicable readings; section B comprises the data collection processes, sources identification and field contacts; section C concerns the data collection, including research questions that should be taken into consideration when collecting the data; and section D comprises

the case study report model. By using a case study protocol, the researcher determined the target audience for the selected case studies before starting the process and thus avoided some other common problems in the research process.

3.14 Case Methods of Analysis and Interpretation

In Appendix 2, there is a detailed example of the analysis of one of the case studies, 'Implementer', which the researcher knew well through work and the research. Implementer coordinates UAE Government policy and practice on social media use. Appendix 2 presents a traditional coding analysis of the collected data subdivided into the three main stages of open coding, selective coding and theoretical categories. It is helpful for making more explicit to external readers the various activities, opportunities and problems in social media use by one of the most important government organisations in the country. The case study analysis was based on what Stake (1995) recommends as based on the researcher's own analysis and interpretation, and is also consistent with what Yin (2014) refers to as explanation building followed by cross-case synthesis.

The main stage of case analysis occurred after a large amount of data had been collected from the five entities. The researcher has responsibility for managing social media communications and projects by UAE government organisations. The data collected which received intensive analysis was primarily the researcher's field and interview notes on the cases. These were written up during rounds of discussion and consultation with practitioners and the Director of Studies.

Chapter 4 presents a write-up of the perspectives reached by the end of the analysis. The data on the five selected government entities (three federal and two local) were then further analysed, which involved reflection as well as seeking more information from practitioners involved in the

field on the problems and puzzles encountered during this stage of the data analysis. This stage was primarily guided by feedback and discussion on draft write-ups within case analyses. The process of cross-case analysis was implicit to this stage and involved making various straightforward comparisons and assessments (e.g. differences in social media platforms, various styles of using social media for communication with the public, emphases on specific groups of Emirati and expatriates or emphasis on larger, mixed groups). Inevitably, there is still some sense of repetition or duplication when reading the case interpretation and cross-case analysis because the reader becomes familiar with some of the case data whilst reading.

Next, in Chapter 5, the main results for each case study using within-case analysis and cross-case analysis are discussed. In this chapter, a case summary table is presented which is motivated by the thesis objectives and research questions and the lower level case questions. This table highlights the culture, social media structure, resources and teams, social media platforms and communication practices reviewed.

The final overall analysis is given in the discussion chapter, which presents the main findings of the thesis in terms of theory and practice. This end perspective on the analysis is based on the interpretations of the within-case and between-case analyses in Chapter 5.

There are five analytical techniques, which enabled the researchers to build the analytic types along with analysing the case studies. The analytical techniques which could have been used in thesis research are pattern matching, explanation building and cross-case synthesis (Yin 2014). This thesis used explanation building and cross-case synthesis as has been explained at the beginning of this section.

Pattern matching is most appropriate to explanatory case study and case designs involving explicit articulation of independent and dependent variables. This approach analyses alternative patterns and rival explanations through pattern-matching variables. It attempts to formulate and test causal inferences.

Explanation building is a technique particularly applicable to explanatory case studies. It explores the case studies and usually gives conclusions on further development. Its elements of explanation analyse assumptions and questions such as the 'how' or 'why' categories of questions to develop further explanations. The explanatory approach to case studies was implemented in this research to answer several research questions and objectives which add more information about several organisations' projects and initiatives, risk-taking policies, the use of culture and projects diffusion process. An explanation of every case study detail was used to expand the ways of thinking about, understanding and implementing potentially positive practices for organisations' social media, strategies and media departments.

Time-series analysis is another available technique. It was not used for similar reasons to pattern matching. This form of case analysis usually depends on systematic experiments. Time series analyses are used when there are multiple sets of variables and when multiple variables have different patterns over time. Finally, logic models can be used (Yin, 2014). This analytical technique utilises selected logical models to investigate empirically observed events and their degree of fit to the theoretically expected events. Eventually, when it is well understood in the empirical case context, the logic model can be used as an additional procedure for pattern matching. Social media communication is at an early stage of introduction and diffusion and such rigorous, comprehensive datasets are not yet available for public use.

Cross-case synthesis was, however, used extensively. This technique is mainly used to conduct the analysis for a set of units of analysis within a single case study or multiple case studies. Typically, the cases are grouped to identify some of the similar features which can be used for interpretation. The thesis used within-case analysis to apply the initial interpretation for each case study and then moved to the cross-case analysis to compare between the case studies following the research questions and objectives.

3.15 Researcher Reflexivity

Reflexivity is an attitude of attending systematically to the context of knowledge construction, particularly to the effect of the researcher at every step of the research process (Cohen 2006). The Implementer entity, was very challenging, as the employees did not cooperate effectively enough probably due to their high individual workloads. This forced the researcher to depend on her own knowledge and resources as an employee in this entity and the interviews with qualified employees in the strategy field. Furthermore, the employees handling social media projects were fewer in number than was originally anticipated. The researcher has a major involvement in social media projects employed as a specialist in the area, which made the research questions and objectives easier to study in depth. In contrast to where the researcher works, the second government entity studied empirically is the Residential, which had a very supportive group of employees hosting the first visit, where all employees were present and available to provide the requested information. Therefore, the researcher used the focus group methodology and recorded all employees' inputs in detail. The second major meeting was conducted via telephone with several employees who provided the various updates following on from their manager's promotion. The group were very

supportive, except for one employee who was very difficult to reach and eventually ignored the researcher and did not provide useful information on some of the social media accounts. The Healthcare employees were interviewed individually because each has a distinct area of specialty, social media expertise, innovation agenda, and focal healthcare strategies. The entity has an impressive set of rules for dealing with the public in terms of providing services and getting them involved in most of their projects and initiatives. Healthcare provides healthcare centres all over the UAE which are monitored by the public. It also has regular meetings with the responsible individuals in these healthcare centres. The Education social media and media team were interviewed several times because they have full responsibility in handling all of the necessary details in the college from social media to account management strategies. The Education team has numerous initiatives which serve the students in the college until after they graduate by preparing them for finding jobs which suit their degree majors.

It is noticeable that the Healthcare and Education entities were closest to the public in comparison to the other organisations, which have weaker communication with their target audience. Healthcare and Education communicate extensively to get stakeholders involved in their projects, initiatives, activities and events. Some entities have social media accounts and other channels of communication, but they do not use them effectively because of their one-way style of communication.

Media has many channels managed by several managers and has a strong team specialised in executing the social media plans and preparing the content. Other Media technologies are innovative and managed successfully by specialists along with dedicated channel 'owners', who are very efficient in sharing their content with their target audience.

Chapter 4 Case Findings

This chapter discusses the results of the empirical research conducted, which involved collecting data from five entities – three federal and two local ones. The research for this thesis comprises two main research questions and ten case questions, which were explored during informal interviews, focus groups, informal non-participant observation and secondary document data analysis.

The research questions address social media conditions and activities in various contributions to government projects in the short, medium and long terms. This study also investigates how culture plays an important role in the success of projects. Specifically, it examines social media and its relationship to public engagement, identifying and describing the social media tools used by the public to communicate with the government entities.

Then, the research explores the effectiveness of social media in the diffusion of innovation across the federal and local entities. This includes an evaluation of how social media are influencing the culture and how they influence corporate risk taking. Finally, it considers ways that the government can optimally plan for the diffusion of innovation in the UAE and identifies the main demographic differences (e.g. education/qualifications) which people take into account when involving the public in government strategy.

4.1 Implementer

The Implementer was established in 2006 when Sheikh Mohammed bin Rashid was nominated Prime Minister of the UAE. Then, in 2016, the Cabinet was reshuffled and its name changed to The Ministry of Cabinet Affairs and Future. The Ministry handles issues and projects assigned to it by the Prime Minister or the Cabinet; it monitors government performance for the purpose of assessing and developing the federal government entities to ensure that services and communication processes are of a high quality. It also prepares research and analytical studies to create and refine the federal government's strategy and vision, and provides observations and recommendations to the Prime Minister and the Cabinet.

The Implementer includes the Government Communication Office (GCO), which is the focal point of communication which monitors 58 federal entities. This communication function depends on the GCO strategy 2017-2021, which includes five main objectives as follows:

- Support the priorities and objectives of the national agenda and the UAE Vision 2021

- Provide an innovative and effective image of government on both social media platforms and traditional media

- Enhance the communication coordination between government and semi-government entities

- Build a balanced system to manage media relations

- Contribute to deepen national values and ethical cultures

- Deepen the innovation agenda

Each objective has several strategic priorities, which manage federal ministries' projects, processes and media relations, improve employees' skills, and develop ministries' presence on social media.

Specifically, in relation to the ten questions, the following case issues were identified.

4.1.1: What social media conditions/activities contributed to government projects in the short term (up to three months)?

One of the main government projects, viewed from the short-term perspective term (three months), is the analysis of the federal entities' presence on social media platforms such as Twitter, Facebook, Instagram and YouTube, which is conducted by the GCO in the Ministry of Cabinet Affairs to analyse and assess the entities' presence, quality and effectiveness on social media platforms for three months of every year. This project includes the assessment and standards of entities' engagement, the positive tone in their response with the public, government officials' voice in the government content, visual elements and media messages. First, the analysis starts by analysing the entities' (service providers) presence on the four mentioned social media platforms since they are the direct point to the target audience, and then observations and recommendations are included in the assessment to ensure that the entities become more aware of their strengths and weaknesses.

The purpose of these activities is to help them to increase the quality of their communication with the public and their performance. Finally, social media specialists design and present to senior management a detailed presentation highlighting the entities' presence and performance based on specific standards. Some examples of entities which are service providers are the Ministry of Education and Ministry of Health and Prevention, Telecommunications Regulatory Authority, Ministry of Human Resources & Emiratisation, Ministry of Economy, Ministry of Community Development, Federal Electricity & Water Authority, and the Sheikh Zayed Singing Programme.

Most of the assigned large projects have to be approved by Sheikh Mohammed bin Rashid, the Vice President and Prime Minister of the UAE. One of these projects is the UAE Pioneers Award, which honours pioneers in the field. This award is an annual event which takes two months of preparation and involves one day of ceremony. This project was first launched with a tweet from Sheikh Mohammed's Twitter account in November 2014. The #UAE_pioneers hashtag was used by Emiratis to nominate and promote Emirati men and women who they believed were the first pioneers in their fields.

This initiative recognises Emiratis who deserve the UAE Pioneers Award for being the first in their field. The goal of the UAE Pioneers initiative is to promote citizens who are nominated by members of the public using the URL www.uaepioneers.ae. The UAE gives an opportunity to all citizens to nominate themselves or other people who are pioneers in various fields. Organisations can also be nominated as well as individuals. The process of this project starts with searching for the pioneers through nominations based on a particular theme: in 2016 the theme was the Year of Reading, in 2017 the theme was the Year of Giving and in 2018, it was the Year of Zayed. Therefore, all of the nominated organisations and pioneers possess some special distinction or certain initiatives which are related to a particular theme, for example, being the first woman to work in the police, or a man who is the first person in the UAE who is blind to complete his PhD. Then the Ministry of Cabinet Affairs media team assesses the accuracy of the provided qualifications and their history in the field before proceeding with the procedures of selecting them as a pioneer in the identified field.

To spread the word about the nomination process, the social media team is assigned to handle the Initiative accounts (@UAEPioneers) on social media (Twitter and Instagram). Initially, the media team prepares a detailed social media plan, which includes the social media content schedule and

the qualified participants (influencers and federal entities), who can play a big role in the event's success. The participants support the UAE Pioneers initiative by broadcasting the initiative content through their own social media accounts in order to increase public engagement. Also, the media team adds the advertisement plan to promote the content across social media accounts before and during the UAE Pioneers event to maintain a positive image and ensure public engagement and participation.

4.1.2: What social media conditions/activities contributed to government projects in the medium term (three months to one year)?

Some of the assigned projects and initiatives in the Ministry of Cabinet Affairs have to be approved first by the Prime Minister before they can proceed. Some of the Ministers' initiatives which needed the Prime Minister's approval are the UAE Pioneers, Government Accelerators, Cabinet Retreats, UAE Flag day and UAE brainstorming.

In 2016, Sheikh Mohammad Bin Rashid launched the first Government Accelerators project as well as the execution of the federal plan to achieve the goals of the National Agenda. The main objective of the project is encouraging government entities to work as a single entity so they can share opinions and exchange views to make the right decisions and tackle the encountered problems by finding the proper solutions which meet the public's expectations. Sheikh Mohammed bin Rashid noted:

> The accelerators have multiple tasks and responsibilities, boosting the pace for achieving the goals of the National Agenda and projects. Directives have been issued for all government bodies under the umbrella of the accelerators programme to develop initiatives, laws, policies and services that support national indexes and programmes. The government bodies will also be tasked with implementing joint projects in record time in order to shift government services into advanced standards by 2021 (WAM 2016).

It is envisaged that the projects in the accelerators programme will raise the overall standard of living through making advances in a wide range of areas of business and society, for example, business and investment, society, knowledge and innovation and lifestyle.

Cabinet Retreats

The first Cabinet Retreats session took place in 2007 at Bab Al Shams Desert Resort in Dubai to conduct the brainstorming sessions outside the work environment in order to break the routine. The most recent Cabinet Retreat topic, which was 'The UAE Beyond Oil', was organised in 2016 for two days at Bab Al Shams Resort in Dubai.

At this retreat, some federal and local government employees participated in discussions on all the ideas and initiatives which could expand the UAE's economy and guarantee its sustainability. The first day of discussions highlighted the current status of the UAE's economy and explored ways for the UAE to become more dependent on non-oil sectors and develop talented nationals who can lead these new sectors. Sheikh Mohammed bin Rashid and Sheikh Mohamed bin Zayed were involved in these discussions, and four teams were formed to start the discussions, which included 'ministers, senior officials, and experts to brainstorm and discuss initiatives within each sector' (Implementer 2016). On the second day, the results of the first day were presented by the team representative for each group focusing on the proposed initiatives for each pillar. At the end of the retreat, Sheikh Mohammed bin Rashid launched the UAE Post-Oil Strategy, which includes the ideas and initiatives discussed by the teams.

UAE Flag Day

UAE Flag day is a national occasion which is celebrated annually on the 3rd of November , marking the anniversary of when Sheikh Khalifa bin Zayed became president of the UAE in 2004. The

UAE flag is raised across all government and federal entities in the UAE to give residents and expatriates the opportunity to show their respect and remember the efforts of the founders of the UAE in making the country the successful place that it is today. Typically, long videos of speeches and public events are uploaded on the UAEGov YouTube channel. Therefore, the Implementer media team uses the YouTube channel to share the flag-raising event and celebrations uploaded on video, along with shorter versions made available on the Instagram account (UAEGov).

UAE Brainstorming Session

It was clear to the Prime Minister that there were problems in two vital sectors – education and healthcare – in terms of their quality and services. According to international indicators, these two sectors ranked low compared to social, legal, economic and security services, as show in Figure 16.
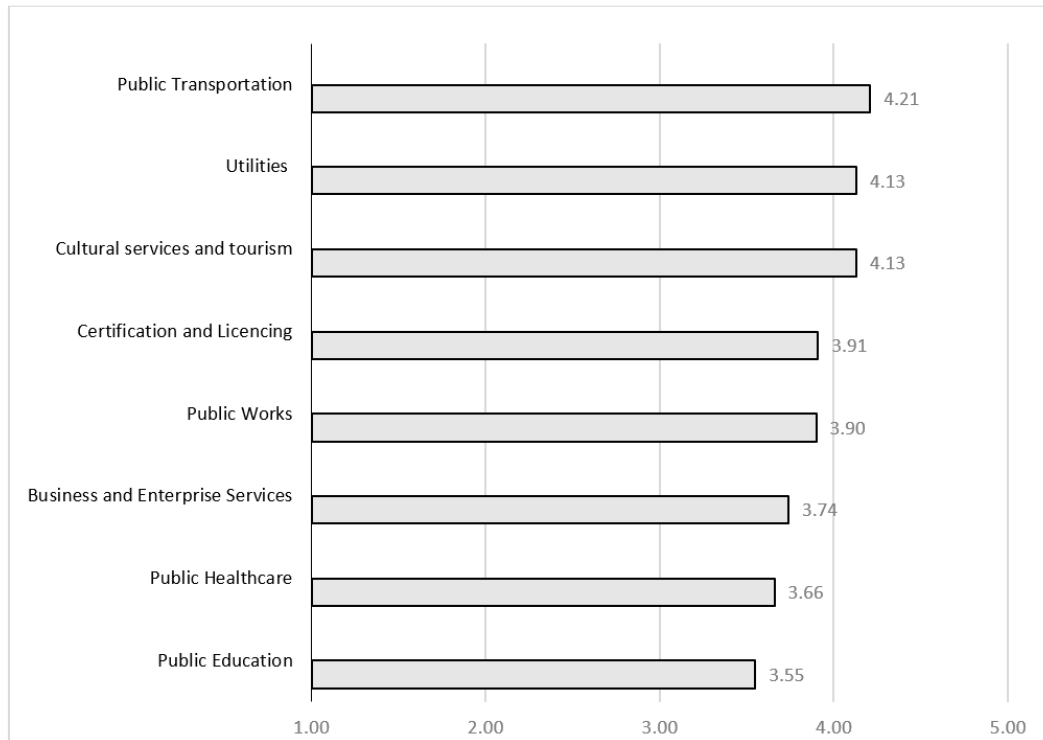
Figure 16: Customer ratings of the quality of public services across sectors in the UAE

(The Governance and Innovation Programme 2015, p. 8).

Therefore, on the 3rd December 2013, Sheikh Mohammed bin Rashid announced on his Twitter account the biggest brainstorming session. He called all citizens and residents in the UAE to participate by sending innovative ideas on how to improve both education and health sectors, which gave the public the opportunity to communicate with UAE leaders directly to express their precise concerns and problems (The Governance and Innovation Programme 2015).

Thousands of people volunteered to take part in the brainstorming session by sending more than 82,000 ideas and solutions through their numerous social media channels. Many challenges in both the health and education sectors in the UAE were identified and solutions proposed.

4.1.3: What social media conditions/activities contributed to Government projects in the long term (three years)?

In 2015, the management of Implementer took the decision to introduce a YouTube channel which contains all the videos related to government projects, initiatives, exclusive news, creative videos, meeting a minister and learning more about their lives and behind the scenes initiatives. The YouTube channel is considered an ongoing project of the government communication office, which is handled in cooperation with Filmmaster, a private company responsible for developing the videos on the Implementer channel. UAEGov is Implementer's main YouTube channel. To track and analyse the channel traffic and engagement, the media specialist (currently the thesis author) creates monthly public engagement reports, which highlight the preferred videos, country and age group of the channel visitors that can optimise the content of public interest to grab the target audience's attention.

In 2017, Implementer changed the home page layout in YouTube to include a featured video along with two available categories – uploads and popular uploads. The analytics feature in YouTube is built in with the analytics link accessible to the video manager who has administrative user privilege. YouTube channel analytical reports generate a detailed analysis of the use of the published videos and public engagement, which enables staff to measure the channel's success on a monthly basis.

Additional analytical reports are also produced using the CARMA portal, a media analytics and PR measurement suite of software which generates detailed reports on different social media platforms, along with more traditional media. This portal contributes to generating detailed analytical reports which monitor and interpret the trending hashtags on social media websites, leading to solutions and recommendations for the relevant federal entities and supporting them in addressing any encountered problems.

Other social media platforms which are used by Implementer to handle projects are the Instagram and Twitter accounts. The social media accounts are used to announce UAE Cabinet decisions (e.g. announcing the flexible hours for employees of the federal government), Emirati Women's day, International Youth Day, UAE Cabinet approval of Emirates Space Agency board structure, UAE and China diplomatic ties, approval of the VAT refund for tourists, and many other new releases and messages about Sheikh Mohammed bin Rashid's thoughts, visits and activities.

Another long-term project is the National Program for Government Communication (NPGC), which highlights national issues determined by the National Agenda and guided by the UAE Vision 2021. The program aims to solve the major problems in society by creating awareness campaigns which have a positive influence on people's lives. Besides, it eases the cooperation between federal, local government entities and the private sector, and it uses innovative communication channels efficiently to communicate with both citizens and residents all over the UAE. The NPGC contains several national issues which are managed based on a scheduled agenda for the next seven years up to the UAE Vision 2021.

The 2021 Healthy Children is the first pillar of the seven pillars of NPGC and was announced by Sheikh Mohammad Bin Rashid during a cabinet meeting. The Government Communication Office of Implementer supervises the campaign, and the team of federal and local government entities handle the campaign, which is managed by the Ministry of Health.

The second main pillar is the Cohesive Families 2021 campaign launched by Sheikh Mohammed bin Rashid to reinforce family bonds which can maintain Emirati identity and culture. He confirmed that family cohesion is considered a high priority in all Government projects, strategies and policies in the UAE.

The campaign introduces many cultural activities and events, but the most important event is 'The Family Pledge', which Sheikh Mohammed Bin Rashid asked all UAE society members to participate in by visiting the campaign website, www.cohesivefamilies2021.ae, ensuring to use the hashtag #CohesiveFamilies2021 as token of reinforcing family bonds in Emirati society.

4.1.4: How does culture play an important role in project success, specifically with social media and its relationship to public engagement?

Most of the organisations and managers try their hardest to impose the rules and systems of discipline in order to gain the commitment of employees , leading to quality improvements in the project, with the aim of positively impacting the organisation's productivity. Quality improvements can be achieved by affirming the selected organisational culture and communicating its importance to employees in ways which help them to familiarise themselves with the organisational systems. These initiatives, when successful, can motivate employees to attain high standards of performance (Shahzad, Luqman, Khan & Shabbir 2012).

According to Bremer, Lamers and Burm (2008), there are four types of organisational culture used in organisations, which are the *clan*, *adhocracy*, *market* and *hierarchical* cultures. *Clan* culture contains a friendly environment and its leaders are seen as mentors. The organisation's success is defined by addressing clients' needs. The quality improvement strategy focuses on team building and human resource development. The *adhocracy* culture is considered a creative working environment, where leaders are viewed as innovators and employees are risk takers. The third type of organisation culture is the *market* culture, where the environment encourages managers and employees to focus on getting the work done in a context where leaders care mainly about

achievement and profitability. The fourth type of culture is the *hierarchy,* which is more structured, where its leaders tend to concentrate on being organisers and coordinators.

According to Implementer, organisational culture depends mostly on the management style. Since some managers were given executive level jobs from 2012 until 2017. The culture used in the Ministry at that time to organise staff was the market culture, focusing mostly on competition and achieving concrete results with less mentoring and handling of projects as one team. At that time, many employees resigned and changed their departments to get away from the rigid, unfair and direct style of management. During this period, the minister realised that one of the crucial government communication departments was not productive enough, and so the Director-General of the Executive Office was asked to provide the reasons for weak performance. The Director-General already knew from a recent employee feedback survey that approximately 70% of employees had responded by indicating that they were unhappy with their situation at work. Therefore, he made it clear that if valid reasons and explanations were not provided, he might shut down the department, clearly demonstrating that upper management should be completely serious about employees' happiness and providing them with a healthy work environment.

In 2018, the managers were reallocated and encouraged to treat employees as part of a big family and to care about ensuring effective teamwork and communication. This kind of culture is called clan culture, where team members see themselves as active, involved and part of one big family. Later, new appointments were approved by Shaikh Mohammad Bin Rashid when he appointed (towards the end of 2017) Abdullah Bin Touq as Director-General of the Executive Office. Many things then changed when he became the general director of Implementer: employees' morale, loyalty and productivity increased. Most importantly, the culture then changed fundamentally, with a highly positive impact on the work environment.

For the organisational culture to be informative and strategic, it is essential that the organisation's vision and mission is conveyed to its employees and stakeholders. It then becomes possible for the employees to be highly committed to the organisation's beliefs and values, to the extent that it becomes their own personal beliefs and values (Suda, 2007). A strong organisational culture creates social principles, which lead its members to become highly committed to the organisation's values. Their behaviour and strong commitment, in turn, raises performance, which increases the organisation's probability of survival and sustains optimal performance. Abdullah Bin Touq knew perfectly well that the success of any organisation depends on employees' happiness and satisfaction. Thus, he assigned a counsellor to help the employees realise the skills they were good at and to try to develop them further. Then he assigned the human resource team to organise a workshop on innovation in the workplace to help the employees collaborate on different innovative projects and enlighten them about their path towards innovation in the government.

Abdullah Bin Touq also arranged for the whole organisation to attend a workshop discussing Artificial Intelligence in government organisations, with invited experts highlighting key insights for the UAE. This workshop encouraged employees to acquire many innovative ideas on building and modifying some of the policies. Also, to maintain employee well-being, he encouraged employees to take physical exercise, including conducting competitions in running and other sports and games.

After several months, Abdullah Bin Touq was successful in clarifying employees' responsibilities so that they understood and valued them. Then Implementer's culture changed more towards an adhocracy culture, transforming the whole of the departments' culture into a highly creative and dynamic work environment. Every employee now tries to think differently in how to make their assigned tasks more innovative and unique. This change occurred partly as a result of Implementer

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employees being assigned to different projects which were deliberately not related to their specialty, thus encouraging them to work with different colleagues from other departments and enabling them to resolve the projects' problems with more creative and innovative solutions. This initiative helped most of the employees to become familiar with other projects which were ongoing in the Ministry and to acquire new skills.

Positive culture plays an important role in improving employees' capacity to manage Implementer social media accounts in a positive and professional manner. In the adhocracy culture, employees consistently try their hardest to research and understand the best practices that can enable them to come up with new and innovative ideas which improve the given tasks. A group of the employees noticed that some of the Cabinet outcomes were often unclear whenever they were sent as written decisions. They found that by designing infographics to explain most of the Ministry's new decisions, initiatives and projects through social media, it became easier for the audience to appreciate and understand the provided information. The culture has helped employees to support each other to be more creative in their work. It has been noticed that the media team work very closely with design specialists so that on most of the projects using Infographic, the final result is above expectations. This collaborative relationship and work approach has also increased the followers' positive engagement in most Implementer accounts on social media.

The collaboration usually inspires the media team to diversify their messages on social media platforms. This kind of collaboration helps in sharing knowledge between team members, which results in effective and satisfactory results. Most media team employees strive to fulfil Implementer's mission, which aims to build a stronger level of trust between government and the public. Therefore, team members work hard to revise and check social media messages which are shared to the public. For instance, if an employee misses an update in the Implementer social media

accounts, a colleague reminds them to amend this immediately so as to maintain the Implementer's positive image.

4.1.5: (a) What social media tools do people use to communicate with the government and (b) how do people evaluate the effectiveness of these tools?

Implementer has three social media tools, Twitter, Instagram and a YouTube channel, which have a consistent username, 'UAEGov' and profile. These social media accounts are mainly used to promote Implementer projects and initiatives to raise awareness and spread the positive reputation of the UAE government. Implementer has a specialised team which focuses on traditional and social media and who are which is responsible for sending messages to the public online and creating newsletters and press releases. These are mainly sent to the press in order to publicise governmental initiatives and projects.

Since Implementer's first platform was Instagram, the public mostly use it to communicate with the government to send their feedback, opinions and recommendations, as well as their appreciation messages. Then they use Twitter accounts to retweet Implementer messages and share their comments with them. The Ministry uses Infographic to clarify most of the government's decisions, which attract a positive reaction from the public. Recently, the YouTube channel account comments feature was activated to help the public share their feedback on the provided content. Since YouTube allows video uploads longer than 15 minutes, most of the leaders' speeches, UAEpioneers annual event and UAEpioneers interviews are uploaded on the UAEGov YouTube channel.

People usually evaluate the effectiveness of the social media tools based on the response and communication from the social media accounts' owners. Every social media platform has its own

audience, who also are often of a similar age group; therefore, it is important to provide a range of information, including videos, pictures and info graphics. Implementer provides slightly different content on each platform to be able to satisfy the public in each age group.

Implementer always try to use different social media apps to analyse public satisfaction with the initiatives provided by Implementer and most of the other federal government entities, which helps in understanding people's requirements and identifying what makes them unhappy. If Implementer realises from the analytical review that the public tone is very negative about some of the federal entities, it writes a report and sends it immediately to the minister or the Ministry General Director to enable them to tackle the encountered issue.

According to Implementer social media accounts, this ministry has three active social media accounts in terms of uploading content, but it is still weak in communicating with the public, as is shown in Table 6.

Table 6: Implementer social media platforms

Platform	Followers	Engagement – public
		Like+Comm- "1 month"
Twitter	7,237	876
Instagram	126,000	19,720
YouTube	7,264	0

The total number of social media followers might not increase for Implementer if the most important aspect of communication continues to be missing, such as answering difficult questions

or concerns. This is probably one of the main reasons why public engagement in YouTube is very low for Implementer. It is known that when followers do not get answers from the entity, they sometimes stop following it and move on to following other entities.

4.1.6 How can social media be effective in the diffusion of innovation across the culture, which is one of the government strategy pillars?

Social media tools can link both innovation and product development, and it can share the innovation with a large number of groups in the UAE to get them involved in the government's decisions. The involvement of citizens in government projects as active partners can help the government to solve many services problems. In Implementer, some vital discussions take place only in the UAE Cabinet and the UAE Ministerial Development Council. Its news is usually publicised in traditional media (e.g. Al Bayan, Al Itihad, WAM). But when Implementer started using social media accounts, it became part of its strategy pillars to have all of the government decisions, projects and initiatives published in both traditional and social media in order to spread the word more widely.

Implementer communicates the outputs of all of the UAE Cabinet meetings which are chaired by Sheikh Mohammed bin Rashid on social media platforms; for example, the approval of flexible hours for federal government's employees to allow them to attend parent meetings and school activities. Then after two days of publicising the UAE Cabinet decisions, the Implementer media team starts analysing the public's feedback (positive, negative, neutral), their observations and recommendations to management to enable them to identify quickly the most important issues requiring prompt attention.

Another example of an initiative discussed in the UAE Cabinet meetings is the UAE Gender Balance Council. This initiative mainly aims to restructure and maintain women's rights as equal partners to men in having a tangible role in the overall development of the UAE. It is led by Mona Almarri (Vice-President, UAE Gender Balance Council). The policy behind these awards is that they sometimes are given to both genders and sometimes to only men or only women. The enactment of this policy caused some confusion amongst the public and foreign press in early 2019 when one set of announcements of awards was exclusively to men. The public reactions and world media (e.g. BBC, The Guardian, Huffpost) to the 2019 awards was somewhat critical and likewise so was much of the feedback on social media. These have been reported to the UAE Cabinet so that upper management can decide how to avoid such misunderstandings and negative press and social media comment in the future. For example, it has been recommended that the Dubai Media Office ensure that women involved in these awards should be visible and identified, even when a man might be collecting the award on behalf of his organisation. The same feedback process is applied by the media specialist team after each Cabinet meeting.

4.1.7 How does UAE culture influence corporate risk taking?

Corporate risk taking is crucial to industry and organisation performance, and survival. The three specific cultural values associated with risk taking are individualism, uncertainty avoidance and harmony.

The employees who work in Implementer have different nationalities (UAE, Syrian, Egyptian and Jordanian) and a minority of them are individualist in nature, where they mainly look after themselves and they try to achieve tasks alone. However, other staff are more collectivist in orientation: they enjoy working in groups and have a strong loyalty to the UAE Government. In a

collectivist group, every member is accountable to and responsible for other members of the group. Specifically, if employees are unaware of a certain area in a project, other employees support them by having a brainstorming session in order to increase their individual and collective (group-level) awareness.

According to the uncertainty avoidance dimension, Implementer works hard to avoid uncertainty by minimising the occurrence of unknown circumstances; thus, they work on specifying proper plans for each project with careful and detailed timelines. They typically generate detailed figures and some facts on each project before taking any major decision. Within such a culture, people have an inner desire to always be busy and hardworking, punctual, and precise.

Some federal government entities have social media teams who are individualistic; such teams can expose the entity to poor services risks because employees do not work according to a mutual social media plan. Thus, this lack of coordination and even unprofessionalism will often lead to a poor presence on social media, which eventually causes public dissatisfaction and creates a negative reputation for the entity concerned. One of the risks that can occur when the public starts complaining about a specific federal government entity is that the online news captures complaints and diffuses them on their platforms, which have thousands of followers. Such negative diffusion can actually destroy the entity's image both locally and globally. A clear example of this is when students destroyed school property, a mobile video of the incident went viral on social media. In this case, the decision of the Ministry of Education was to prevent the key students responsible from attending the school; however, the Minister of Education later decided to have the students interviewed by student counsellors and specialists to determine what caused this regrettable event to occur. The communication by the Ministry was not particularly collectivist in orientation, with the result that different and confusing messages were communicated to the public about this issue.

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If the messages communicated had been more collectivist in culture, it is likely that they would be more similar and consistent in encouraging the public to feel confident that the Ministry's staff were efficient and capable of tackling the problem effectively. However, when the employees' culture is individualistic, it can send a negative message on social media because most of the sent messages on the entity's social media platforms are evidently isolated and inconsistent, as occurred in this school incident. This contradictory image is likely to reflect negatively on the Ministry's reputation due to poor services and conflicting messages on social media websites, in part created by an individualist organisational culture.

When the UAE launched a new 'Back to School' policy to help parents to be with their children to cheer them up, many parents were confused about the specified duration – whether it was for the first day only or for a whole week. This confusion started because the news specified the agreed duration in the conclusion; however, the majority of parents read the news introduction and then made their own assumptions before reaching the conclusion. The media team raised this issue of miscommunication with the management by creating a one pager explaining key observations on the encountered issue. The team also communicated with the entities and ministers involved in the Back to School system to create an announcement that clarified from the outset that it was meant to be a one-day event. This report helped the Ministry of Education and the Ministry of Happiness to communicate more concisely and effectively in order to gain public happiness and satisfaction. The harmony of the collective culture in this initiative helped the media team to create efficient communication with the concerned parties. Implementer ensures that all entities should follow proper criteria for entities' presence on social media websites; for instance, the media team developed the 'Effective Presence on Social Media platforms' manual to assist all federal entities with maintaining an effective presence on social media platforms. Then the communication section

starts to prepare sessions for the federal entities to ensure they were aware of the social media manual content and ways to apply it in their entity. Initially, the media team explained the social media manual to the communication team to help them deliver the content to the federal entities.

4.1.8: How can the government best plan for the diffusion of innovation in the UAE?

Since a minority of the government's staff is unaware of the diffusion of innovation, some of the target population's characteristics are monitored unsatisfactorily. For instance, when a government initiative is launched, the staff might deal with most of the people's characteristics as if they are 'innovators' (2.5%), which means they want to be the first people (i.e. first movers) to try the innovation. Alternatively, they may think of the people as primarily 'early adopters' (13.5%), which means they are very comfortable to try out new ideas and they do not mind experiencing new changes. However, the majority of the population falls under two categories: the first category has a tendency to fall in line with the 'early majority', which means they need to see proof first that the change is likely to be successful before they approve use of the innovation. The second category is the 'late majority', which refers to people who are very hesitant about change and will only agree to try the innovation out after many people have done so and experienced success. The minority are very difficult to convince because they are conservative and are known as 'the laggards', where organisations can only convince them late in the innovation cycle, for example, by presenting statistics and applying pressure from the other adopter categories.

Time of adoption

Innovators ·······································2.5%
Early Adopters ······························· 13.5%
Early Majority ······························· 34.0%
Late Majority ······························· 34.0%
Laggards ······································· 16.0%
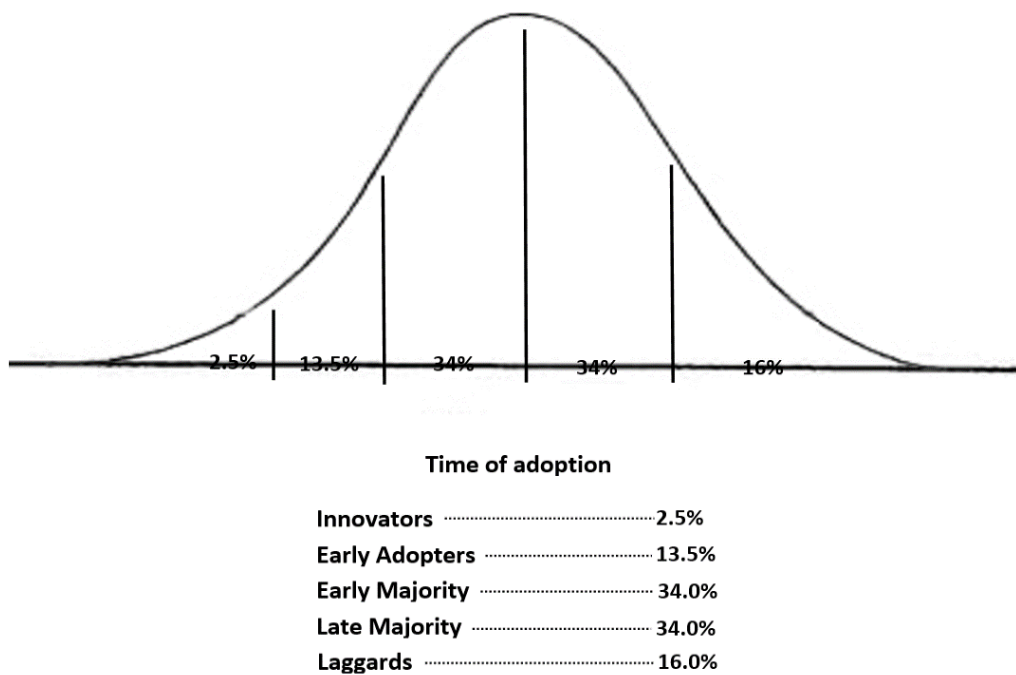
Figure 17: Adopter categories (based on E.M. Rogers, 1961, p. 22)

Government can best plan for the diffusion of innovation in the UAE by using the most accessible

applications which are used by the public all of the time. For example, the WhatsApp application

is available on phones all over the world and helps the public to exchange messages, documents

and videos easily. As Dilshani and Bandaranayake (2016) note: 'The popularity of the app has

drawn over 1 million users of 180 countries to stay in touch with their loved ones.'

This communication tool is an effective way of marketing and spreading the word. Implementer

can use it to reach the public inside and outside of the UAE. It can send projects' and initiatives'

messages to its employees in Implementer's WhatsApp groups, and they can then share these with

the influencers, friends and family members. Given that Implementer has a qualified social media

team on all of its social media platforms, including graphic designers, content creators in both Arabic and English and social media experts who can send the messages in all social media platforms, it is effective for sharing its best practice with all federal entities in Government Communication (GC) regular meetings. The Implementer can also organise workshops on a regular basis to ensure that all federal entities are using these platforms to spread their innovative projects and initiatives. In addition, they can bring in experts in social media to share examples of best practices in the provided sessions which highlight effective ways to use the features in all of the social media platforms.

4.1.9: What demographic differences (e.g. education/qualifications) do government staff consider when involving the public in government strategy?

Usually the government creates a list of influencers who are skilled in their field and can have a high impact on society. These fields highlight education, health, economy, sports, culture, environment and human rights. When the government has a project or initiative related to any of these fields, it communicates with the concerned influencers to ask them to participate using their specialty background. For example, in the reading retreat, the government gathered 100 influential national figures to help in supporting the development of a greater reading culture in the UAE. During the retreat, UAE rulers attended to play a role in setting the strategy, initiatives and sustainable programmes. This participation included the discussion of 100 ideas and initiatives to create the future base strategy. The outcome of the discussion contributed to diverse methods of creating a noticeable difference in the coming generations' reading and instilling reading as a habit in UAE society. The retreat committee produced a strategy and effective framework to motivate reading and disseminate a reading commitment in the society.

The members responsible in the Implementer team modified the GCO strategy and submitted it to the UAE Cabinet for Sheikh Mohammed bin Rashid's approval. The strategy comprises strategic objectives and national priorities to accomplish ideal communication tools and stimulate the connected government communication procedure for federal entities. His Highness said: 'Government communication is an important component of the decision-making process, and our vision is to achieve the most innovative and influential government communication by 2021.'

Researcher Analysis

This section provides an analysis, interpretation and reflection on the case study.

The advantages of having 'insider' knowledge are developing full awareness of the work culture, knowing employees' ways of communicating with the managers and with each other, being assigned to different projects which require analysing federal entities' presence on social media platforms, being a strategy maker and being knowledgeable about the scope and mission of every project.

On the other hand, some constraints and disadvantages to having insider knowledge are that the researcher background and position can be very rich in terms of precise details which can be outside the moderation cycle. However, the outsider is more focused on the research questions and is aware of the needed details to serve the research questions.

The standard steps of collecting data in the five case studies to answer the research questions and objectives were mainly conducting interviews, engaging in direct observations, and acquiring documentation and archival records. Later, to interpret the collected data, the within-case and cross-case/between case analysis were applied on the case studies.

In the short term, according to Implementer's social media conditions and activities, every three months, the Implementer media team analyses the federal entities' presence (service providers) on the social media platforms. This analysis includes detailed analysis of four social media platforms (Twitter, Facebook, Instagram and YouTube), observations, and recommendations. Then the management assesses detailed points before sending them out to the entities. This process takes a long time and consumes much of the media team's energy. They prepare a detailed analysis of the entities (service providers) to enlighten the entities about their strengths and weaknesses, as well as delivering their final assessment results (produced every three months). The federal entities are expected to take responsibility for assigning their Implementer media team to analyse their presence on social media platforms, and to provide them with a customised assessment which guarantees that they are efficient enough to handle their own social media accounts.

UAEPioneer project is another project in which social media have a vital role in nominating and promoting Emirati men and women who deserve the UAE Pioneers Award. The Implementer media team includes several teams. Each team is responsible for a particular social media platform before, during and after the event. The assigned employees in this project are organised in promoting the pioneers' videos, communicating with the pioneers, organising press releases for the event, and preparing social media content in both Arabic and English. The only thing that can have a negative impact on the project is the project manager, who can be very demanding and has very high expectations of employees. This attitude pressurises some employees and, on occasions, it becomes a source of conflict between team members.

The Implementer has social media conditions or activities over the medium term as well. One of them is the Cabinet's first retreats, which took place in 2007 at Bab Al Shams Desert Resort in Dubai to implement the brainstorming sessions. In 2016, the Cabinet Retreat topic was 'The UAE

Beyond Oil', which involved some federal and local government employees thinking of ideas and initiatives which could expand the UAE's economy. During the discussions, Sheikh Mohammed bin Rashid Al-Maktoum and Crown Prince of Abu Dhabi, Sheikh Mohamed bin Zayed participated with the employees and this made them passionate about generating effective and worthwhile ideas. The UAE leaders' trust and engagement gave government's employees the desire and enthusiasm to achieve and seek excellence and success. That positive behaviour of the leaders reflected progressively on the retreat's outcome, which is the creation of the UAE post-oil strategy based on the team's ideas and initiatives.

Another project which is handled on a yearly basis is the Flag Day project, where the media team uploads the flag-raising video process and celebrations on the YouTube channel. Since this event is very simple and is repeated annually, it is preferred to use the SnapChat application to highlight it and the Instagram (story, post). A different project was the UAE Brainstorming session, which took place in 2013 and was the start of conducting such sessions to resolve public issues encountered in both health and education sectors using social media platforms. This project was handled creatively by Sheikh Mohammed bin Rashid because he used social media to spread the word and guarantee reaching UAE nationals and residents inside and outside the UAE. This brainstorming session inspired UAE employees to use it as a productive way to tackle the issues encountered by federal and local government entities. Subsequently, it became best practice in universities and every workplace among private and local entities.

In the long term, Implementer has some social media conditions/activities which are related to government projects, such as YouTube channel 'UAEGov'. UAEGov was created to make the public more aware of UAE Cabinet projects, initiatives and exclusive news. Implementer had a contract with a private company to create videos and teasers on certain projects and initiatives to

increase the public's engagement and to gain more followers on the UAEGov channel. To track the YouTube channel engagement and followers, the media expert was creating monthly public engagement reports to make the direct management aware of the channel strengths, weaknesses and methods of improvements. However, the direct management was focusing on the strengths and did not pay adequate attention to the weaknesses.

The management focused on increasing the budget of UAEGov channel to buy applications which could help analyse the uploaded videos. This was a major reason for establishing a contract with CARMA (Media Monitoring and Analysis). It enabled the team to monitor and analyse the details of public engagement. The direct management did not realise that the main problem was the absence of proper content marketing and not using the applications to analyse the content. The media team's detailed analytical reports of the public engagement on YouTube channel will not increase the number of followers because it is an internal action of tracking the content. Therefore, after five years, the channel has achieved only minor increases in the number of public followers. Analytical apps are useful for monitoring government projects, trending issues on social media platforms, and public engagement. Such tools have an effective role when executed in parallel with initiating marketing campaigns.

The Implementer has some projects which occurred on a yearly basis but the NPGC project, which comprises seven pillars, started very positively by completing the first two pillars of 2021 Healthy Children and Cohesive Families 2021. Then the progress of the project was interrupted. Discontinuing the project without informing the public of the reasons could have a negative impact on the Ministry's reputation. It is important to be transparent and publicise reasons for not completing a project.

Culture plays an important role in the project success in any organisation, and specifically when it is used by social media to engage with the public. Implementer's organisational culture style and the executive manager's leadership style between the years 2012 and 2017 was the market culture, the focus was mainly on competition and achieving concrete results with less mentoring and encouraging cooperation between team members. The absence of sympathy, motivation and appreciation from the executive manager led to employees' dissatisfaction and eventually a high number of resignations. During that period, the minister realised that the government communication department was not meeting the required expectations. Therefore, the executive manager was obliged to provide considerable and convincing reasons for employees' low productivity and unhappiness.

The Minister's consideration and immediate action about employees' satisfaction had a positive impact on the Director-General's new decisions. Consequently, in 2018, the communication department appointed a new executive manager to the leadership position, together with the initiation of new missions and objectives, which later reflected positively on employees' performance and productivity. Evidently, when the culture changed to a clan culture, all employees become more contented due to the positive treatment of important members, which reduced employees' complaints and dissatisfaction and increased the projects' efficiency and effectiveness. Later, when employees were assigned to new projects, they began to work as a team more professionally and efficiently. Abdullah Bin Touq was certain that employees' satisfaction would have a big impact on any organisation's deliverables and reputation. That was a reason behind his decision to assign a counsellor to help the employees realise their weaknesses and strengths. As a result, this action helped in assigning employees' roles based on their strengths, which made them more confident in delivering the expected outcomes in the assigned projects. In addition, he tried

to enrich their knowledge by allowing them to attend the Artificial Intelligence in Government organisations' workshops, which were provided by experts who highlighted key insights for the UAE, so that employees could acquire innovative ideas for building more creative projects and policies. Assigning Implementer employees to a variety of projects and working with different employees who are from different backgrounds sharpened and increased their skills. This action was extremely challenging but it exposed employees to different projects and enabled them to gain new technical and social skills. When the Director-General became aware of the team capabilities, the culture changed to an adhocracy culture, where employees tried their hardest to understand the best practices for improving their projects.

This culture improved the ministry's image locally and internationally because the employees were thoroughly skilled and specialised in social media platforms, which helped to spread a positive image about the Ministry. In summary, now that the media team has a strong engagement with the public across several social media platforms, in terms of promoting Implementer projects and initiatives and distributing unified messages, the level of Implementer media engagement is now highly satisfactory in relation to the public. Usually people evaluate the effectiveness of the social media tools based on the social media content and engagement. Implementer has a slightly different content on each platform in order to satisfy the public of different age groups and it uses different analytical tools to analyse and evaluate public messages. However, it uses these tools for a particular duration and then stops when the contract has been completed. These tools help the social media team to obtain and evaluate positive, neutral and negative feedback from the public. It is, therefore, very worthwhile to engage in ongoing contracts with companies such as CARMA to understand people's reactions to different projects and initiatives.

Since Implementer employs an acceptable use of social media platforms, some of its innovative projects and initiatives are regularly diffused more effectively to the public through the Implementer social media platforms, Twitter and Instagram. Use of social media is considered an essential part of Implementer's strategy; furthermore, most of its decisions, projects and initiatives are published on traditional and social media platforms to reach a large number of its target audiences. Implementer's management and employees realise the importance of social media in communicating with the public; consequently, it shares all UAE Cabinet meetings' outputs in traditional media and on its social media platforms.

It is noticeable that Implementer takes into consideration the importance of highlighting all UAE Cabinet and UAE Ministerial Development Council discussions and ensures instantaneous distribution of the meetings' outputs to the public through social media platforms. For instance, the social media communication was very quick when the UAE Cabinet publicised the decision to instigate flexible working hours for UAE parents to enable them to attend their children's school activities. Here the media team undertook a detailed study in response to the public's confusion about the approval of flexible hours' process for federal government employees who had young children in schools. The media team has used analytical applications to assess their tone about the issue on social media.

According to the UAE Cabinet decisions, it is advisable to assign Implementer media employees in order to quickly gain observations on public feedback about UAE Cabinet decisions on social media platforms, Instagram story or live. This is intended to spread a positive reputation about UAE leaders' decisions locally and globally. Moreover, it makes citizens feel that they are active partners because they notice that the government always involves them in developing and enhancing the quality of its decisions.

In relation to the effect of the UAE's culture and corporate risk taking, we can identify three specific cultural values which are associated with risk taking: individualism, uncertainty avoidance and harmony. Employees come under two groups: the first comprises individualists, considered the minority, who look only after themselves and never communicate or work in a group but always attempt to accomplish tasks alone. The second group, on the other hand, incorporates employees imbued with a collectivist orientation, who prefer working in a group where every employee is responsible to all other employees in the collective unit.

Based on the uncertainty avoidance dimension, Implementer works hard to avoid uncertainty by making an effort to specify proper plans for every project and to set specific timelines to support each project before making any major decision. This culture has a positive impact on employees because it ensures that they are more likely to feel secure, producing an inner satisfaction and desire to work hard.

Some federal government entities have a specialised social media team which is considered individualistic. Such teams can expose the entity to poor services risks because employees do not work according to a mutual social media plan. Therefore, team members' interventions on social media are not acceptable because they do not have mutual messages, which reflects directly on the government entity's general reputation. The government entities can pass through many incidents, which require qualified and trained employees to tackle them in public smartly. Otherwise, it can damage the government entity's image, which was so clear with the story of the Ministry of Education students who destroyed school property. Due to the mixed messages sent out on social media, the public was confused and unsatisfied by the Ministry of Education's decisions during this incident. When the Ministry of Education sent an official decision on social media to prevent the responsible students from coming to school, the Minister of Education sent his decision on

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social media to have the students interviewed by student counsellors and specialists to clarify the reasons behind this regrettable event. These mixed messages led to public confusion, which had a negative impact on public reaction on social media platforms.

Evidently, the Ministry of Education's employees are individualistic, which can sometimes lead to weak communication and inadequate knowledge exchange. 'Back to School is a policy where the Ministry of Education's organisational culture had an influence on the extent of risk taking. The 'Back to School' policy was published on ministry social media accounts and news websites, but the main message, which is the duration, was not specified at the top of the news, which caused confusion. The Ministry of Education media team did not clarify or write the news comprehensibly, and some parents thought they would be having one week off, not just the first day. The reason behind this problem is partly due to the ministry having an individualistic culture, which explains the miscommunication between the social media team and the content specialists in the media section.

Since a small number of the government's staff are unaware of the diffusion of innovation, the government should focus on training their employees about the diffusion of innovation and the five adopters' categories, which will enable them to monitor public different characteristics. The employees should fully understand that of the five categories, the majority will fall under two categories, which are 'early majority', which means that the public require proof first that the change is likely to be successful before they approve use of the innovation. The second category is the 'late majority', where people are very hesitant about the change and will only use the innovation when many people are satisfied about using it. Implementer uses WhatsApp to spread projects and initiatives to its team so they can send it on to their people for marketing reasons. However, it is advisable to differentiate between communicating marketing materials and

important team discussions. That is why using WhatsApp for marketing and the Slack application for team important discussions is more practical.

Generally, Implementer involves the public in its strategy by choosing the influencers who are skilled and well known in their fields (e.g. education, health, economy, sports, culture, environment and human rights) and have noticeable involvement with and positive influence on others. The government mostly involves people who can benefit from forming the strategy or come up with effective ideas based on their participation in society. However, normal people who are not in high positions can support initiatives by generating useful ideas because they are experienced in certain issues and are knowledgeable about worthwhile and practical solutions.

Usually the government can benefit more from them because they are the people who use the services. That was clear when Sheikh Mohammed bin Rashid involved the UAE's citizens inside and outside the UAE in 2013 to understand the issues encountered from two major sectors, which are health and education. It was successful because the public are often acquainted with many of the services provided and were very transparent and honest in their suggestions and criticisms. This openness assisted greatly with producing creative solutions which met the public's needs and requirements.

4.2 Residential

The Residential is a federal entity which provides various services, such as loans, grants or government housing. It also provides financial aid to the beneficiary to fund building a new house, expanding a house, buying a house or paying the value of a previous loan. According to eligibility, the Residential aims to offer suitable housing of a high standard of living for deserving UAE

nationals who do not own a proper house for their families which meets their basic needs. Most importantly, in order to secure Residential services, the applicant has to be the breadwinner of the family and provide proof that their total income is not sufficient to own a suitable house. The entity provides many electronic services for applicants, contractors and consultants, which are:

Table 7: Residential services

Applicants' services	Contractors	Consultants
-New house aid request -To whom it may concern -Appeal on Qarar -Update application details -Beneficiary letter -Appeal on reducing instalments -Inquire about your house aid -Bayati -Appeal for postponed instalments -Application cancelation request -Request for building template -Book your residence -Appeal on housing assistance amount -Waiver services -Qarar cancellation	-Inquire about the contractor's projects -Contractor renewal -Waiver for private companies -Inquire about the contract's payments -Consultant payment -Site delivery Mahdar -New contractor registration -Project site coordinators	-Inquiry about the consultant's projects -Contract and request -Contractor change request -New consultant registration -Period extension -Project site coordinators -Consultant renewal -Initial delivery request -Waiver for private companies -Open new file -Contract value change request -Site delivery Mahdar -Consultant payment -Maintenance request

The Residential media department comprises a qualified team with different specialties, which helps with marketing the entity's projects and services effectively inside the UAE. To ensure the diffusion of all the entities' projects and services, the entity's media department uses all social media platforms in reaching their target audience. The media department uses WhatsApp to communicate with other media organisations so as to market their new projects or initiatives. Since the Residential media department has a strong relationship with several media organisations, they usually send them their new updates, the media organisations distribute them in their own social media accounts and others help in the traditional media (printed newspapers). After a short period, the media manager was promoted to a new position with the responsibility of managing three departments (events and marketing, partnership and community initiatives, media). The media department includes four employees. Each employee handles one of the following roles:

1. **Social media** – the employee handles all social media platforms' presence in terms of content, engagement and managing campaigns.

2. **Video production** – the employee's role is producing videos.

3. **Graphic design** – the employee's role is to produce all graphical designs for social media and marketing.

4. **Communication with the media and coordination with the spokespersons** – the employee's role is to communicate with the media, such as Al Bayan, Emaratalyoum and Alittihad.

This new management role and position, where there is one individual manager assigned to each of the three areas, has had a positive impact on the work organisation, its management, employees'

efficiency and projects' deliverables, which all contribute positively to the entity's general reputation. *4.2.1: What social media conditions or activities contributed to government projects in the short term (up to three months)?*

One of the main government projects, viewed in a short-term perspective of (three months), is raising awareness about housing projects' sustainability. Residential has developed a project in Fujairah, called 'accommodation for producing energy', where the house retains the energy and then produces it internally to be used for every product inside. The entity built the project creatively to establish a dynamic and useful example for citizens living in the other emirates. The project was developed as a short-term government project due to the public acceptance and high demand for receiving more ideas on designing and running mutual technological houses. Therefore, the project duration started with a short-term scope and then continued to be a long-term initiative, since the entity's plan is to apply this project to all the other emirates in the future. The project's goal is to make UAE housing projects suitable, worth living in and sustainable. Residential has managed to bring in experts who can run awareness sessions about the importance of sustainability in house construction and explain how it can support household owners in the future. The entity used to deliver a regular event called '360 sustainability', where the entity invited experts in sustainability to provide awareness sessions for the public about the importance of sustainable building design and functions. This initiative involved three entities, Residential, Federal Transport Authority – Land & Marine, and the Ministry of Infrastructure Development. This participation aims to create a sustainable environment in the UAE, constituted as a pillar of the National Agenda and aligned with Vision 2021.

Residential usually market, on a regular basis and across the country, their short-term projects on residential units related to sustainability on their social media platforms. They also involves the

public in some competitions related to solar energy and sustainability to increase overall awareness about the importance of solar energy in residential areas. To assist user acceptance and encourage more innovation, Residential refers to sustainability in every press release, where it explains that it considers sustainable and high quality standards in its residential projects by providing real examples from its projects all over the UAE. Most of Residential's smart services are available in the entity's smart applications in iPhone and android, but the main services are regularly diffused across social media platforms. Some of the smart services are as follows:

New House Aid Request, Update Application Details, Appeal on Reducing Instalments, Inquire about House Aid, Appeal on Postponing Instalments, Application Cancellation Request, Qarar Cancellation Request and House Aid Application Renewal.

4.2.2: What social media conditions or activities have contributed to government projects in the medium term (three months to one year)?

One of the main government projects, viewed from the perspective of the medium term, is services for people who have applied for new accommodation in a particular location. When the places requested are ready, Residential advertises the available places so the applicants can choose their preferred villas from the map provided in the Residential application. This achieves the vision and guidance of Sheikh Mohammed bin Rashid in reducing waiting times by 80%, based on global best practices. Consequently, members of the public can mostly use their smartphones to finalise applications without the need to visit the Residential public happiness department unless they have something urgent which requires their presence in the organisation's premises. Here the applicants can go directly to the customer service section to help them apply for the required service personally, thereby avoiding having to wait in a queue.

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The entity also has a smart reservation service, where the public can reserve their required services (residential location) on the provided map while based at home without needing to visit the entity. Residential informs the applicants directly that they can reserve their preferred villas in the specified residential area in the smart app for a particular duration. First, a new applicant enters their username and password. Then the map shows up to enable this member of the public to finalise their request.

4.2.3: What social media conditions or activities have contributed to government projects in the long term (three years)?

Residential spreads long-term awareness about the National Agenda via social media platforms based on the strategy for government communication, which the entity updates every three years. Residential continuously updates the Government communication plan based on new national initiatives and projects, for example, a new construction loan, completing a construction and all residential support services. The National Agenda aims to reduce Emirati citizens' waiting period to receive residential support. Therefore, the entity maintains and regularly updates the Government communication plan based on the Emirati citizens' needs and requirements.

4.2.4: How does culture plays an important role in the project success, specifically with social media and its relationship to public engagement?

Based on Tharp's (2009) organisational culture paper, both the clan culture (collaborate) and hierarchy culture (control) have an internal focus on integration. However, the clan culture focuses more on flexibility unlike the stability and control typical of the hierarchy and market cultures. Doolen, Hacker and Aken (2003, p. 154) found there was a:

significant and positive linear relationship between team leader effectiveness and team satisfaction and the organizational culture that supports communication and cooperation among teams. Variables used to define organizational culture were based on the parameters such as the extent to which organizational culture supports the positive inter-team interactions or the integration of the team into the rest of the organization, and the extent to which organizational culture values and supports teams and teamwork.

To identify the organisational culture in Residential, the focus group methodology was used with five employees so as to gauge the organisational culture and project performance. The generated results determine that the employees manage projects and initiatives effectively since they work as one team, where they play complementary roles in enhancing the quality of their assigned projects. The organisational culture was examined based on the employees' behaviours in managing projects, by fulfilling their role in a project, and by following the processes they used to achieve the project's milestones. Each team member is responsible for a specific area within a project, which includes initial content creation for the press release which describes the events' overview and its main activities, content publishing on social media platforms, and spokespersons' exposure plan in the media combined with sufficient availability to discuss the organisation's projects and initiatives.

The Residential federal entity media department uses a clan culture because it contains a flexible environment where employees work together as one team. The team's leader takes on the role of mentorship, where he guides and gives employees helpful advice on how to manage and execute projects. When it comes to using social media platforms, the employees have complementary skills since they share mutual goals and values. Thus, the clan culture environment plays a role in project management and project efficiency and success.

According to public engagement on social media platforms, one of the employees is responsible for the content publishing on all social media platforms (Twitter, Facebook, YouTube, Snapchat and Instagram), and he handles public complaints and enquiries. Moreover, the team leader takes

the initiative in responding to public inquiries on social media accounts to avoid any delay in meeting public needs and handling their concerns.

The Residential media team uses the social media manual provided to them and makes thorough use of the guidance from the Implementer communication team on how to increase their presence on social media platforms. The social media manual includes the standards which the entity has to follow when communicating with the public, which provides details on procedures and ways of responding to people. It guides the official entity representatives on how to communicate with the public so that they have a professional presence on social media platforms. The Implementer media team designed the social media manual to enlighten all federal entities about means of establishing an effective presence on social media, which can be summarised through six methods. The first focuses on the five social media platforms and their main features. The second shows what the official accounts of both the spokesperson and the federal entities should look like. The third method highlights how it is essential before creating new social media accounts to prepare a detailed strategy for the entity's presence on social media by working through the following objectives, which depend on the entity's work nature:

1. Presence Goals:

    - Strengthen the relationship between the customers and the public

    - Spread awareness about the entity and its different initiatives

    - Increase the number of visits on the official website and the initiative website

    - Monitor the public's perspectives and its services, and know all its needs

2. Target audience

3. Choose the right social media platforms

4. Supporting materials

5. Content development

The fourth method is the approach to engagement on social media platforms, which includes the deployment plan of how to use, send, resend, reply, follow-up and analyse the content. The fifth method is the content creation which employees should create in a way that suits the social media platforms. The social media manual specifies eight points which employees should take into account while creating the content, which are:

- The used content should be short and attractive to grab public attention

- Take into account the accuracy and exclusivity of the content

- Provide visual materials like pictures, videos and infographics which allow the public to engage with the content

- The used content should include URLs which help the public to use them as references to help them to get more details about the content

- Using hashtags in the content, which can ensure it reaches a big number of the target audience

- Use the expressive media letters which are related to a particular entity and its initiatives.

The sixth and final method is developing campaigns. The entity's staff should fully understand that it is important before launching a new campaign on social media platforms to ask themselves the following questions:

1. Why do they want to launch the campaign?

2. What is the suggested campaign duration?

3. Who are the target audience?

4. What are the social media platforms required for the campaign?

5. How do they want the public to interact with the campaign?

6. What are the visual materials used for the campaign (photos, videos, and Infographic)?

7. What is the campaign hashtag on social media?

8. What is the best time to distribute the content on social media platforms?

9. Who are the best influencers related to the campaign?

10. What is the measure of success of the public's engagement with the campaign?

Afterwards, the media team monitor and analyse the main encountered issues on social media platforms by specifying the timeline and type of research methodology (qualitative and/or quantitative) and, finally, they highlight the suitable recommendations.

Based on the observations, the social media department requires a bigger team with a social media specialty to handle the public's concerns on different social media platforms. Residential has many projects and initiatives, but it has few employees in the media department. As a result, this might lead to quality deficiencies. This visit started with the social media department head, where he began by introducing his team members and pointing out their main tasks and responsibilities. The head's main role is employees' supervision and task management. According to the team members' responsibilities, the first team member is responsible for the initial content creation for the press release, which describes the event's overview and its main activities. Once she is done with the content, she starts sending the thoroughly updated document to the team members, who start modifying it further based on their tasks and requirements. This helps the social media team to prepare the proper content for each social media platform. It also enables them to design electronic surveys to gain feedback from the target audience on the services provided, usually performed by sending the URL on the Twitter platform.

Previously, the social media team used Twitter polls to gain target audience (Emiratis) feedback on specific services, but this had been only employed for a limited duration when they realised that creating surveys on specialised websites is more practical for sending out on several platforms. Residential media team's efficient communication helps them to manage the entity's presence on the social media platforms (Twitter, Instagram, Snapchat, YouTube, Facebook) professionally. To help ensure the projects' success, they generate monthly reports, which enlighten them about their effectiveness and the amount of success in marketing their smart projects on these platforms.

After a short period, the media department was split into three departments, which are events and marketing, partnership and community initiatives. The media manager was promoted to manage and handle all three departments, which also were each assigned a qualified director in charge. This change in management responsibilities and organisation did not affect the staff of these three departments though because they carried on working effectively as one family, having strong loyalty to the entity.

After these changes were applied to the media department, employees' tasks were distributed across these three departments based on their speciality. Overall, the clan culture was evident between the groups of employees in each department. The clan culture's norms and values support all employees working closely in groups, which helps them to organise and coordinate complex media tasks. In each department, the responsible director guides and manages employees' tasks based on their skills and experience, which also contributes to making the work in these departments more efficiently organised and productive.

4.2.5: (a) What social media tools do people use to communicate with the government and (b) how do people evaluate the effectiveness of these tools?

The public mostly use Twitter and Instagram to communicate with Residential social media accounts. They prefer to use these social media to send their feedback and opinions because the platforms have explanatory and modern features, which help the public grasp the services' processes easily.

Residential deals with some companies to develop videos but the media team develops most of the content distributed on their social media accounts. The manager helps his team in checking all of the public's questions and concerns on the social media platforms where he either replies to them or asks his team to give them the proper feedback. The manager explained that not all of the questions sent by the public have to be answered publically. Sometimes it is more professional to give the feedback using direct messages. However, people consider unanswered messages by the entities as negligence and unprofessional. Therefore, whenever the entity communicates with the concerned people privately, it is likely that the public will not understand that the entity took into consideration people's confusion, inquiries and concerns. Based on the public engagement with social media, the use of Twitter and Instagram is very high. However, on platforms such as YouTube and Facebook, public engagement is very low because the entity does not need to use them frequently.

As shown in Table 8, Residential's media section is operating four social media platforms (Twitter, Instagram, Facebook and YouTube). The public is very active, for example, on both Twitter and Instagram, whereas their engagement is very low on Facebook and YouTube. The entity mostly focuses on Twitter, Instagram, but has low engagement on Facebook and YouTube.

Table 8: Residential social media platforms

Platform	Followers	Engagement – public	Engagement – entity
		Like+Comm- '1 month'	Like+Comm- '1 month'
Twitter	36,108	151	1
Instagram	25,293	4,764	3
Facebook	180	176	0
YouTube	268	0	0

Residential uses infographics to clarify and simplify the concept of the services provided on both Instagram and Twitter. It also provides videos of the minister's meetings and entity's activities, which helps to make the public more engaged with the content. People usually evaluate the effectiveness of the social media tools when the entity communicates with them by taking their questions and concerns into consideration. It is clear that the Residential media team takes the public feedback into account, which contributes to very high public engagement. Residential's target audience are Emiratis; sometimes they have concerns and inquiries regarding new houses, aid requests and renewals. Therefore, the media team makes sure to meet its target audience's concerns and inquiries on the social media platforms. It also ensures that all its initiatives and projects are distributed on both Twitter and Instagram platforms (high number of followers) to communicate with the target audience, ensuring that they are aware and increasing their engagement.

For example, in the recycling of construction waste initiative, the entity invited many of the key people in the UAE to participate in the initiative 'Prepare'. One of the people invited as a volunteer was Sheikh Rashid bin Humaid Al Nuaimi, Chairman of the Municipality and Planning

Department in Ajman. Dr. Thani bin Ahmed, the Minister of Climate Change and Environment, also participated in this initiative. Many other people from different fields and organisations took part in the initiative because they believe in caring for the environment and sustaining its resources. Residential media department thanked all of the participants in the "Prepare" initiative for their volunteering role in the recycling materials for use in Ajman Emirate housing units.

According to the UAE Innovates initiative, which took place in UAE Innovation Month 2019, Residential participated with its innovation in Umm Al Quwain Emirate. That innovation was uploaded on Instagram to update the public on the entity's innovative projects in one of the ,emiratesin the UAE. Since every social media platform has its own audience andage group Residential media department ensures that it distributes communications on its most active accounts, which are Twitter, Instagram and SnapChat.

4.2.6 How can social media be effective in the diffusion of innovation across the culture, which is one of the government strategy pillars?

Residential's media team uses social media platforms to distribute the entity's innovative services to the entity's target audience in the UAE. Since the entity's target audience are mostly Emiratis, the media team knows most of their needs and preferences because they have similar likes and dislikes. The media manager takes care to distribute all the services across all social media platforms to ensure that its target audience are fully aware of these services. When they launch a particular project, they usually get positive or negative feedback from the public. They ensure they check people's comments on a daily basis and transfer their concerns to responsible people on the spot to avoid any delays. They usually take the comments in their entirety and create a detailed

report which includes all the comments. They then send it immediately to the direct manager for his decision.

Consistent with the media department's culture, the media manager routinely develops a plan to work with his team on every service, facilitated by organising an initial brainstorming session in their Media Lab. Some of the services have a fixed plan on a yearly basis and other services need to have a short-term plan formulated on a daily basis in terms of marketing the services in the social media. In the Media Lab, the manager encourages his team to think innovatively in the brainstorming sessions on how to diffuse the smart services, such as requesting new residential support and payments for residential projects, which allows contractors to receive project payments after completing part of the project. Also, it is possible to issue a modification of the project execution period by the owner sending a request to amend the duration of the project through the consultant.

When Residential's media team diffuses its smart services on social media platforms, the initial delivery of the accommodation is provided to the public before final delivery to give them the opportunity to request any changes before final delivery. It also provides different ways to enable the public to send their feedback and concerns through WhatsApp and direct messages in Instagram. It also diffuses the official events in the UAE, such the Emirati Child Day in RAK, which includes different activities and events. When there are official events in the UAE, Residential media team highlights them by launching certain initiatives and projects during the same period to increase its diffusion across all social media platforms. The media team uses many infographics to simplify the projects and services processes to give the public a better understanding of the detailed and precise information.

4.2.7 How does UAE culture influence corporate risk taking?

Importantly, Residential's media team should always identify the possible corporate risks and clarify methods of survival. There are three specific cultural values associated with risk taking: individualism, uncertainty avoidance and harmony. Employees who work in Residential's media department have remained collectivist in their culture and approach to work organisation even after the media department split into three departments. The majority of the employees are collectivist and accountable, and feel responsible for other members of the group. If employees are unaware of a certain area in a project, other employees support them by having a brainstorming session to clarify the aim and objective of the project.

The main risk is that Emiratis' expectations about the services are very high; thus, the entity faces many obstacles in providing innovative services which satisfy them. For example, when residential projects in a particular emirate are ready, the price in RAK is cheaper than the price in Dubai, which can make the target market unsatisfied with the provided services. Another risk is employees' weak efficiency in using social media websites, which leads to difficulty in reaching all of the target audience. Thus, Residential services' updates may not be fully delivered to the public on all of its social media platforms.

When the media team is not up-to-date with the new social media platforms and new technologies, they become dated and are not able to market all of their services satisfactorily, which can weaken the organisation's reputation. The entity's staff should remain cognisant that techniques and websites are ever-improving and ever-changing and the public's expectations in terms of effective services, simplicity and speed are very high. Importantly, diversifying marketing and social media platforms is key to spreading the word about new services, initiatives and projects. For example,

WhatsApp is now considered one of the most popular social media apps in terms of usage by the public. Therefore, it is important to use the platforms which are most used by the target audience to ensure that all of the entity's updates reach them positively.

4.2.8: How can the government best plan for the diffusion of innovation in the UAE?

Most of the federal entities are unaware of the concept of the diffusion of innovation, which is a reason for their inability to distinguish the public's interest in their services. Since Residential's target audience are Emiratis, most find that the majority of the services are important and relevant to them. The major characteristic is 'first movers', which makes them willing to experiment with the innovation. The media team attempts to market the innovation by encouraging the target audience to send their ideas and suggestions to improve its quality. They also have regular brainstorming sessions with different clients to identify and understand their different requirements. However, it is acknowledged that some clients are 'early adopters', which means they are very comfortable exploring new experiences because they do not mind experimenting with new changes. However, since some clients are from different Emirates, their needs and interests may differ. Thus, some of them may fall under two categories, which are the 'early majority', meaning they require proof before they approve using any innovation from Residential. The second category is the 'late majority', which means people will not proceed with accepting any innovation from the entity until many people use it and have reported successful results. These differing degrees of openness to change and innovation explain Residential's creative development of the project 'accommodation for producing energy' to retain the energy inside the house as a useful example for citizens living in the other emirates.

Residential's media team can best plan for the diffusion of innovation by creating short video trailers about the innovation. This will encourage the public to watch the whole video on their YouTube channel, which includes precise details about the innovation. This exposure helps to grab the public's attention and will motivate them to use the innovation. Through this media communication, the Residential media team seeks to increase the public's engagement on the channel in order to diversify their presence on social media platforms considered as effective marketing tools for the entity's projects and initiatives. It is recommended that, in the future, Residential organises workshops on a regular basis to guarantee that all Emiratis are aware of the provided innovative projects and services and that they do not encounter any obstacles. This is important because it could contribute to increasing the public's engagement and participation with Residential's YouTube communications, which is currently low on engagement; for example, there are only 18 followers on YouTube compared to 180 followers on Facebook.

4.2.9: What demographic differences (e.g, education/qualifications) do government staff consider when involving the public in government strategy?

Based on Residential's standard procedures for implementing regular strategy updates, the media department updates and checks all target audience details in terms of new required changes such as education, qualifications, designation, and participation rates. These precise details inform the entity on how to organise campaigns and media messages which suit the public in terms of age, education and experience. The media department regularly holds brainstorming sessions with selected individuals from the public, based on their qualifications, specialty and involvement with the government. In addition, they try to grab the public's attention via online engagement through e-surveys and measure their reactions on the entity's content delivered on social media platforms.

Researcher Analysis

This section provides an analysis, interpretation and reflection on the case study.

Based on an analysis of Residential social media, they have contributed to housing projects in the short term, and the entity always seems to spread awareness about housing projects and their sustainability. In the short term, Residential has developed a project in Fujairah Emirate called 'accommodation for producing energy', focusing on minimising household use of electricity and developing greater dependency on the use of natural and renewable sources of energy. This was the first project of its kind, designed to assess the public's degree of acceptance and approval before applying the project approach to the other Emirates. Possibly, this trial action – exploring and testing feasibility and acceptance – could attract a negative response from the public and, therefore, it is somewhat risk prone. It would be safer perhaps if the entity created a more controlled pilot experiment with a target audience designed to test their reactions and obtain detailed feedback. Since the entity has spent considerable funds to complete this initial project, Residential clearly will not benefit from people becoming opposed to the final project deliverable; potentially, this would constitute a considerable loss of money, energy and other resources. Residential has also managed to bring together skilled and qualified people who deliver awareness sessions about the importance of sustainability in house construction and give details on how to support household owners in the future. Although lectures can inform the public temporarily, because they are not practically involved, it is unlikely that they will be able to fully understand the media content and be able to act and respond in ways which achieve optimal results.

Clearly, using social media platforms can be very helpful for increasing the awareness of the public through media materials such as infographics, videos and pictures, which should be used on a

regular basis to ensure full communication and ultimately mutual participation. Also, Residential has involved the public in several competitions related to solar energy and sustainability to enable them to understand the importance of solar energy in residential areas, and they do so in ways which encourages active engagement. This sort of innovation is very new to the public and some people will not be able to fully grasp the ideas and completely realise the positive results that come from these social interactions. The entity needs to apply the innovation on a smaller scale and then move forward to building higher and more complex ideas. In this way, the entity will guarantee public acceptance of the presented innovation and they will not resort to viewing it as a waste of money and time and subsequently reject it. Residential provides some services through smart applications such as iPhones and android devices; however, the major services are mostly available on social media platforms. The entity should market most of its services on both smart applications and social media websites because large numbers of Emiratis are using these services regularly and they consider them to be very important.

Some of the smart services which should be diffused across social media platforms are New House Aid Request, Update Application Details, Appeal on Reducing Instalments, Inquire about House Aid, Appeal on Postponing Instalments, Application Cancellation Request, Qarar Cancellation Request and House Aid Application Renewal. By applying this procedure with social media tools, the entity will increase the public's awareness of most of the services and will then will be more likely to ensure their satisfaction. Now the entity can use most of the social media features to fully involve the public and get them engaged in its detailed processes because every social media platform has its own interactive features which help the public to understand the whole journey of every service provision.

One of the main government projects, viewed from the perspective of the medium term, is the services provided for people who applied for new accommodation in a particular location. The entity gives the public the opportunity to choose their preferred villas from the provided map in Residential application after they are completed. However, this action can result in chaos and dissatisfaction because people fill out the application and make their selection randomly without clearly thinking about its individual suitability. Residential should collaborate in formulating a proper initial plan with the public. It would be preferable to create informative videos about the procedure and upload them to its social media platforms. This action would organise the procedures' flow, leading to increased public satisfaction. To ensure that each of the services is acceptable to the public, Residential should create electronic surveys to measure public feedback on the services and send them out through their social media accounts. By following this approach, the entity would be more aware about the validity of the services and the extent of their acceptance and satisfaction. Based on the long-term projects, Residential spreads awareness about the National Agenda via social media platforms according to the strategy for Government communication, which is issued every three years. The entity updates its long-term communication plan based on its new initiatives and projects, but updates its Government communication strategy every three years. Since the UAE always tries to keep pace with the new technology revolution, it is important that the entity updates the quality of its strategy every three years, which suits the vision and mission of both Residential and the government.

Culture plays an important role in project success, specifically with social media and its relationship to public engagement. The organisational culture in Residential demonstrates that the employees manage projects and initiatives successfully since they work as one team. The organisational culture was observed in the organised focus group methodology, which highlighted

employees' ways of handling projects and employees' cooperation in handling their assigned projects. The researcher noticed a few months after that meeting with Residential that the new organisational change in the whole department had a positive impact on the work environment. The manager was promoted, the media department was restructured and the direct managers were allocated to three distinct sections. As a result, the reorganised work environment was a huge success and more effective after that change, partly because the initial culture was the clan culture, which formed a flexible environment where employees work together as one team. When it comes to public engagement on social media platforms, one employee is responsible for handling all public complaints and inquiries as well as the team leader who assists the employee with checking and replying on the public inquiries. However, although helping employees can be effective, it can lead to repetition and different styles of response, resulting in unprofessionalism. Alternatively, the team leader can create a WhatsApp group for the important news, where he can highlight his observations and announcements for employees. This ensures that important highlights are communicated with all employees. Besides, it is important to have a big team working on social media platforms and not only one employee because each platform needs to have a specialised team who manage the engagement, inquiries, complaints and marketing.

In addition, Residential's media team can use the Social Media Manual, which was designed by the Implementer media team to establish an effective presence on social media platforms. According to the preferred social media websites, Residential's public mostly use Twitter and Instagram. The public mostly send their feedback and opinions using these platforms because they have modern features which help the public easily understand the services and processes. Since technology is ever-changing and the features are getting more advanced, it is important to diversify the use of social media platforms. Then the public will be accustomed to the new platforms so that

they can benefit quickly from any new features made available. If the entity only depends on the platforms which the public are comfortable with, there will be no way to make further, ongoing improvements.

In terms of communicating with the public, the manager clarified that not all of the public's questions and concerns should be answered publically. He emphasised the importance of giving feedback privately using direct messages in order to be more professional. However, most people view unanswered messages as blatant examples of negligence and unprofessional communication. It is critical for Residential's management and employees to understand that communicating with the public privately will destroy the entity's image because the public are not aware of the entity's private communications in considering people's inquiries and concerns.

4.3 Healthcare

The Healthcare entity has been issued with the strategic vision to establish a comprehensive healthcare sector in Dubai. This vision was issued by Sheikh Mohammed bin Rashid and includes taking actions to improve the private sector's commitment. His Excellency, Humaid Mohammed Obaid Al Qutami is the Chairman of the Board of the Dubai Health Authority. Healthcare's main goal is to provide a reachable, operative and incorporated healthcare system to transform Dubai into a leading healthcare destination by fostering innovative and integrated care models and by enhancing community engagement.

Healthcare administers the health sector for Dubai and concentrates on delivering services through hospitals such as Latifa Hospital, Dubai Hospital and Rashid and Hatta Hospital. It also provides clinical support services and the nursing sector, including the nursing department, pharmacy

department, pathology & genetics department, diagnostic imaging department, physiotherapy & rehabilitation department, and clinical nutrition department. The specialized healthcare sector includes Dubai Thalassemia Center, Dubai Fertility Center, Dubai Diabetes Center, Dubai Cord Blood & Research Center, Dubai Physiotherapy & Rehabilitation Center, and Dubai Complementary Medicine Center. Recently, Healthcare updated its organisational structure to ensure that all the services are of high quality and are more accessible to the public. Its website contains features for easy accessibility, enabling web users with special needs to access services without facing any difficulties. Moreover, live clips on a variety of topics and health matters are included to assist the public and meet their concerns and needs. Since Healthcare tries to meet public requirements, it has added a website feature, 'Wassel Sotak', which means 'deliver your voice', on the main page of the Healthcare official website.

4.3.1: What social media conditions/activities contributed to government projects in the short term (up to three months)?

All of Healthcare's services, projects and initiatives are distributed on their social media platforms (Twitter, Instagram and Facebook) by the specialised media team. They also analyse the public's feedback and aim to answer all of their concerns and complaints immediately, with no delay.

Some of Healthcare's services begin as short-term ones and when the public use them often because they meet their requirements, these same services are re-established as long-term ones. An example is the Smart Homecare technologies, which treats patients with medication within their comfort zone, located in their own houses. For example, patients who cannot leave their houses because of their critical condition can obtain instant consultations via smart applications.

Healthcare provides services through its homecare team to enable patients to get in touch with doctors via these smart applications and so receive timely healthcare services.

These smart services contain wireless features, which connect to Healthcare's health system, SALAMA, to ensure that patients' records are up-to-date on home visits. Another project is the Sheryan project. This is Healthcare's licensing system, which assesses the required qualifications of all registered people to open up a business in Dubai. This system uses artificial intelligence to detect the qualifications' suitability and the registered people's likely efficiency. The system ensures that only qualified people are accepted for a professional occupation in the health sector. The process starts first by checking the person's eligibility and that they have a professional account registered in the system. If all requirements are met, then the original data sources must be checked and the assessment is applied, if one is needed. Afterwards, that person obtains a professional account that will be used to activate his or her professional license for the facility account.

To guarantee that the services are of a safe and high standard, the healthcare professionals receive a license which proves their capability at all times in clinical procedures in any healthcare facility in Healthcare. It also provides the public with some information according to license requirements, license qualification requirements and fees, and more details on the Healthcare license can be accessed through the procedure's web pages. Healthcare provides a section which includes a huge amount of information and procedures on professional qualification requirements, professional registration, and renew/restore/update professional registration.

The system includes a facility to schedule an oral assessment, which is sometimes required from healthcare professionals when part of their registration necessitates oral assessment to be able to

become registered or to upgrade their professional registration. The Healthcare's licensing system, Sheryan, enables healthcare doctors who have left the UAE for a certain period to come back without the need to retake any examinations to continue from where they left off. Their status is reactivated once they are back available to work for the Healthcare entity. This service enables Dubai to maintain qualified healthcare professionals and ensures that their medical education is up-to-date and that they are coping with new health advancements globally. By applying this procedure, Healthcare is able to gain health professionals' loyalty for the long term. This registry continues to update the doctors' work experience records and reactivates their status again so long as they have not stopped working due to any malpractices recorded in a different country. This process can be done easily and precisely because the registry uses technology to update the doctors' experience in different countries. Therefore, they do not need to retake any examinations to prove their efficiency and their professional level of expertise. Another project is the Healthcare's first fully autonomous artificial intelligence medical fitness centre, which was located in City Walk because of Healthcare's participation in the UAE Innovation Month. This project was launched by Sheikh Hamdan bin Rashid Al Maktoum, Deputy Ruler of Dubai and Minister of Finance, Chairman of the Healthcare, during his visit to the Healthcare booth, which demonstrates the artificial intelligence system for contracts and procurement. That system is aligned with the UAE's general objective to be the first in the field with smart technologies and solutions globally.

During Healthcare's participation in the Arab Health Exhibition, it displayed a system of smart home care services provided through comprehensive and integrated medical and nursing care for senior citizens, people with special needs and widows deprived of easy access to Healthcare health services due to their life conditions. Healthcare also launched the smart system, 'Tawread', to

handle contracts and purchases by using one of the most advanced AI system in the world. This system works around the clock to handle most of the contracts and procurement transactions instead of requiring employees to handle them because Healthcare needs to free up employees to focus on creating innovative projects and services instead of merely doing data entry which can benefit from innovative computing and robotic systems combined with employees seeking greater efficiencies and innovations.

Generally the robot handles 40% of managing contracts and procurements, which reduces 60 hours of work down to one hour and enables robots to finalise approximately 4,000 transactions each year. According to Healthcare, it has reviewed the most important and preventive health programmes to protect the community from oral and dental diseases, particularly for school students. In addition to school students, the Dental Programme focuses on those infected or at risk of diabetes and any related chronic diseases, as well as all primary health-care providers, older people, pregnant women, infants and those with special needs.

4.3.2: What social media conditions/activities have contributed to government projects in the medium term (three months to one year)?

Healthcare launched the website www.DubaiHealthBooking.com in 2019 to help people to book appointments easily in both government and private hospitals. This website aims to help patients to access to a variety of choices in several hospitals based on the disease and the doctor's specialty, and then, if the patient finds that the required hospital is fully booked, other choices are indicated. At the time that the research was conducted, the website's developers planned to finalise the website by the end of 2019 so that it would be ready for use by all residents. Healthcare has some projects and initiatives on medium-term time scales, such as the ones intended to increase

awareness. For example, when Severe Acute Respiratory Syndrome (SARS) was spreading across several Middle Eastern countries, a Healthcare spokesperson informed the media that there were no cases of the SARS-like virus registered in the UAE. This ensured that people were aware about the truth because many rumours were spreading at that time amongst the public. Healthcare informed the public in 2012 that it was working very closely with the UAE Ministry of Health, the World Health Organisation and the Centre for Disease Control to spread general awareness amongst the public that any case identified would be controlled in the UAE.

Another project was the Dubai Household Health Survey, which Healthcare has developed in cooperation with Dubai Statistics Center (DSC). This survey helps to fulfil Sheikh Mohammed bin Rashid's vision to develop a happy and healthy society of individuals in the home and at work. The purpose of this survey is to identify Dubai citizens' and residents' main requirements so that they can create policies and processes based on the data collected in the survey.

Healthcare demonstrated that they have an effective crisis management system ready for any crisis. One of the crisis events was when the SARS virus scare spread among the public, causing anxiety and fear. A Healthcare spokesperson informed the media immediately that there were no cases registered in the UAE, which relieved the public of their most immediate fears. This rapid control response meant that Healthcare avoided the diffusion of negative rumours and increased positive reputation.

Another initiative Healthcare has participated in is the 'Well of Hope initiative', which is part of the portfolio of programmes created by Arab Hope Makers, launched by Sheikh Mohammed bin Rashid. Healthcare employees were invited to participate in this initiative to pump water using an interactive pumping device. A total of 15,540 pumps of water were donated to people living in

regions with shortages of clean water. Based on the 'Well of Hope' initiative, many employees from the public and private sectors in Dubai were asked to participate during Ramadan, in order to donate the pumped water to people who were in need globally.

4.3.3: What social media conditions/activities have contributed to Government projects in the long term (three years)?

Healthcare has signed a memorandum of understanding (MoU) with Mohammed bin Rashid Charity and Humanitarian Establishment (MBRCHE) to provide free cardiac surgery for people in financial difficulties in other countries. The MOU enables Healthcare to give medical treatment to all people in need and special treatment for their children in particular.

Both sides continue to cooperate with the Nabadat programme, which is under the patronage of Mohammed Bin Rashid Global Initiatives:

> Nabadat, which means heartbeat in Arabic, is an initiative launched by the Mohammed bin Rashid Charity and Humanitarian Establishment (MBRCHE) in collaboration with the Healthcare and provides free medical assistance, surgery and post-surgical care to children whose parents cannot afford to pay for treatment of congenital heart diseases. (DHA, 2019)

Healthcare has implemented an initiative for the Dubai medical tourism strategy, which aims to develop high global quality healthcare treatment in Dubai. Its mission is to develop policies and legislation to increase the quality of services in the healthcare sector, which will promote medical tourism in specified regions, including Russia, GCC countries, India, Pakistan, Nigeria, Angola and the United Kingdom. This initiative will continue for the long term because the healthcare sector is ever-improving and changing; therefore, Healthcare needs to be up-to-date with all of the new medications and developments in medical practices on a routine basis. Sheikh Mohammed published a pledge containing some new rules, which aimed to improve the quality of life and create a better future for the coming generations.

One of the rules focuses on providing medical consultations around the clock by doctors and specialist consultants from around the world, facilitated through smart government applications. Its main objective is to transform the old-style medical procedures, bringing the doctors closer to patients, increasing awareness and accessing the best doctors in the medical field. Based on Sheikh Mohammed bin Rashid's rule encapsulated in the phrase 'A doctor for every citizen', Humaid Al Qutami, who is Director-General of Healthcare, commented,

> The Government of Dubai spares no effort in developing its health sector. Healthcare continuously works on investing its resources and capabilities in the best way possible to achieve international competitiveness globally and to provide a unique treatment environment to its citizens and medical tourists. (DHA 55 Year Charter, 2019)

Healthcare is using advanced technologies in order to prevent and diagnose medical conditions, and organise information and medical reports. The Director-General of Healthcare explained that it concentrates on helping the public by delivering the necessary medications and care to them. Another positive outcome of this set of initiatives undertaken by Healthcare is that some hospitals were able to obtain international accreditations from international accrediting bodies. One of the projects which explains the concept is 'SALAMA', which means Safety – an online medical system which is connected to all Healthcare hospitals. This system has a high level of accuracy and confidentiality. It enables both doctors and patients to access patient medical records in any Healthcare hospital, and it ensures that patients' records are up-to-date across all health facilities.

4.3.4: How does culture play an important role in the project success, specifically with regard to social media and its relationship to public engagement?

The Healthcare media department uses a clan culture where top management care about employees' happiness and consider them as a high priority. Thus, the human resource function seeks to provide employees with an encouraging system of work organization. For example, the

initiative 'You are our Pride' is conducted to honour employees with high achievements. They also give special support for employees who completed their degree or who have been the recipient of a Healthcare International Concession. Healthcare Human Resources spends considerable efforts making the necessary changes in the work environment, spreading enthusiasm and eagerness throughout the work place. The managers initiate teams in every project to enable them to work as one family. For example, when a fire broke out on the 20th floor of The Address, Downtown Dubai on New Year's Eve, 2015, Healthcare doctors and nurses treated people who had experienced smoke inhalation and suffered minor injuries. Healthcare's media team handled the crisis updates on social media platforms effectively, including when the Dubai Media Office sent its official message on social media platforms.

Since Dubai Media Office is the main local entity which handles local Government news, other entities cannot distribute any news on social media platforms before it. After the official announcement of The Address incident, Healthcare media team was able to send all the updates on doctors' and nurses' involvement in the crisis to assure the public that the medical team was equipped to provide all the treatment needed to assist everybody present at this place. "His Excellency Humaid Al Qatami Director-General of the Healthcare thanked the team for their exemplary service and highlighted that medicine is one of the most noble and prestigious professionals" (DHA Safety, 2016).

Since the whole team had worked as one family in the crisis, the result was satisfactory.

4.3.5: (a) What social media tools do people use to communicate with the Government and (b) how do people evaluate the effectiveness of these tools?

Healthcare has many external audiences who want to work in the UAE as health professionals, but they need first to know exactly how they can get a medical license for practicing in the country. Health professionals mostly communicate with Healthcare's social media team through Facebook, where they can ask about details, such as ways of getting the license, medical exams and required certificates. The social media team communicate with them on other platforms as well, but most of the expatriates use Facebook.

However, the majority of the Emiratis and GCC clients across different age groups use Twitter and Instagram to communicate with the Healthcare social media team. When the target audience communicate with the media team by sending in complaints or questions, the team never exceeds seven hours on sending their response. This is one reason for the high amount of public satisfaction with Healthcare's services provision and effective communication across their social media platforms. As shown in Table 9, Healthcare's media section handles four platforms, but its engagement with the public differs in each platform and the public communication and interest differs too. Healthcare's target audience is active on Twitter, Instagram and Facebook, whereas their engagement is low on YouTube and Snapchat.

Platform	Followers
Twitter	177,112

Table 9:	Instagram	72.964	Healthcare social
media	Facebook	47,676	platforms
	YouTube	6,041	

4.3.6 How can social media be effective in the diffusion of innovation across the culture, which is one of the government's strategy pillars?

When Healthcare started to use the SALAMA electronic medical record system to enable doctors to view patients' records in any hospital utilising mutual applications and requiring patients to retrieve their records from the application, many patients were dissatisfied and began to complain that the old procedure had been much easier. Healthcare's employees were not surprised by this initial reaction because changes in work practices are often just a matter of time and eventually people become accustomed to the new way of doing things, except for the few who cannot adapt to new changes. Healthcare started gradually to implement SALAMA so that it functioned as a unified electronic medical system in 'Rashid Hospital, Barsha Health Center, Airport Medical Center, Dermatology Center and Dubai Physiotherapy and Rehabilitation Center" (DHA Salama, 2017). Patients then started to find it helpful because they no longer had to communicate all the time with hospitals to obtain their details as they could access information and services easily in most of the hospitals using similar applications inside and outside the country.

So, after one year, people's mind-sets began to change. While it took time before all of the patients became accustomed to the new system, it was hard to deal with the large number of patients who complained much of the time simply because they did not accept the idea of adapting to a new system. The concept of making the change, which started at the process of registration, moving on to retrieve medical details and obtaining medicine from the pharmacy, was not accepted by most of the patients in the beginning. It is rather like the problem once faced by Dubai Metro, when the public did not accept the concept of a driverless train system at the outset. Therefore, Dubai Metro assigned a driver to be present in the train control area to make the passengers feel more comfortable; but once the riders began to consider the Metro as a lifestyle change, Dubai Metro stopped employing the drivers. Healthcare's employees managed the situation smartly; they provided detailed workshops for all doctors, nurses and pharmacists to qualify them in using the SALAMA system until they also became more capable and reliable in using it with patients. The doctors found it helpful when they started to give patients a small amount of paper to make them feel more content until they got used to the new paperless policy adopted in most hospitals. Healthcare started to have smart pharmacies; subsequently patients' presence in pharmacies no longer exceeded three minutes, which made many of the patients feel more satisfied. Further, patients became even more satisfied with and appreciative of the use of robots in pharmacies because the process became even quicker and they did not have to wait a long time.

4.3.7: How does UAE culture influence corporate risk taking?

As discussed in the other case studies for this thesis, in general, there are three cultural values related to risk taking, which are individualism, uncertainty avoidance, and harmony. In any workplace, employees can be positioned as having a cultural preference somewhere along a continuum between collectivism and individualism.

In Healthcare, most of the employees are collectivist since the nature of the work and its sensitivity obliges them to collaborate as a group. When some of the employees begin working in Healthcare, they usually try to be individualistic in their approach to tasks, but when they see the amount of work to be done that needs inputs from different employee specialities, they become more convinced that the work group can help them in getting their projects completed successfully. Healthcare does not have a fully formulated and documented crisis management policy (CMP) but is working on producing one to help employees manage the different crises they encounter. In the meantime, they can use their listening tools on all of their social media platforms to discover exactly people's reactions on their services, which can help with tackling the critical problems before any of them turn into a crisis. These tools track replies and messages on social media platforms and measure people's satisfaction with the services, which assists employees in adding more clarity if there are any misconceptions, as well as providing more details when more clarification is required.

One of the problems highlighted by the Healthcare social media team related to an occasion when one of the people was advised by their doctor to travel with his child of three months to be treated abroad. Healthcare booked his ticket on Emirates Airlines economy class, which dissatisfied him because his child was very sick and needed special care and treatment.

However, the social media team explained that Emirates Airlines provides the same infant seat in both Economy and Business classes; therefore, it would not cause any problem for his child. They were very precise in explaining the problem and sent it out on all social media platforms because the person's complaint about Healthcare not being supportive had gone viral on social media. His messages and the videos which claimed that the Healthcare team was not supportive were biased and unfair in their portrayal of Healthcare employees' intentions. In this example, the Healthcare

media team was very fast and clear on providing the proper response and justifications on their social media platforms. This resolved the problem and prevented Healthcare's image from being significantly damaged by this dissatisfied individual. The media team makes it clear that it is very important to be fast and straight to the point when facing any minor problem, particularly on social media because one toxic message potentially can destroy an entity's reputation. Healthcare's transparency, honesty and openness to admitting fault only when appropriate and its rapid response helps with avoiding many difficulties and problem escalation. Therefore, Healthcare is less vulnerable to becoming embroiled in a huge crisis.

4.3.8: How can the government best plan for the diffusion of innovation in the UAE?

The Healthcare General Director always meets with his media employees to enlighten them on the important projects and initiatives which need more attention by creating a proper diffusion plan. The media team knows exactly the public's reactions when providing medical services. Some of them might come under the 'early majority', which needs proof before adopting any innovation. Therefore, they always try to get their audience involved with the construction of updates on any project by sending pictures and videos, which make them aware of the final deliverables.

In addition, if they have any new projects coming up in Dubai, they keep the public up-to-date on a regular basis to avoid their rejection in the future after completion. A specialised team in the healthcare field regularly updates the public, which helps the social media team and the management to understand the target audience's reactions to any services.

When there are any new projects, the specialised project team meets with the social media employees to request their support in providing the appropriate and correctly stated messages

which can go public. The second category is the 'late majority', which means people will not accept the innovation until it is used by many people and they have successful results.

4.3.9: What demographic differences (e.g. education/qualifications) do government staff consider when involving the public in government strategy?

Every five years, Healthcare updates its strategy involving all of the public without depending on a particular level of education or qualifications because the main objective is providing effective health services which meet the public's demands and requirements. Since the healthcare sector is ever-changing, Healthcare modifies its strategy based on the feedback and observations documented over the five-year period. This sector, in particular, has to take all public concerns and needs into account because Healthcare's mission and main goal are providing effective medical services and treatment. Therefore, the health sector does not pay attention to the public's job positions and education certificates because it does not come within their priorities. Healthcare experts emphasise that the sector's employees should highlight public concerns continuously, and communicate with other hospitals and pharmacies to learn precisely the public's experiences and feedback on the services provided.

Every hospital provides patients printed or electronic surveys to be able to identify their main concerns and their experience while in the hospital. Whenever a disease starts to be a concern globally, it is often the case that negative feedback and reputational issues spread quickly among the public. In these situations, Healthcare routinely starts spreading awareness through both traditional and social media platforms.

In addition, Healthcare officials conduct discussions with the relevant doctors to explain the issues encountered in the region and to ensure that people are fully aware of the best procedures to follow

for protection and maintaining good health within the community. The strategy team also communicates with the social media team to help them to get the public more involved in the strategy. The social media team asked the public and experts to send all of their opinions and recommendations using a particular hashtag in Healthcare accounts on social media related to Healthcare strategy. This participation on social media enable Healthcare's teams to collect a huge amount of information, which helps the specialised team form an analysis and feasibility study to understand if the strategies and procedures are achievable. This team not only receives suggestions from social media but also from eSuggest, a web portal. The portal eSuggest 'is a unified and decentralised electronic system tailored to serve the requirements of all the Government entities within Dubai, to ensure best practices in dealing with suggestions, including handling, facilitation and resolutions to measure the impact and improve performance' (Dubai Government Executive Council, 2007-2017).

After the specialised team have studied the feasibility of the suggestions and recommendations, an entity strategy is developed and applied to all of the services.

Researcher Analysis

This section provides an analysis, interpretation and reflection on the case study. In the short term, some employees start working on Healthcare's projects as a short-term measure, but when the public start using its services frequently because it meets their requirements, the employees re-establish the services as a long-term ones. A good example of this change from the short-term to the long-term is the Smart Homecare technologies, which provide patients with special treatment in their own houses due to the nature of their critical health condition. Healthcare provides patients

with immediate consultations from doctors via smart devices, which updates the patients' records automatically in the SALAMA system. Previously, patients who were very old and faced difficulty moving around did not receive the proper medication for their conditions and, consequently, these often got worse. Now doctors can visit the patients in their houses and communicate easily with them through wireless technology, which provides them with proper medication at an earlier stage and before the problem becomes more difficult to deal with.

The Sheryan project is another one that provides health professionals with a medical license based on their required qualifications before they open up a business in Dubai. The positive side of this project is that it uses artificial intelligence to identify the people's reliability and efficiency in order to get a professional license and which proves their capability in any healthcare facility in Healthcare. The Sheryan project has helped healthcare centres in Dubai keep qualified doctors' medical knowledge updated and helped them cope with new health updates globally, which ensures their optimal performance. The system updates doctors' records even if they have travelled to work abroad for a period of time, which helps Healthcare to be promptly aware about any negative updates about their performance if they occur. Healthcare came up with the advanced AI system, 'Tawread', which handles most of the procurement transactions to enable employees to focus more on innovation in creating projects and services. This process gives employees more time to develop their personal skills and it can benefit them in exercising creativity, solving complex problems and transforming their approaches to work for the better.

Healthcare's website www.DubaiHealthBooking.comwas mainly designed to help people with booking their appointments more easily in the hospitals. This project solved the patients' problems with booking appointments in many hospitals, according to whatever the particular disease was and the doctor's specialism. Healthcare's management always pays careful attention towards

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situations which can irritate patients, such as not obtaining suitable appointments with the necessary specialist doctor. Launching the new website has offered patients more alternatives, with access to other doctors who have almost the same specialty. In terms of crisis management, Healthcare has an effective team which is able to apply a proper problem assessment and create suitable action plans to handle the expected reactions from different members of the public. One of the crisis events was the spread of the news of the SARS virus, which was likely to create significant confusion, anxiety and fear among the public if a Healthcare spokesperson had not informed the media immediately that there were no cases registered in the UAE.

It was smart crisis management by the Healthcare team, where they began to handle the crisis from the beginning and their proactive behaviour played an important role in securing public relief and preventing the spread of negative rumours on social media, which likely would have had a negative impact on Healthcare's reputation. One of Healthcare's long-term projects is the Nabadat programme, which supports Healthcare in cooperation with the Mohammed bin Rashid Charity and Humanitarian Establishment (MBRCHE) to provide medical treatment to all people in need, particularly for children whose parents cannot afford to pay for the treatment of congenital heart diseases. 'Walking the extra mile' is the ethos that Healthcare follows in order to achieve excellence, and this approach is clear in its provision of humanitarian aid globally for parents who desperately need special treatment for their sick children. It is clear from this example that Healthcare not only focuses on leaving a positive impact on UAE patients' lives, but also on patients' lives globally.

Based on Healthcare's chosen type of organisational culture, the media department uses a clan culture. This is very apparent in the high amount of attention top management places on employees' happiness and progress. Therefore, the Human Resources department also has a strong

focus on creating initiatives which support the management's direction, such as the initiative 'You are our Pride', which aims to encourage employees towards more creative achievements. In addition, they always support employees who completed their degree or who were the recipient of a Healthcare International Concession. This continuous encouragement and motivation for employees has a positive reflection on the work environment and consequently increases their individual and team achievements. Usually, Healthcare managers create teams on every project to enable employees to work as one team.

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When a manager appreciates staff for their hard work, they become willing to achieve even more with no set limits. According to the social media tools people use to connect with Healthcare, the Emirati and GCC publics of different age groups use Twitter and Instagram to communicate with Healthcare's media team, but health professionals mostly get in touch with the Healthcare team via the Facebook platform.

Because Healthcare is accessible on all social media platforms, it ensures that the organisation communicates with specialised doctors and members of the public from different age groups. When patients are aware that doctors are very accessible and care about their patients' health, they become more satisfied and happy. From the outset, Healthcare implemented SALAMA to ensure that professional medical doctors obtained their medical licenses swiftly in order to work in the UAE. Healthcare also implemented the SALAMA electronic medical record system to enable doctors to retrieve patients' medical records in any hospital, which helped them to diagnose patients' cases more easily and quickly. Healthcare was more successful in handling patients' dissatisfaction. When they started using the application, they knew it would be only a matter of

time before they became accustomed to it, eventually leading to very positive results. According to the UAE's culture and its influence on corporate risk taking, Healthcare's team are collectivist because of their work nature, which makes them able to handle the problems effectively. They know how to deal with every problem without affecting Healthcare's reputation because they work as one team. This helps in handling the problems smartly without converting them into a crisis.

4.4 Education

Sheikh Nahayan Mabarak Al Nahayan, is the Minister of Tolerance and Primary Education Chancellor. The Education entity is regarded as the largest educational campus in the UAE and is known for its technological education.

Figure 18: Education vision, mission and values (About Hct 2019a)

It comprises 16 modern men's and women's campuses in the UAE, located in Abu Dhabi, Al Ain, Al Dhafra, Dubai, Sharjah, Ras Al Khaimah, and Fujairah. According to international criteria and the UAE's main vision, Education provides students with 100 majors in academic programmes, which are aligned with its vision, mission and values, as shown in Figure 18. Education updates its strategy every five years, including the programmes that should be revised based on students' feedback and their academic results during this period, as well as labour market requirements. Education uses the 'Hybrid Education Model' to empower students academically and professionally by awarding them with professional certificates for academic degrees, which prepare and make them more suitable for the labour market.

4.4.1: What social media conditions/activities have contributed to government projects in the short term (up to three months)?

Since Education is considered a federal government entity, it receives all its recommendations from Implementer. Therefore, when Implementer asked them to follow Sheikh Mohammed bin Rashid's vision of turning universities into an economic and creative free zone, Education opened the first Innovative Free Zone across all universities in the UAE. Sheikh Abdullah bin Zayed, the Minister of Foreign Affairs and International Cooperation and the Chairman of the Education and Human Resources Council launched the free zone in Education. Then he met with Education students and encouraged them to demonstrate some of their experiences and innovative ideas in talent exhibitions. The aim behind his approach was to praise students and raise their morale by valuing their achievements, which reflects on their high level of skills and education. To support students after graduation, Education has established partnerships with many private and local sectors so they know what the required skills from students are after graduation.

Education has signed a memorandum of understanding (MoU) with Dell Technologies Company to get their technical support in blockchain solutions. The MoU's objective was to fulfil the federal government's Digital Transformation Plan based on the directives of Sheikh Mohammed bin Rashid to create universities as free zones. The collaboration between Dell and Education focuses on students' innovative projects, which will initiate blockchain solutions for the UAE government. Education exposes students to different technologies, such as blockchain, Artificial Intelligence, Augmented Reality and Virtual Reality to leverage students' skills and give them more options in the workplace after graduation.

To sharpen students' skills and help them with their projects, Education established a technology centre, which accelerates their performance, strengthens their efficiency and increases their information security. This students' engagement in projects based on advanced technologies makes them more capable to work on projects using futuristic and advanced creative ideas. One of Education's employees from the management team expressed the view that they are the 'Dell of higher education in the country. We are committed to dedicate time and expertise to support its endeavours of developing technology as a platform for the future'(HCT and Dell Technologies 2019).

Based on Education collaboration with Dell technologies, the college needs to use Dell advanced technologies solutions to assist and benefit its students, customers and stakeholders. Education has assigned a team to work on its cooperative efforts with Dell Technologies and to achieve the milestones that match the current and future requirements of Education. Education intends to provide its students with the requirements of the labour market so as assess the need for new programmes in the curriculum and resources to support their studies. Education was very fast in providing all the requirements to keep its students up-to-date with technological applications and to keep them abreast of new technologies which can be used in most local and private sector organisations operating in the UAE. To develop students so that they would be qualified in the entrepreneurship field, which will help them build their own businesses after graduation, Education added entrepreneurship to the curriculum, such business modules an d innovation & entrepreneurship management for bachelor's degree students. The college's aim is to produce graduate entrepreneurs who create opportunities and do not simply wait for them to happen. Education supported the students with several initiatives to enable them to be qualified entrepreneurs who manage their own businesses. The college's mission beforehand was providing

jobs for all students following graduation, but after Sheikh Mohammed's announcement, the college updated its mission to graduate entrepreneurs, companies and technical leaders:

> The new strategy will have three pillars of Technical Leadership, Education opportunities for all, and graduations producing entrepreneurs. The strategy will provide specialized and innovative leaders and entrepreneurs. (HCT and Dell Technologies 2019)

Education attempts to raise the awareness of the public with regard to the available major degrees that are based on the UAE leaders' vision, which is that every student should be accepted for study in Education regardless of their high school results. Previously, Education had admissions limits, but now it has opened up new streams that can accept all students. For example, students who obtain a high school graduation result of 70% can study for a higher diploma in three years, and those who achieve above 70% can study for a bachelor's degree over a period of four years. On the other hand, students who obtain below 70% receive a diploma and those who achieve below 50% or do not meet the major requirements can study a stream as a technical person or a stream which can improve specific skills. The goal is to ensure that all students are educated and be able to have a certificate for work after graduation.

Another Education short-term initiative is the electronic crimes awareness programme, which was launched was in collaboration with Dubai Police. Education used the hashtag 'I can' on their social media accounts to spread awareness about electronic crimes. They also conducted workshops about them in Education's six colleges to inform all students about risks and ways to protect themselves. The results of this initiative were successful and some writers in the newspapers praised the students who participated in this campaign. Another campaign is aimed at encouraging students to become more involved in sharing positive messages about the UAE's leaders to show their patriotism, love and loyalty to them in their personal social media accounts, and with each

student also adding the Education emirate of their college. Then the colleges repost or retweet their messages on Education Social Media accounts.

To receive students' observations and feedback, Education always initiated a focus group on a regular basis, which helps it know exactly the activities wanted and needed by its students. Another campaign is sharing the hashtag, 'Education is so proud about its graduates', which is shared on Education social media accounts in mentioning their graduates' achievements and demonstrating that the college is proud of them. Then students retweet the message on their accounts to show their appreciation. This organisational culture and attitude from the college ensure its graduates' permanent loyalty and cooperation.

4.4.2: What social media conditions/activities have contributed to government projects in the medium term (three months to one year)?

In the medium term, Education has provided an Education InncuVation Space, which is basically designed to encourage students to engage in practical work and be innovative and entrepreneurial with projects. The InncuVation Space zones provides five zones, which are Media & Design Zone, Fabrication & Maker Space Zone, Programming & Robotics Zone, Business & Entrepreneurship Zone and General Purpose Computing Zone. Sheikh Abdullah Bin Zayed met the companies at the InncuVation Space, which will provide Education students with the required skills for the labour market. Those organisations are:

- Oracle
- SAP
- Huawei
- Micro Strategy
- Stallion

- CERT Telematics
- AI Academy
- Mercedes Benz
- Mohammed Bin Rashid Space Center
- EON Virtual Academy

Based on Sheikh Mohammed Bin Rashid's directives related to the fourth industrial revolution, the Education 4.0 strategy aims to create opportunities for knowledge investment and innovation in order to support the national economy, and was built on the Education 2.0 strategy that focused on providing employment for all of its students. When the college added this concept of graduating entrepreneurs to the curriculum, students became more competent in building their own businesses after graduation. In addition, these initiatives help to graduate not only bachelor degree holders but also diploma and higher diploma students and technical leaders. This acknowledges that not all students will gain managerial positions, but some will become technicians or managerial assistants, not least because the UAE needs graduates who can handle practical work. The Abu Dhabi Human Resources Authority allocates 30 positions each year for diploma and higher diploma students. Therefore, the Education entity needs more of these students to be enrolled in these positions on such degrees. When the Education entity realised that the majority of students were graduating with a bachelor's degree from the Education as well as from Zayed University and the United Arab Emirates University, it still left students who had failed to get high results from high school unable to study in the college. Thus, Education started to open up more majors intended for those students and at the same time sought to raise the awareness of the public about these majors through the Education social media accounts.

4.4.3: What social media conditions/activities have contributed to government projects in the long term (three years)?

Based on the Sheikh Mohammed bin Rashid Document of the 50-Year Charter for Dubai that includes nine articles, Education is following the relevant items to sharpen students' skills, which was a reason behind updating the strategy from Education 2.0, which focuses on employment for every student, to Education 4.0, which aims to graduate students who are skilled and knowledgeable in investment and innovation. According to the sixth item, which emphasises the importance of creating Free Economic and Creative Zones in Universities, His Excellency said:

> We will announce our public and private universities as free zones that allow students to carry out business and creative activities, make these activities part of the education and graduation system. (Khaleej Times 2019c)

The Education media team distributes details about Education projects on social media to ensure that students are up to date about the leaders' vision of the future, enabling them to graduate as students and as people capable of setting up new companies and becoming employers themselves. This means that Education's objectives have changed based on the UAE leaders' initiatives in improving universities to graduate students as entrepreneurs.

Education starts with new initiatives first as short-term goals; then they move on to long-term goals by graduating technical leaders and making education available to everyone no matter what their school results are. Education now focuses directly on providing students with the critical skills which can help them to become entrepreneurs and run their own companies, and not just students who are looking for a job that suits their major. So the Education entity started this initiative as a short-term one; but since it requires years to be able to produce tangible results, it is also a long-term project which involves huge efforts to deliver the expected results which will meet the UAE leaders' expectations. The three main initiatives which Education aims to fulfil as a long-term goal are graduating technical leaders, providing opportunity for every Emirati (education for all, including students and employees), and graduating qualified entrepreneurs.

4.4.4: How culture plays an important role in the project success, specifically with social media and its relationship to public engagement

The Education media department uses a hierarchy culture because it is a structured work environment, where the work procedures identify what employees should achieve. The leader type who is the Education manager is a hard driver, competitor and producer. The head cares about the media team's achievements and is very flexible with them; thus, they always produce projects and initiatives which benefit the students, graduates and stakeholders.

This kind of leader is always proud of the achievements of his team, which encourages them to always be efficient, thus ensuring that the organisation functions without facing any unsurmountable problems or difficulties. The long-term goals are always clearly stated and achievable, so that the results of most projects and initiatives are effective. This type of organisation culture cares mostly about function and, because they have direct contact with management, they meet with them and formulate media plans on the spot without the need to wait for a long time to obtain approval. They care about the function, coordination and the hierarchy, which is why, if a crisis is encountered in the hierarchy culture, the direct communication with the decision makers happens at the same time. In addition, the media team meets with the head and devises the media plan, content and action plan. Therefore, it does not take long to move the college out of the encountered crisis. In the hierarchy culture, management cares mostly about the results; therefore, the media team spends a long time revising the media plan and the content.

On the National Day celebration, some of the faculty female members were dressed in Emirati outfits and danced with male teachers. The subsequent behaviour of the Education faculty members of sending pictures and videos wearing UAE traditional outfits resulted in rumours

because the public thought that the faculty members were dancing with students. This misconception created irritation and resulted in many negative comments on Education social media platforms and on the public's own accounts using specific hashtags, which resulted in the case eventually trending.

The media team realised that this crisis was reported widely because the public started sending videos and pictures about the incident on WhatsApp too. To resolve the problem, the media team started to prepare all the messages that should be sent on Education social media platforms to resolve future misunderstandings or confusion. They sent the messages on social media accounts after first receiving the Education Director's approval. In addition, the media team prepared the messages that should be communicated in traditional media, highlighting that Education did not allow anyone to cross the line on the UAE National Day. One of the Education public speakers gave a positive comment on Noor Dubai radio to clarify the situation for the listeners. Also, they attended the International Government Communication Forum in Sharjah, where they participated in the UAE National Dress Campaign to highlight the National Day and Emirati dress crisis. With such problems, it is important to be very responsive in tackling the problem before it becomes a crisis and difficult to manage. Education succeeded in resolving this problem over a couple of hours because it was very rapid in responding on both social and traditional media, which stimulated positive feedback from people afterwards. Here, the culture helped with handling the problem, not least because the hierarchy culture assisted with rapidly obtaining approval from all of the media responses and activities. In addition, Education's participation on the radio and social media platforms to clarify their main message turned the problem around, ultimately creating a positive experience. Education's quick intervention in clarifying the situation and identifying the

misconception made the public aware of the problem, which helped the college to get the public more on their side.

Another issue encountered was when the college changed the old attendance policy. Before, if the students experienced a chronic disease or a death in the family, the 15% absence rate was increased to 20%, but if they had a non-urgent case, then they could not exceed 15%; otherwise they might be deregistered from the module. The college's new rule resulted in increased students' dissatisfaction because when the college sent the new policy out by email, not all of the students were fully aware of it. Therefore, the majority was unsatisfied and started to express negative feedback about the college, showing the public how unfair the college was. The media team saw the students' negative interactions on most of the Education social media platforms. Then they had an urgent meeting with the responsible employees to inform them that the underlying cause of students' dissatisfaction was because the majority was unaware of the circulated email about the new policy. They clarified the importance of having a proper campaign about the new policy, delivering it gradually to increase students' acceptance before sending out a sudden email.

It is very important to handle such decisions internally by assigning the responsible faculty to explain and clarify the new policy details so that they can handle students' negative reactions and prevent them leading to a crisis. It is important that the employee who is sending out the emails about such decisions to students should be qualified in writing the messages in a way that delivers the exact message without causing anger or disappointment. Based on the media team's experience, they became more aware about how some initially small problems can escalate and turn into a crisis.

They realised that even a very simple internal problem of attendance had started to become a crisis because it had not been explained effectively to the students. Initially, the issue was trending on social media platforms and the public realised that there was a problem. However, the media team handled it properly because they sent out a fast response on social media platforms and communicated with the traditional media that this new simple policy was only a minor change.

Also, an awareness video was sent via the Education social media, where the college director specified the importance of attendance because the college provides a place for every student and Education wanted them to be committed to maintaining it to make the country proud.

4.4.5: (a) What social media tools do people use to communicate with the government and (b) how do people evaluate the effectiveness of these tools?

Education has five social media platforms – Twitter, Facebook, Instagram, LinkedIn, and YouTube. The Twitter platform is used to handle Education official news, while Instagram is followed mostly by youths –students – where the college uses it to highlight their initiatives. The Facebook platform is basically used for the international community, LinkedIn for the professionals, and the YouTube platform for public videos about Education projects and initiatives.

Table 10 below clarifies which social media platforms are mainly managed by the Education media team (two employees). The engagement of the public in all social media platforms is noticeable, except for YouTube which is approaching 590 followers.

Table 10: Education Social Media Platforms

Platform	Followers
Twitter	55,572
Instagram	26,544
Facebook	14,199
YouTube	590

It was agreed that the Education should not use social media platforms as a customer service. This was discussed and decided in a meeting with Implementer in 2015. Consequently, all problems and concerns are handled by the media team in communicating with the public internally, not directly with the public. For example, if a student expresses a concern on the Education social media platform, the Education media team responds privately through platform private messages and answers their concern or inquiry without delay. This helps them to gain their target audience's trust and loyalty. According to the nature of the students' complaints and inquiries, the Education media team asks them to send them through specific college tools when they receive them on social media because these tools are developed to handle students' concerns.

The media team deals with students' problems seriously when they realise that an employee such as an academic, a teacher or an administrator has caused students' problems. This particularly occurs where there is negligence internally, which should be taken seriously before it affects the student's academic journey. Unfortunately, some staff do not pay attention to how they can damage students' futures by being too strict and not accepting their different personal circumstances. Such a lack of concern leads to failure when these same students should be given another chance. Here the media team look at their unfair treatment very carefully by preparing the

required documents and raising the case to the management to provide them with fair treatment, not least because students are always at the top of the college's priority list. On Instagram, they receive comments that include inquiries or complaints; the media team take these messages into account and give the students or public the appropriate feedback in private. The media team estimate that they receive almost 100 comments every month and they try as much as they can to get them all responded to thoroughly so as to ensure that students and the public are satisfied.

The media team prepares a survey which includes frequently -asked questions and sends it out on the Education Twitter account. In addition, they put some questions for students on the Education website to collect their answers, which helps them to be more informed and aware of students' views, feelings and requirements. Due to the Education media team's high levels of engagement on social media with the students, they know very precisely their needs and requirements and usually have effective communication and engagement in response from the students. The college always tries to get the students involved to help them discover their inner strengths.

Sometimes, the college reposts the students' pictures and work in college on the Education Instagram account which is made available for the public through using the hashtag #Direct_from_our_Students.

4.4.6 How can social media be effective in the diffusion of innovation across the culture, which is one of the government strategy pillars?

Education always focuses on its students' innovative projects and the media team share students' projects and ideas by diffusing them on social media platforms using the hashtag #Education_Innovate. They try to highlight the innovative projects which could have a big impact on solving community problems. Therefore, Education collaborates with local and private sector

organisations to help students to work on projects based on the requirements raised by these sectors. Then the college supports these students until their projects reach completion and are deployed, where people in the UAE get to benefit from them. Often, many companies adopt students' projects based on their own requirements.

One of the innovative students' projects was creating safety nets for balconies and windows to protect children from falling out. This net has a sensor and when the child gets too close to the balcony or window, it covers the place automatically. Another project was using artificial intelligence in swimming pools so that if a child go into the pool, the water depth is reduced automatically to protect and the child. The college has a particular section which teaches students about technologies, collaborating with specific organisations which teach them about virtual reality, artificial intelligence, augmented reality and blockchain. Students' innovative projects are routinely diffused on Education social media platforms using the hashtag #Education_Innovate.

To have students' projects disseminated to a large number of people in the UAE community, Education media team asked UAE Barq Media, a specialist in distributing UAE News, to put students' innovative projects on their social media accounts. Since this account has one million followers, news distributed on UAE Barq Media accounts reaches a large number of people immediately.

4.4.7 How does UAE culture influence corporate risk taking?

For some time, the Education media team for both social and traditional media consisted of just two employees who were, by their own accounts, somewhat individualistic in their ways of working and communicating. But now they have learnt to be more collaborative and collectivist in orientation, working as one team. These two employees came to appreciate the importance of

working together, where they can share ideas and opinions related to their everyday tasks. Therefore, whenever there is any problem or an unusual case, they meet to discuss it to ensure that they do not miss anything; this cooperation helps to ensure that they are on the right track. They seek to use effective ways to communicate and revise their work and keep each other aware of even minor details and changes because their media role is very sensitive and if anything goes wrong, they will be fully accountable. They think it is important, therefore, to have another person review and possibly revise their work, looking at it with fresh eyes when tasks are completed internally before it goes to the public.

The team's media tasks are closely related to each other, accomplished on a daily basis and revised by the whole media team because traditional and social media are complementary to each other. Even Education news is written, revised and published by the traditional and social media team, which still consists of just two employees. Surprisingly, they also manage and conduct the crisis management processes, including tracking, analysing and controlling. Since this media job sometimes requires a big team, two employees handling everything can lead to low productivity and quality in the future. Social media need a large team, which consists of infographics and templates designers, experts in writing social media messages and others who can create proper videos related to Education colleges' projects and initiatives.

When one talks about risk management, there needs to be consultants who are responsible for completing the whole research project by identifying the problems and implementing the solutions and recommendations. An increase in the number of employees working in the Education media team would help the colleges to resolve the diverse range of problems encountered and apply the required solutions. Education has many colleges in the UAE, located in each of the different emirates. While it may appear that two employees might be able to handle everything successfully,

if, for example, one employee encounters a problem in their personal life, the work will not continue as expected, which is likely to cause failure at some stage.

However, the Education manager is supportive and encourages both employees to care about each other without feeling there is any animosity or unnecessary competition and they usually are fairly treated. One of the employees made it clear that even though they were a very small team, they worked with respect for each other, which often means remarkable outcomes are achieved. Sometimes a company might have a big team but because team members can dislike each other or be jealous of one another, the work outcome might be poor and unsatisfactory.

The Education media team works with passion and enthusiasm and this makes it workload more bearable and motivating. The team always seeks to think up the best campaigns that will diffuse the news about Education entity's projects and initiatives to increase awareness amongst all students; this, by itself, is a huge achievement. It is often the case that management appreciation expressed in any workplace can give employees the motivation to seek to obtain optimal performance. Some organisations have major problems with their social media communications because messages are not published correctly, thus negatively impacting on the organisation. However, with a small team which works for their colleagues and their organisation, the outcomes can be extraordinary. Consequently, the Education media team rarely encounters any major risks because their projects are well-planned, taking into consideration Implementer's recommendations and implementing the required changes.

4.4.8: How can the government best plan for the diffusion of innovation in the UAE?

Since Education is considered a federal Government organisation, it has to follow the national agenda and the UAE leaders' vision. That is why innovation became part of the Education

colleges' curricula and, effectively, the custom and practice in all Education colleges. Education has developed the Education InncuVation centres (innovate, incubate and venture), which were equipped with high-tech hardware and software applications to be diffused across Education campuses in Dubai, RAK, Fujairah and Sharjah. The InncuvVation center help students to convert their innovative ideas into reality based on real-world contexts by having ideas converted into projects or services delivering economic value. Education has mobilised students' innovative ideas and, wherever possible, applied them in the real world.

Education embarked on most of their plans by qualifying students in the innovation field and then encouraging them to provide ideas that could be applied in local, public and private organisations. The majority of the students' ideas were accepted in organisations for real-world application and implementation based on their benefit to the workplace. The leaders' fast action motivated the students to develop ideas which contributed to them gaining the essential skills to become qualified in their fields. After only two months following its launch by Sheikh Abdullah Bin Zayed, there was fast, responsive action by the UAE's federal universities.

4.4.9: What demographic differences (e.g. education/qualifications) do government staff consider when involving the public in government strategy?

Education has five stakeholders, which are the students, staff academy, professional partners, UAE Society (parents and decision makers) and the graduates. When Education needs to update its strategy, which is every five years, the Education Quality Management and Quality Assurance issues a survey to all stakeholders who can help Education to develop specific actions and decisions to update the existing strategy. The college works closely with the labour market to discover how they can effectively update their strategy. The Education system of education is

based on practical work and is not research-based like Zayed University and UAE University. Therefore, Education's strategy is modified and updated primarily based on the needs and requirements of the labour market. Education qualifies students for the workplace. So, when the students graduate, they not only have only academic certificates but also professional certificates. For example, if students graduate from finance, they receive a Chartered Financial Analyst (CFA) certificate along with their academic degree certificate, which makes them more skilled and qualified in the field. Another example is that information technology graduates need the International Cisco certificate to ensure that they are appropriately skilled and qualified for the workplace.

This makes the recruitment process faster because the graduates meet the requirements in their field for employment. Education updates their strategy to graduate students as entrepreneurs by having both academic and professional certificates, which has a positive impact on rapid recruitment because they are more highly qualified. Due to the importance of public participation in Education's strategy, the Telecommunications Regulatory Authority (TRA) required them to have an electronic participation with members of the public to get the public more involved in their decisions. Education has an internal department which briefs the Education management with the details of accomplished projects. Education has followed the ideal of 'education for all' in implementing the strategy to solve the problems of students who are below the required average of academic admissions criteria. It has also initiated focus groups and issued electronic surveys to collect information on students' observations and feedback that then helps Education to update the strategy in a way which satisfies the needs of the great majority of them.

Researcher Analysis

This section provides an analysis, interpretation and reflection on the Education case study. Education opened the first Innovative Free Zone at all universities in the UAE, offering most students the opportunity for applied work, and innovative and entrepreneurial projects. Education exposed students to different technologies such as blockchain, artificial intelligence, augmented reality and virtual reality to leverage their skills and give them more options in the workplace after graduation. Education seeks to provide students with the essential requirements demanded by the labour market through including new programmes in the curriculum and providing the necessary resources to support them in their studies. An impressive part of initiative is the Education colleges' insightful vision of qualifying students in their study so that they will also be qualified in the field of entrepreneurship, which helps them to build their own businesses after graduation. Thus, the college added entrepreneurship to the curriculum in several modules in the bachelor's degree programme.

Education launched the initiative 'I can' to spread awareness of electronic crimes in social media accounts in collaboration with Dubai Police. To spread awareness, they have also ran several workshops about the topic in Education's six colleges to help students be aware about the risks and ways in which they could protect themselves. Many students contributed to the campaign significantly, and this had a positive impact on the campaign's success. What makes the students keen in taking roles in most of the college initiatives and projects is the college's appreciation and ongoing support. Education's approach encourages students to participate and do their utmost to make the college initiatives a success. When the college ran the campaign to encourage students to share positive messages about the UAE leaders to show their loyalty on their personal social

media accounts, the college reposted the students' messages immediately on Education's social media accounts as a sign of appreciation.

When Sheikh Mohammed Bin Rashid's directives related to the fourth industrial revolution were issued, Education undertook immediate action to provide opportunities to all students. Education updated its strategy from 2.0, which focuses on employment for every student, to 4.0, which aims to graduate students who are skilled and knowledgeable in innovation and to invest in them so that they can contribute to the national economy. This direction mainly targeted graduate entrepreneurs who are capable of building their own businesses after graduation.

It is apparent that culture plays an important role in Education's projects, specifically in relation to social media and its relationships with the public and their engagement in the shared processes of decision-making. Education's media department uses a hierarchical culture and consequently has a structured work environment because employees' tasks and projects identify in an organised and detailed manner what employees should achieve. The Education head mostly cares about employees' achievements, but because he is flexible, the media team is willing to achieve its objectives regardless of the workload.

The media team has direct contact with management; this helps it to get its work completed without the need to wait for a long time to obtain approval. The biggest obstacle in achieving projects in some organisations is the difficulty of getting approval to execute projects. However, the Education director's doors are always open to discuss plans, projects and initiatives; this ensures that problems are handled at an early stage and before they turn into a crisis. The National Day celebration incident is an example of crisis management, when some of the faculty female members were dressed in Emirati outfits and danced with male teachers.

After Education had a meeting with Implementer in 2015, the management and media team realised that they should reply to the public privately in order to keep their concerns more under control. Education thought that by using this way of communicating, students would be more satisfied. However, handling problems and concerns solely in private conveys the message that the entity is not communicating openly with the public and not being transparent. Therefore, Education should ensure that it sends a proper response by the media team communicating with the public openly, confirming that a reply has been made with the individuals or group concerned, and not only communicating with these individuals in private.

The Education media team for both social and traditional media were only two employees who were both individualistic which means the traditional media employee is the person who sends the Education news to the press, including the press releases, whereas the social media employee publishes all the messages on all social media platforms. Previously, there was no effective communication between these two employees because each person worked separately. However, now they are both collectivist in orientation and work as one team, which helps them to avoid many risks before they affect Education's reputation. Here, these two employees realised the importance of working together, where they can brainstorm and share ideas and opinions related to their everyday tasks. From the perspective of work planning, having just two employees handling traditional and social media seems impossible because usually a big team is required to support all the colleges under Education accounts and news. However, appreciation can help employees to achieve challenging goals. They are unlike a big team which often experiences periods of conflict, unhappiness and dissatisfaction. Those two employees respect and help each other in every project or initiative and they discuss any problem together to ensure that they resolve it immediately; this action ensures that they are on the right track. Besides, they do not separate

their tasks based on their specialty but revise their work together and alert each other to any minor mistakes because their job is sensitive and it is important to have their work checked internally before it goes out to the public. However, having two employees in charge of both traditional and social media will not produce extraordinary results.

Any organisation needs a specialised team to handle news, press releases, social media, videos and infographics, and to produce analytical reports to inform management about the public engagement and the encountered issues. Each college in the UAE has students and academic staff with slightly different mind-sets. In addition, the UAE is going to have many projects in the future. Therefore, having two employees might impose too much of a burden on them, eventually creating serious problems due to the absence of required experts in some fields. The Education manager is supportive and understanding, but this is unlikely to be sufficient in itself if there is an absence of resources and skilled and qualified experts in specific technical fields in both traditional and social media.

An important factor is that Education does not only help students gain an academic certificate, but also a professional certificate which can ensure that they obtain a suitable job based on their specialty and skills, because the graduates have all the needed requirements in their field for employment in workplaces in the UAE. Education has also followed the principle of 'Education for all' in the strategy, targeting students who are below the required grades to study in college. Now even if the students have only technical skills, the college qualifies them so that they can also perform in technical leadership roles.

4.5 Media

Media-TV is an official media institute in Dubai which covers the press, radio and TV, and has been a great success in the Arab world, gaining a huge number of viewers at both the regional and international levels due to its creative, expressive and appropriate content delivered on most social media platforms. Media-TV has three main sectors, TV and radio, publishing and printing. The TV and radio sector includes Dubai TV, Sama Dubai, Dubai Zamaan, Dubai Sports, Dubai Racing, Dubai One, Noor Dubai TV, Noor Dubai Radio and Dubai Radio. Digital Media and its marketing department are responsible for managing the TV and radio grid that the digital team use to publish the details on social media platforms. The publishing sector has its own manager and editors, marketing team and HR. The printing department is responsible for printing books, magazines, business cards and other such resources.

Media-TV concentrates on innovation and quality, aligned with the strategic objectives of the Dubai government, and it attempts to create an archive of unique Arabic media resources which represent creative and meaningful television content as well as considering social, cultural, and family standards in the UAE. Media-TV helped realise many success stories because it took on the responsibility to inspire creativity in the new media field services. Media-TV provides an active media environment for its employees and the media structure of the UAE based on careful study. Also, 'Media-TV is committed to create a new Emirati media generation able to depict, portray and demonstrate the image of Dubai and the UAE, thereby contributing to the formulation of a new media concept' (Dubai Media Incorporated 2019). Among the media outlets that Media-TV covers are the following:

- **Dubai TV:** the official channel of Dubai and the main channel which broadcasts events and activities that take place in Dubai (http://www.dubaitv.ae/content/dubaitv/ar-ae/home.html).

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- **Al Bayan Newspaper:** is considered an Arab and Khaleej newspaper. It covers the events and news which interest most individuals in the Arab world (https://www.albayan.ae/).

- **Sama Dubai:** is an Emirati channel which focuses on local identity on most of its programmes (http://www.samadubai.ae/content/samadubai/ar-ae/home.html).

- **Dubai One Channel:** English movies, Hollywood productions, dramas, comedies, and all Emirates news in English (http://www.dmi.ae/dubaione/).

- **Dubai Sports Channel:** highlights sport programmes and coverage of big competitions (http://www.dubaisports.ae/content/dubaisports/home.html).

- **Dubai Racing Channel:** specialises in covering horse racing, camel racing and falcon sports, as well as international horse racing (http://www.dmi.ae/dubairacing/).

- **Noor Dubai Radio and TV:** radio station which focuses on residents' concerns on a daily basis and determines its success on Noor Dubai TV channel (http://www.dubairadiofm.ae/content/dubairadio/ar-ae/home.html,http://www.dmi.ae/Noordubai/).

- **Emarat Al Youm:** newspaper that concentrates on local issues and topics of interest for the Arab readers (https://www.emaratalyoum.com/).

- **Emirates 24|7:** provides business news in English, and is considered the first online news channel related to business (https://www.emirates247.com/).

- **Masar Printing Press:** focuses on providing quality printing to all newspapers in Media-TV (http://www.masarprint.com/).

- **Tawseel:** provides solutions to publishing and print houses both locally and internationally (http://www.tawseel.com/)

Most of the above newspapers and news channels listed on the Media-TV website have their own websites.

Media-Digital is the support function for the TV and radio and comprises 15 employees: each group handles a particular task. Media-Digital is also responsible for the TV and radio budget in terms of how much they depend on advertisements and other ways of marketing on social media platforms. Thus, Media-Digital supports TV channels and radio by publishing their programmes and handling their media coverage on the channels' main accounts on social media platforms.

Media-Digital is working on a project titled, 'Video on Demand' (VoD), which focuses on innovation and good quality, and is based on the strategic aims of Dubai Government. VoD enables the public to watch all programmes, series and talk shows that they missed using the AWAN application. Media-Digital is also responsible for smart applications, radio's digital presence, Media-TV official and channels' websites, the launch of the Sama Dubai and Noor Dubai channels applications, and the Quran Radio channel. Media-Digital has developed podcasts which can be accessed from the AWAN application. The application helps the public keep up-to-date with missed programmes and news. One team takes care of the account for the Dubai One English language channel, which caters to the Arab and Non-Arab audiences in the UAE and the Arab world.

4.5.1: What social media conditions/activities have contributed to government projects in the short term (up to three months)?

Media-Digital is responsible for sending quotes, Media-TV news, TV channel news and radio news on social media platforms. The team generally focuses on what specialists, known characters or the public have said, with Dubai being the capital of the media industry. A particular team is

responsible for every TV channel; some handle the channel social media accounts by sending clips about shows, series' clips, programmes, news, interviews and games. With all of the updates to be sent out on social media platforms, the Media-Digital team ensures that it uses hashtags and accounts for every message to diffuse the tweets related to particular channels on social media platforms, which helps to gain the public's engagement very easily.

For example, some of the hashtags used for Sama Dubai channel are @SamadubaiTV, #OnAwan, @dubaimediainc and #Awan. The team responsible for these activities sends short phrases and quotes about the TV channels regularly before and after every show, and then also sends them on the TV channels' social media accounts. Sama Dubai channel provides the details of Modhesh world entertainment, comprising kids' programmes, which takes place exclusively during Dubai Summer Surprises (DSS) on social media platforms (Twitter, Instagram, Facebook and YouTube). Another team handles Noor Dubai TV and radio accounts' messages on the channel's social media platforms. The team updates all activities, competitions, awareness clips, interviews and lectures on social media platforms on a daily basis. Another team takes care of Dubai TV and Dubai FM Radio accounts, where they handle all Dubai news, political news, economics and entertainment highlights. Other members of staff are responsible for the Dubai Racing Channel social media official account, where they publish all races, interviews with winners and riders and some historical messages about effective and well known winners from history.

Media-Digital has a team which is mainly responsible for Dubai One TV account, which is in English and caters to the Arab and non-Arab audiences in the UAE and across the Arab world. The messages on this account contain quotes, breaking news, recent movies and Britain's Got Talent and movies series. Media-Digital has a technical team which handles the Media-TV website http://www.dmi.gov.ae/ in terms of designing and providing the required content.

The updates are applied in the website based on the decisions of the Media-Digital specialised technical employees' meetings with the Digital Media manager. The website is constructed with a dashboard, which redirects web users to the channels they want, Media-TV News, press, the services and a slider which displays important TV shows and redirect the web user to more details when they click on one of them.

Media-Digital has some events which occur very frequently throughout the year, such as the UAE leaders' visits in local or federal organisations, signing agreements, UAE leaders' wedding celebrations, mourning occasions, important figures' visits to Dubai and conferences which take place in Dubai. These events take place frequently in the UAE and the social media team sends related messages to cover such events' details on social media platforms.

4.5.2: What social media conditions/activities have contributed to government projects in the medium term (three months to one year)?

The Digital Media manager stated that within Media-Digital, they do not have medium-term projects because they work on a daily basis to promote the channels' shows and series and focus on every single event or occasion or important highlight in Dubai. They usually put in place a digital plan for short- and long-term projects, which each team handles based on their responsibilities and required skills to achieve the assigned tasks. They use a digital grid for the programmes based on its timing. For example, the grid specifies what programmes will be shown and the day, time and month. Based on that schedule, they start creating promos to market TV programmes and attract high public engagement.

4.5.3: What social media conditions/activities contributed to government projects in the long term (three years)?

A good example of handling long-term projects is the Expo 2020 project, where Media-Digital started focusing on every programme or initiative which highlighted the Expo project in order to market it for the upcoming event. Media-Digital creates promotion content and has been marketing this project for the last five years. They instigated a plan for this project and the team now regularly posts related content on Media-TV social media platforms to diffuse the Expo event not only in the region but globally. When the Expo team sends its updates and news related to the event to the Media-Digital team, they are sent out immediately on all Media-TV social media platforms. The Media-Digital team also creates media reports related to Expo 2020 and sends them to foreign electronic news outlets and newspapers. In addition, Dubai One TV Channel is responsible for publishing Expo 2020 news and related materials on its social media platforms. This project is a high priority for Dubai One TV Channel, where they have to work on marketing techniques to diffuse the content all over the world. Media-Digital also initiates meetings with TV teams to understand what they will add from their side to market for Expo. Once known, the Media-Digital teams create digital and marketing plans for them. A digital plan identifies, for example, whether they need social media accounts or some private accounts, if they need to get an account on the Snapchat platform, whether they need Media-Digital to create a microsite that works as an offline activity, or whether to create a particular web page on the Media-TV website.

4.5.4: How does culture play an important role in the project success, specifically with social media and its relationship to public engagement?

Generally, the success of everything Media-Digital depends on it communication style with the Dubai TV Channels within the organisation. Media has a structured work environment and that makes the Media-Digital culture similar to a hierarchy type of culture since media management feels proud of it effectiveness and efficiency with its projects and initiatives, and also cares greatly

about doing things the right way. No matter how many projects Media-Digital staff are assigned to and the pressure they encounter at times, they communicate and work together effectively to ensure that the projects are accomplished satisfactorily.

Media channels and radio teams interact with the Media-Digital team whenever they need their support in publishing their programmes and news. Similarly, the Media-Digital team provides them with the help and support needed in sending out all of their messages on their social media accounts.

Media-Digital team always tries to avoid misconceptions or conflicts with media or radio teams regardless of the limitations of the hierarchy type of organisational culture in place or whatever the encountered problems are because their main objective is that employees in the department are satisfied since that will help them to deliver projects at the required time. Given that the media management is understanding and supportive, the Media-Digital Manager does not encounter any major difficulty in delivering projects and meeting the required deadlines.

However, I realised when I was invited to Noor Dubai Radio in Media that there is some miscommunication occurring between the Media-Digital team and Noor Dubai Radio in not publishing some of their programmes. For instance, one of the Noor Dubai Radio employees asked the Media-Digital employee for the reasons behind not publishing one of the important Noor Dubai Radio programmes, which describes most of the important social topics on their social media accounts. This probably means that the Media-Digital team needs to make frequent visits to media channels or create an electronic survey and distribute it to the channels to identify their exact needs and recommendations.

It is suggested by the researcher that this action should be applied every three months to ensure that they do not miss any important new updates on media channels or radio programmes. Sometimes missing only one important programme can reflect negatively on the Media-Digital team's productivity and overall reputation because the public may wonder why some programmes are not made available on social media. An example is when the UAE leaders were awarded one of Noor Dubai Radio programmes because it was considered one of the best local and cultural radio programmes; however, some people inevitably were left wondering what had happened because it was not published widely on social media platforms.

4.5.5: (a) What social media tools do people use to communicate with the government and (b) how do people evaluate the effectiveness of these tools?

The Digital Media Manager disclosed that the public communicates with them in all social media platforms. The public has high engagement with media channels On most of the social media accounts (Twitter, Instagram, Facebook and SnapChat).

However, the high engagement depends on the programme type and the topic for the public to find it helpful enough to serve ITS needs and interests. For example, sometimes the public views and shares posts on Twitter but do not engage with the same topic when it is published in Instagram, and the other way around. At times, the followers engage with a post on Facebook but they are not involved with any other platforms, and others are more engaged with a post on SnapChat but do not interact with other social media platforms. It depends on the post and the type of target audience.

These media need high speed information and news from Media-Digital and this leads to its exclusive nature. In social media, the faster, shorter and clearer the postings are, the more engagement the media teams and their organisations receive from the public on social media platforms. This means that if other media accounts' platforms publish news about certain projects around 19 hours before the Media-Digital team do, their post is outdated and it will not gain the same engagement from the public. The digital team has 'green content' which can be shared with everyone and there is also outdated content that cannot be shared because it was posted 15 or more minutes ago.

The Media-Digital at times encounters the problem of not being able to send some posts before they go viral because the management approval process can take a long time. Sometimes management takes a long time to approve any content, which makes it outdated by the time that it has been approved. Another example is Ramadan statistics: when these are awaiting approval from management , it may take a long time. In this case, it becomes very outdated and not shareable, for instance, because Ramadan may be finished more than three months ago. The public usually evaluates the effectiveness of social media tools when it gets a fast response, exclusive, clear news and effective feedback. On the other hand, the negative messages which Media-Digital can receive from the public depends on the messages sent on media social media accounts, and that can become a big deal whenever, for example, they see any typographical errors in some messages in relation to the UAE leaders' names or an initiative or project.

Table 11 below lists the social media platforms mainly managed by the Media-Digital team. It is clear that engagement with all social media platforms is high because they generate TV programme content which the public is keen to keep up-to-date with.

Table 11: Media social media platforms

Platform	Followers
Twitter	189,213
Instagram	99,573
Facebook	334,477
YouTube	115,000

4.5.6 How can social media be effective in the diffusion of innovation across the culture, which is one of the government strategy pillars?

In general, the media field has to be up-to-date with the new technologies available in the market. This means that media organisations have to have at least one innovation on a yearly basis. Thus, the Media-Digital team initiates regular meetings with specialised departments in media organisation to think about the type of innovations they need to apply as well as enlighten them about the requirements for developing a research review of technologies in the region and across the world.

This helps Media-Digital to be more aware of the innovations that should be implemented in order to please the public. Media-Digital should always think about how to diffuse their innovations by participating in the exhibitions held in the UAE, such as GITEX, the Arab Innovation Exhibition in Dubai World Trade Center and exhibitions which support innovation. When the Media-Digital team participates in these exhibitions, they get introduced to new experiences in media and other related fields. The Arab Media forum and the Emirates Media forum are the most suitable events for being exposed to more innovative ideas.

Usually, the Media-Digital team prepares for GITEX Technology week by planning to create smart innovations before the event, and then, during the event, they start to disseminate the innovations on all social media accounts. In this way, the people who were not able to attend GITEX or Shopper get to know about media innovations. There is also a technical team which have special meetings to discuss how to create tools and applications for 'people of determination' (people with special needs).

Media-Digital seeks to modify the website using effective techniques to make it more user friendly for people with special needs, including people who have sight or hearing impairments. This enables them to use the services more smoothly. Media-Digital plans to add more friendly tools in the website, and there are already a number of sophisticated functions installed, such as an electronic person who can communicate with deaf people using sign language to explain the website content.

The website is being developed to help blind people by using tools which read the text in a clear voice and assists with understanding the services and news available on the website. Media are eager to include all of the essential and necessary features and techniques on the website to help people with special needs, and they have participated in the Dubai Competition for the best website in the region which serves such people.

They also seek to update Media-TV Awan software to make it more innovative in a way which meets the public's requirements. Media is a big entity and this helps the Media-Digital team to be up-to-date with new technologies which can enable them to innovate using new tools and applications which meet the public needs. They also use augmented reality technology in newspaper advertisements, where the public can download the Media-TV application on iPhones

and then scan the advertisements. Then the picture automatically converts into an informative video on the iPhone which will increase the public's awareness about the video and promotion content. Therefore, the promotion is not only a picture in a newspaper but a video explaining to the public information and ideas.

4.5.7 How does UAE culture influence corporate risk taking?

Media-Digital comprises collectivist employees, but each group of employees works separately based on its assigned projects and the tasks for handling different media channels. If they have related tasks in any projects, they can support each other by providing the content required. The separate teams work in a collectivist way with each other, but some employees work in more of an individualistic manner because they do not have any major projects which requires teamwork and because they are responsible for the execution and completion of their own tasks and agendas.

4.5.8: How can the government best plan for the diffusion of innovation?

Media-Digital takes risks on a daily basis. Whenever they have a new website template, a new way of presenting content on social media platforms, a way of sharing content, or whenever they explore or experiment with new content to reach the audience in a timely manner. Another risk they take is creating a separate application for some channels to see how the public will engage with it. The following is an example in relation to the application for Media, Sama Dubai, Noor Dubai, Dubai Radio and Dubai Sports. The Media-Digital team first tested people's reactions on having separate applications for separate media channels, which was a risk because people's acceptance of different applications for every channel might be ambivalent for some sections of the audience. However, when the testing phase was over, the Media-Digital team grouped these

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applications in a centralised Awan application, which made it practical and easy-to-use for most of the media followers.

They did not have to review every application since they had them all bundled together in one application, which increased their satisfaction. The Awan application is considered a success and a feasible innovation which has changed the old impractical way of looking at media services. Now the channels and programmes are centralised within one application, where users can use the same, single application to look at all of the channels and programmes.

One of Media-Digital's employees remarked that other services providers' entities use face-to-face communication with the public to help them understand easily and immediately people's reactions and degree of acceptance through observing their facial expressions and other non-verbal behaviours. However, Media-Digital does not have that specific kind of communication with the public but uses a happiness rank on the provided content on social media platforms through tools which acquire the public's self-reports of their satisfaction levels on the content. One project for the future is where the Media-Digital team intends to optimise most of their applications, which will generate a precise analysis of the number of people who liked and shared the content, their age groups and the number of visits. This will enable Media-Digital to gain a clear picture of the preferred content and what needs more improvement, which will help them to learn more about how they can refine and develop their content.

This process is supported through collaboration with the Ministry of Cabinet Affairs, where they send Media detailed analyses of the public's engagement and visits to the media official website. A Media-Digital team accesses the public comments on the website to help them to apply the modifications required.

When Media participated in the Innovation Week which was run in Dubai City Walk, the team demonstrated to the public some of their applications to obtain their feedback. The results were positive because the public was very impressed with the innovative ideas. One of the applications was for the Albayan newspaper Virtual Assistant, which simplifies the search process for articles being sought. With the virtual assistant, researchers do not need to spend much time in searching for articles because it redirects them to relevant and searched articles very easily.

Another initiative was the 'Innovate with us' initiative, which was trialled in Innovation week. It consisted of seven topics in just one week. Since they received many positive comments on this initiative, Media planned to run a brainstorming session with the public in the Media Innovation lab. The Media-Digital team got most of their public contacts to communicate with them about the brainstorming session, which helped them to gather a good number of participants. On that day, they initiated many sessions about the seven topics discussed during Innovation week.

The Media-Digital team enjoyed high satisfaction and acceptance from the members of the public participating because they found the ideas very effective. This brainstorming session was well prepared beforehand by the team to ensure that the sessions were well managed and organised, and indeed most of the public feedback was very positive. In addition, the public was eager about providing ideas and recommendations under each topic, which was helpful for Media-Digital. This scenario shows that the Innovation team is efficient because when they started with an idea during Innovation week, they found it scalable because of its positive deliverables and then improved it through brainstorming sessions to get the public fully involved. The Innovation team realised that the easiest way to help media organisations to understand whether the public was satisfied about the provided innovations was to get the public involved in such brainstorming sessions and other collaborative activities. This necessitates direct communication with the public and not only

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communicating with individuals in private or small, isolated groups. Consequently, Media-Digital can measure people's acceptance and satisfaction in three ways – Media Lab, Happiness rank on the provided content, and the followers' comments on social media platforms.

4.5.9: What demographic differences (e.g. education/qualifications) do government staff consider when involving the public in government strategy?

The Media-TV strategy is mainly created by its specialised team without major involvement from the public. While they take into consideration the public's feedback in several ways, they are not dependent on their feedback for major decision-making purposes at the organisational level. The strategy is modified every five years but it can be updated after three years or whenever it is needed. If the strategy takes more than five years, it is called 'foresight and shape the future'.

The Director General of the Government of Dubai Media Office called the first meeting in 2019 to shape the future of Dubai's strategic sectors. The meeting included members from the government and private sectors representing the significant future technologies: 'The Council aims to anticipate future opportunities and challenges in the media industry, assess their potential impact and develop innovative strategies and creative solutions to maximise their benefits' (Dubai Media Incorporated 2019c).

The strategy was updated in 2013 and the last update was made in 2018, including updates related to the Media-TV organisation, which that is mainly related to customer service and giving the public a proper tool to evaluate Media's content. The public feedback on the Media channel, for example, is evaluated by its managers, where each channel manager considers the public's feedback based on their comments about the uploaded programmes. Then, Media-TV's head takes

the aggregated feedback on every channel to measure the overall level of public satisfaction with the content.

When Media-TV plans to update its strategy, all members of the specialised strategy team and the executive managers of the three main sectors (TV and Radio, Publishing and Printing) are involved in updating the strategy. The strategy is modified based on the market needs and the specialised teams' assessment of the need to adjust the strategy to be more closely aligned with market needs. This often requires various actions to modify specific pillars.

Researcher Analysis

This section provides an analysis, interpretation and reflection on the case study. Some of the Media-Digital team members are responsible for sending Quotes, Media-TV news, TV channels and Radio updates on all social media platforms. This task is considered a short-term task because it is handled on almost a daily basis.

Media-Digital has 15 employees. When it comes to handling social media accounts, they have a team to handle every social media account in terms of designing graphics for the sent messages (awareness, projects or initiatives), writing the messages for the social media platforms, and creating videos or teasers to market for videos before deployment. This way of handling social media accounts is effective because of the importance of having a team which is specialised in design and other teams which handle social media platforms because it protects the organisation from unacceptable practices which can lead to crises.

Media-Digital manager's effective way of handling employees and assigning them tasks based on their specialist skills is what makes Media known for its strong presence and efficiency in the field. For example, when the manager handled the AWAN project to help the public to follow up on the

programmes they missed, a new achievement was made in reaching 23 million views on the application for the first half of 2019, an important milestone for Media's records.

Media-Digital has different teams which are primarily responsible for sending Media-TV major news and TV and radio channels' output on their main accounts and on social media platforms. Other employees handle interviews and TV games, and then these are published on the Awan application and the team markets the programmes on social media accounts using the hashtag #onAwan to inform the public what they can watch on the application.

The team handling social media accounts knows how short and direct the message should be and the hashtags and accounts that should be included in the messages which will increase the public's engagement and 'messages reach'. Some members of the Media-Digital team are specialised enough to handle the messages sent on social media platforms at different timings on a daily basis to keep the public up-to-date with Media's achievements and activities. They keep the public aware of the channels' programmes using social media accounts and the channels' accounts.

People receive advertisements on their smart applications and social media platforms, making them aware of Media's channels and programmes. Since the public use the WhatsApp application frequently, it was feasible to assign some employees to publish Media-TV news or other channels' programme output or news about Media-TV innovations by asking users to send the word 'Register' to a particular mobile number. This helps to keep the Media audience consistently active on their accounts.

Media is available on most major social media platforms (Twitter, Instagram, Facebook and YouTube). This enables the media organisation to generate public interest across different age groups. Media-Digital has a team which is mainly responsible for covering the Dubai One TV

account. This account is considered the only one in English which caters to Arab and Non-Arab audiences in the UAE and across the Arab world. Having such services provided to all of Media-TV's target audience ensures the public's loyalty and trust.

According to the Media-TV website, Media-Digital has a technical team which handles the design and provides the required content. Most of the website's updates are based on actions agreed in regular meetings between the Digital Media manager and the technical team, where the manager reiterates Media-TV's mission and vision as well as reminding the technical team of Media's most important deliverables. The team is skilled on the technical side and the manager is knowledgeable about Media's vision and how it can direct them to the right path.

According to Media-TV projects, the Digital Media manager clarified that the organisation does not have medium-term projects because most tasks are handled on a daily basis and aim to promote Media channel programmes. One of the critical long-term projects is the Expo 2020 project, where the Media-Digital team started to create specific promotions from the day it started. The team has instigated a plan for this project. This action plan shows that Media-Digital has a strong vision and has a team which is able to handle some of the most challenging media projects in the region.

When assessing Media-Digital's communication style with media channels within the organisation, it is apparent that it reflects their structured work environment, which constitutes a hierarchy culture. If the team faces any issues, the management does not create obstacles to Media-Digital's work processes.

The management views such events and difficulties as challenges which keep them moving towards the main goal. When the Media-Digital team becomes highly pressured from workload issues, they respond by working together as one team to ensure that the projects are accomplished

satisfactorily. That they often exceed the management's expectations makes most of the projects remarkable.

The Digital Media Manager stated in an interview that the public communicates with them on social media platforms. The manager made it clear, therefore, that the public has high engagement with media channels on most social media accounts. Again, it depends on the programme type as to what measure of public interest and approval is achieved. If the public finds it serves their needs and requirements, they will accept the channel programme. The public also prefers particular platforms and content partly due to their particular age groups. What the public needs from the Media-Digital team is speed of information delivery and exclusivity. These attributes are what the team focuses on most of the time to achieve their main goal, which is meeting the target audience's high level of satisfaction.

How can Media-TV social media accounts be effective in the diffusion of innovation across culture? First Media has to have at least one innovation each year and this happens by forming regular meetings with the specialised departments in Media. Media-Digital asks every department about the innovations required in their department so that they can have detailed research information about new technologies. This activity enlightens the Media-Digital team and keeps them up-to-date with new technologies so that they can meet the public's needs. The management is careful to have the Media-Digital team involved in many of the important exhibitions, such as GITEX and the Arab Innovation Exhibition. These conferences increase Media-Digital's awareness about the best available technologies. Therefore, the Media-Digital team is skilled in its field and able to catch up with news on emergent new technologies.

According to Media-Digital, the risks that the Media-Digital team faces include new risks whenever they produce a new template, content shared on social media platforms, their way of sharing content, or if they use new technology. Even so, they are very efficient problem solvers because they can create effective solutions when facing almost any risk. Their Awan application is considered an innovative solution.

At first, the Media team started developing a separate application for each channel such as Dubai TV, Sama Dubai, Noor Dubai, Dubai Radio and Dubai Sports. They soon acknowledged the public's confusion when faced with several applications. So, they developed a centralised application which includes all of the Media channels. This innovation was a practical solution for most of Media's followers. It increased their satisfaction because they did not need to follow up with each of the new channel programmes in separate applications but were able to learn the details through one central application.

CHAPTER 5 Case Analysis and Interpretation

This chapter discusses the main results for each case study and then compares and contrasts the cases. The main implications of the case findings are interpreted in relation to the UAE context for social media.

5.1 Within-case Analysis

Implementer

RQ1: How do social media contribute to the success of government projects?

One of the main Government projects is the analysis of the federal entities' presence on social media platforms. GCO, within Implementer, analyse and assess the entities' presence and effectiveness on social media platforms for three months of each year. The UAE Pioneers was a project first launched on Sheikh Mohammed's Twitter account by sending a tweet to announce and raise the public's awareness of the project.

Then the #UAE_Pioneers hashtag began to be used by most Emiratis to nominate Emirati men and women known for being the first pioneers in their fields. The UAE gives the opportunity for the public to nominate themselves or other people who are pioneers in any field. Individuals or organisations can be also involved or they can vote for someone who they think is foremost in their field. Another project was the UAE Brainstorming session, which Sheikh Mohammed bin Rashid announced in his Twitter account on social media because he realised there were problems in two important sectors, health and education. According to Bremer *et al.* (2008), there are four types of organisational culture used in organisations, the clan, adhocracy, market and hierarchical

cultures. Implementer transitioned through three distinct organisational cultures from 2012 until 2019, each being based on different management styles. They started with market culture in 2012, moved to clan culture in 2018 and ended up with adhocracy culture in 2019. Adhocracy culture enabled employees to work as one team, which encouraged them to be more creative in their work, particularly when they started to work with designers on most r projects using Infographic. This higher degree of creativity amplified the followers' positive engagement in Implementer social media accounts.

RQ2: How can social media be effective in the diffusion of innovation programmes across UAE culture?

A social media team was assigned to diffuse the UAE Pioneers' nomination process via @UAEPioneers on Twitter and Instagram. First, the media team created a social media plan, including the required content, which is scheduled along with the qualified participants (influencers and federal entities). Then, what helps in communicating the initiative further is diffusing the participants' social media messages on their own accounts. The UAE Brainstorming session was successful as a mass communication activity.

Results for Objectives 1-5 in addition to RQ1-2.

In relation to Objective 1 (Explore how culture has an impact on the diffusion of innovation), it is important to ensure that most of the public is aware about the government innovations, so that the government can plan for their diffusion by using the most commonly used tools. An example is the WhatsApp application, which can be used on most phones in most countries.

Objective 2 (Understand how culture can affect the use of social media in handling government projects) was addressed in the section on RQ1. In terms of risk management (Objective 3: Explore

the impact of social media on corporate risk taking), one of the risks which can occur is when the public starts sending numerous complaints about some federal government entities, which get published by some online news outlet that has thousands of followers. These actions can seriously damage or even, in some cases, destroy the entity's image locally and globally.

In terms of Objective 4 (Explore demographic differences corporates consider when involving the public in government strategy or initiatives), the Implementer media team created a list of influencers who are qualified in their field and can have a positive effect on society. These fields are in education, health, economy, sports, culture, environment and human rights.

Whenever Implementer has a project or an initiative related to any of these fields, it connects with the related influencers to ask them to participate using their specialty background. For example, during the reading retreat, the Government grouped 100 influential national figures to support the development of a reading culture in the UAE. During the retreat, UAE rulers set the strategy, the initiatives and the sustainable programmes. The result of this participation was 100 ideas and initiatives to build a future base strategy which would instil reading as a stronger habit in UAE society. With reference to Objective 5 (Review the ways people evaluate the effectiveness of social media tools), the public mostly assesses the efficiency of social media tools based on response time and communication from the social media account owners Implementer social media accounts have three active social media accounts (Twitter, Instagram and YouTube) for uploading content, but are still very weak in interacting with the public.

Residential

RQ1: How do social media contribute to the success of government projects?

Residential markets its short-term projects on residential units related to sustainability on a regular basis on their social media platforms. In addition, they enable the public to participate in competitions associated with solar energy and sustainability to raise their awareness about the significance of solar energy for residential areas.

To gain acceptance of such innovations, Residential mentions the importance of sustainability in every press release, highlighting how it considers high quality standards in its residential projects in the UAE. Residential smart services can be found in the entity's smart applications on iPhone and android, but its main services are often diffused on its social media platforms. Residential ensures effective awareness of the UAE National Agenda 2021 through their social media platforms, thus demonstrating consideration of the Government's strategy. Residential modifies its government communication plan according to new national initiatives and projects, such as new construction loans, completing construction projects and all residential support services. The clan culture in Residential's work environment has a positive impact on project efficiency and success because the team works as one family.

A Residential employee manages the content publishing in all social media websites, including social media platforms. This same employee also manages the public's complaints and enquiries with the team director, who says he also tries to reply to all public inquiries on the social media accounts to ensure that the public's concerns are handled successfully.

To handle the projects effectively, the Residential media team uses the Social Media Manual provided by the Implementer communication team. This manual highlights ways to have a positive presence on social media platforms. It contains the main standards that help Residential to effectively communicate with the public. The communication efficiency of the Residential media

team enables them to monitor the entity's presence on social media platforms. To help the entity ensure the projects' success, they need to produce monthly reports which assess and evaluate their effectiveness on social media websites.

RQ2: How can social media be effective in the diffusion of innovation programmes across UAE culture?

From time to time, Residential forms agreements with companies to create videos which are appropriate for diffusion on their social media accounts. However, the entity is not highly dependent on the companies to develop their content and most Residential's content is created by its own media employees. To simplify the concept of their services, the Residential media team uses infographics, which makes the services clearer, and sends them out on Instagram and Twitter. The media team creates videos about residential minister meetings and other important activities which can help the public become more involved with the diffused content.

Based on the UAE "Innovates" initiative during the UAE Innovation month 2019, Residental participated by using its innovation in Umm Al Quwain Emirate. It uploaded its participation activity on Instagram to update the public on the entity's innovative projects. Since different age groups prefer to use specific social media, the media department makes sure to diffuse its content on all of its most active accounts which currently are on Twitter, Instagram and SnapChat.

Whenever the Residential Media team diffuses its smart services on social media accounts, the initial specification of the required villa accommodation is delivered to the public before they receive the final delivery, which enables them to request any modifications before the final delivery date. This procedure provides the public with the opportunity to send their feedback and any concerns they may have on WhatsApp and through direct messages on Instagram. In addition,

Residential diffuses the most important official events in the UAE, such as the Emirati Child Day in RAK, which includes different activities and events. When there are important events in the UAE, Residential's media team takes the chance to highlight them by launching certain initiatives and projects during the same period to increase its diffusion on their social media platforms.

Results for Objectives 1-5 in addition to RQ1-2

Culture is important for innovation in Residential (Objective 1). The Residential media department embodies a clan culture since it has a flexible environment where employees work as one team. Their manager has the role of mentorship, where he leads and enlightens them with helpful assistance on handling projects.

The use of social media is influenced by culture (Objective 2) since most of Residential's employees follow a collectivist culture, where they feel responsible for helping other members of the group. So, if they found that there was a need to explain the assigned project for some members of the group, they would come up with a brainstorming session to explain the main aim and objective of the project. One of the probable corporate risks (Objective 3) is the Emiratis' high expectations of the services provided.

Thus, the entity encounters many barriers until they reach their goal. Some attention is paid by Residential to demographic differences when developing a strategy and running initiatives (Objective 4). According to Residential's procedures for applying strategy updates, the media department modifies the target audience's details in terms of education, qualifications, designation and participation rates. These details enable the entity to create proper campaigns and social media messages which suit the public in terms of age, education and experience. To catch up with new updates in the market, the media department has ongoing brainstorming sessions with some

individuals chosen from the public, taking into account their qualifications and their participation in some government entities. They also try to gain the public's involvement through e-surveys and assessing their responses to the content on social media platforms.

People usually evaluate the effectiveness of social media tools (Objective 5) when they get a response from the entity, where it takes their questions and concerns into account. The Residential media team considers the public feedback and has a high engagement with them.

However, the manager made it clear that not all public questions have to be answered publically because he thinks it is more professional to submit the feedback to them using direct messages. Usually people consider unanswered messages by the entities to be negligent; therefore, when the entity responds to the concerned individuals privately, the public will think that the entity has simply ignored the target audience messages.

Healthcare

RQ1: How do social media contribute to the success of government projects?

Healthcare ensures that the public are aware of its services through its homecare team, which helps patients to communicate with doctors through the smart applications in order to receive timely healthcare services. These services comprise wireless features which are linked to Healthcare's health system, SALAMA, which updates patients' records automatically after each visit. Another project is the Sheryan project, a licensing system which evaluates the required qualifications from registered people. The majority of health professionals communicate with Healthcare's media team on the Facebook platform, where they mainly ask about the documents needed for obtaining a license. Another project is smart home care services, which provides comprehensive and

integrated medical and nursing care for senior citizens, people of special needs and widows who are deprived of easy access to Healthcare services due to their critical conditions.

Healthcare also provides the smart system 'Tawread' to manage its contracts and purchases by using the most advanced AI system in the world. The system is an automated one which manages the contracts and procurement transactions rather than having employees to manage that work. This enables employees to focus on creating innovative projects and services instead of handling large amounts of data entry.

Healthcare managers always try to have teams assigned to every project to allow them to work together as one family.

RQ2: How can social media be effective in the diffusion of innovation programmes across UAE culture?

Healthcare website www.DubaiHealthBooking.com is used to help people to book appointments in both government and private hospitals easily. The URL was shared in Healthcare's social media platforms, and other Media-TV platforms shared the URL as well as on their social media accounts. The website enables the patients to choose their required services in their preferred hospitals based on their disease and the doctor's specialty.

Also, Healthcare tries to diffuse proper awareness in its social media platforms on any fake news or false information. One of the examples was the Severe Acute Respiratory Syndrome (SARS); people spread false rumours that there were SARS cases identified in the UAE. The Healthcare

group found out that there were no cases in the country and so an official Healthcare spokesperson made it clear to the media that there were no cases of SARS known in the UAE.

Then the message was diffused across most of the media platforms in social media websites, which relieved the public's anxiety about this serious, infectious disease. One more Healthcare initiative that has had a positive impact is the "Well of Hope initiative", that is part of the portfolio of programmes developed by Arab Hope Makers, issued by Sheikh Mohammed bin Rashid. All Healthcare employees were asked to contribute in the initiative to pump the water utilising the interactive pumping tool where they reach almost 15,540 pumps of water that were donated to people living in regions with shortages of clean water.

This participation was a huge success that made Al Qutami very honoured for their great efforts. Another highly successful initiative was when Healthcare signed a MoU with Mohammed bin Rashid Charity and Humanitarian Establishment (MBRCHE) to support people financially who are unable to cover cardiac surgeries in other countries.

The MOU helped Healthcare to provide medical treatment to people who have children in need of special treatment. Healthcare plans for the diffusion of innovations by meeting with the General Director where he explains to the team the projects and initiatives that require their attention. The media team is aware about the public's reactions when the medical services are provided to them. Some of the individuals come under the 'early majority' where they cannot adopt the innovations unless they have a proof of concept and working model.

Thus, they usually get their audience involved with the construction of any project by publishing pictures and videos to ensure that they are aware of the innovative outcomes. Moreover, if they are planning to launch any new project, they update the public about it regularly to avoid their

subsequent lack of acceptance once it has been completed. There are qualified employees whose major role is keeping the public up-to-date, which assists the social media team and the management to recognise the reaction of the target audience on the services. Whenever they have a new project to launch, the team meets the specialised social media employees to ask them to help them with the suitable and appropriate messages that can go public.

Results for Objectives 1-5 in addition to RQ1-2.

With regard to Objective 1, in Healthcare, the majority of employees have the collectivist culture because the work nature obliges them to work as one team. Some employees do not understand the importance of working together when they start working in Healthcare, which is why they usually commence as somewhat individualistic in their way of working. However, they soon realise the importance of being collectivist when they see the amount of work that has to be done and the inputs they need to get from different employees from different specialities. When employees of different specialities work together, the diffusion of innovation is faster and broader.

Culture affects the use of social media in Healthcare (Objective 2). The Healthcare media department has a clan culture and the top management cares about employees' satisfaction and happiness. The management considers employees as a high priority in the organisation; thus, the human resource function seeks to provide employees with an encouraging system of work organisation. Therefore, to encourage the employees it came up with the initiative "You are our Pride" to honour every employee who have high achievements. Also, they give special support for employees who asked to complete their degree or who were the recipient of a Healthcare International Concession.

Social media makes a contribution to corporate risk management in Healthcare (Objective 3). According to the Crisis Management Policy (CMP), the Healthcare does not have a documented policy but they are in the process of generating one to assist their employees to monitor the different encountered crisis. Therefore, they do use the listening tools on their Social Media platforms to enable them to know the public reaction on the services. This supports Healthcare Media team to solve any major problem before it becomes a crisis.

Healthcare attends to demographic differences whenever there are strong grounds in terms of healthcare strategy and initiatives (Objective 4). Healthcare updates its strategy involving all of the public without depending on a particular level of education or qualifications, because the main objective is providing effective health services to meet the public needs and requirements. Since the healthcare sector is ever changing, Healthcare modifies its strategy based on the feedback and observations documented over the five-year period. This sector, in particular, has to take all public concerns and needs into account because the Healthcare's mission and main goal is providing effective medical services and treatment. Therefore, the health sector does not pay attention to the public's job positions and education certificates because this does not fall under their priorities.

People assess and review Healthcare's implementation of social media tools, informally at least, whenever they have specific job- or health-related issues that involve Healthcare. Healthcare has many external audiences, who want to work in the UAE as health professionals, but they need first to know exactly how they can get a medical license for practicing in the country. Such health professionals mostly communicate with Healthcare social media team through Facebook, where they can ask about details like ways of getting the license, medical exams and required certificates. The social media team communicate with them on other platforms as well, but most of the expatriates use Facebook. However, the majority of the Emiratis and GCC clients across different

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age groups use Twitter and Instagram to communicate with the Healthcare Social Media team. When the target audience communicate with the media team by sending in complaints or questions, the team never exceed seven hours in sending their response. This is one reason for the high level of public satisfaction in Healthcare's services provision and effective communication across all of their Social Media platforms.

Education

RQ1: How do social media contribute to the success of Government projects?

One of Education's short-term initiatives is handling the electronic crimes awareness programme, which was organised for students in collaboration with Dubai Police. The Education Media team used the hashtag "I can" in Social Media accounts to raise awareness of electronic crimes. Some useful workshops about this issue were provided in the Education's six colleges to inform students about the possible risks and available methods of protection. This initiative's outcome was very successful and several writers mentioned that participants are very proud of their involvement in this campaign.

Another Education campaign was inspiring students to participate in sending out positive messages about the UAE's leaders to show their love and faithfulness to them in their personal social media accounts as well as with the Education entity for each emirate. The Education media team reposts or retweets all of the sent messages in Education's social media accounts. Whenever the Education media team needs to find out about students' views and opinions on certain topics, they create a focus group with the students which enables Education to know students' ideas and preferred activities. Another campaign that the media team initiated was sharing the hashtag "Education is

so proud about its graduates" to promote and record their graduates' achievements and demonstrate that the college is very proud of them as shown in Education's social media account. The students feel very pleased when they encounter this information and retweet the message immediately to show their appreciation in their own accounts, which all helps to guarantee students' and graduates' permanent loyalty and cooperation.

To maintain students' satisfaction about the college and its services and fair treatment by academic staff, the media team issues a survey that comprises of frequently-asked questions and diffuses it in the Education Twitter account. They also provide questions on the Education's website to become more aware and up-to-date about students' opinions, feelings and needs. Since the media team is highly engaged with students in the Education's Social Media platforms, they are able to secure thorough responses and high engagement from students.

The college routinely uses a range of means and techniques to encourage students and increase their desire to engage, that subsequently then helps them to find out more about their own inner strengths. Fairly frequently, the media team repost students' worthwhile achievements including their pictures and work publicly in the Education's Instagram Social Media account using the hashtag #Direct_from_our_Students to motivate and make their students proud of themselves and of each other.

RQ2: How can social media be effective in the diffusion of innovation programmes across UAE culture?

The Education entity faced and successfully resolved a problem that went viral in social media accounts when one of the incidents which occurred during the National Day celebration was tackled by the media team. One of the faculty female members dressed in Emirati clothing danced

with male teachers, and it was videoed and sent to many students. This created rumours since the majority thought that the faculty members she was dancing with were actually students. This incident initiated numerous negative messages on Education Social Media platforms and others personal accounts utilising particular hashtags that moved the problem eventually into one that was trending. The media team noticed the crisis had expanded over a large range with numerous videos and pictures about the incident in their WhatsApp. Dewing (2010) noted the wide range that is typical of social media.

The media team resolved the problem by diffusing messages on Education social media accounts to reduce any future confusion. They were involved in the International Government Communication Forum in Sharjah, where Education took the opportunity to participate in the UAE National Dress Campaign to explain the topic of the National Day and Emirati Dress Crisis. Since the media team was fast and responsive in solving the problem, it received very positive feedback from the public afterwards.

Another issue encountered was when the college changed the old attendance policy without giving a proper explanation leading to a minor crisis that led to it trending on Social Media platforms. The media team sent out a rapid and appropriate response on social media platforms. Also, a video was sent in the Education social media accounts including the college Director's message on the importance of attendance because the college wants them to be committed which will make the country proud.

Results for Objectives 1-5 in addition to RQ1-2.

With regard to Objective 1, within Education, the Education Media team always concentrate on its students' innovative projects and share all their projects and ideas by diffusing them on Social

Media platforms using the hashtag #Education_Innovate. They frequently mention innovative projects that can have a positive impact on tackling community problems. Education communicates with local and private organisations to assist students to work on projects based on requirements stated by these organisations. The college assists students until they finalise their projects and deploy them in real life when people in the UAE will benefit from their innovation.

Culture affects the use of social media in handling projects in the Education (Objective 2). The Education media department uses a hierarchy culture and therefore has a structured work environment where the tasks required are very clear to employees. The Education manager mainly focuses on the media team's achievements and is very flexible; therefore, they always execute projects and initiatives that have a positive impact on the students, graduates and other stakeholders.

Social media has a positive impact on managing corporate risks in the Education (Objective 3). The Education media team guides the students making inquiries and complaints to use college tools. The media team takes students' problems and concerns into account. The team examines the students' case carefully, arrange all the relevant documents and send the case to the upper management to ensure the students receive fair treatment.

Education considers involving the public in creating government strategy and initiatives (Objective 4).

Students usually evaluate the effectiveness of social media tools (Objective 5) when they engage with the Education entity. The media team disclosed that they receive nearly 100 comments each month from students, and attempt to get them all answered to make sure the students are satisfied. The media team prepares a survey which comprises the frequently asked questions and sends it

out on Education's Twitter account. In addition, they post some questions to all students on Education's website. Based on the answers collected from students, the media team is more aware of students' views, feelings and requirements. When the students experience this kind of engagement with the college, they tend to evaluate highly the effectiveness of Education's engagement with them.

Media

RQ1: How do social media contribute to the success of government projects?

The Media-TV website project is handled by the Media-Digital technical team who manage the website design and the required content in the website pages. To diffuse the updated content in the website, the technical team has created a dashboard that includes all recent updates. The website includes a bar where web users can diffuse the chosen topics on any social media platform once they click the listed social media icons.

Another project is the Expo 2020 project, where Media-Digital diffuses the related content on a regular basis on all Media-TV social media platforms to disseminate knowledge about the Expo event, internally and globally. The Media-Digital team sends the content received from the Expo team out on Media-TV social media platforms as soon as they receive it in order to diffuse it to a large number of people. Another way that Expo news is disseminated globally where the Media-Digital team produces media reports related to Expo 2020 and sends them to foreign news and newspaper outlets.

RQ2: How can social media be effective in the diffusion of innovation programmes across UAE culture?

Media-Digital team's role is sending Media-TV and channels and radio news and quotes on social media websites. A specific team focuses on a particular TV channel, collating clips about shows, series' clips, programmes, news, interviews and games to be diffused on social media accounts. In order to diffuse the updates on social media platforms, the Media-Digital team uses hashtags and related accounts for the messages, which helps to gain the public's engagement. Examples of projects include the kids' programmes on the Sama Dubai channel, where the responsible staff send details about Modhesh world entertainment during Dubai Summer Surprises (DSS) on social media platforms (Twitter, Instagram, Facebook and YouTube).

In projects related to Noor Dubai TV and Radio accounts, the responsible employees send out the required messages on the related social media platforms daily. Other accounts include the Dubai TV and Dubai Radio accounts, Dubai Racing Channel and the Dubai One TV account. These accounts are handled separately by each team, which considers the message type, pictures and videos that should be attached in order to diffuse it.

Results for Objectives 1-5 in addition to RQ1-2

With regard to Objective 1, the Media-Digital team is expected to be up-to-date and be the first to publish information using the latest technologies in the market. The Media-Digital team has regular meetings with the specialised departments in the Media organisation so as to identify the innovations to be made as well as update themselves with the requirements for conducting a detailed research review about new technologies in the region and globally. Culture affects the use of social media when handling different projects in media (Objective 2). Media culture has a

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hierarchy of culture. Management can rely on Media-Digital teams because no matter how pressured they are when handling a wide variety of projects, they communicate and work effectively as one team to ensure their projects are completed quickly and to a high standard.

Generally, in social media, the Media team is fast and clear, so as to gain more engagement from the public on media social media platforms. Usually if the information sent on social media platforms by the Media-Digital team takes more than 19 hours, it means the information is outdated and will not gain the same engagement from the public as when sent out more quickly. This means the Media-Digital team knows that the green content can be shared on social media platforms, but outdated content which has been posted publicly for 15 minutes or more should not be shared because by then it will have been shared by other accounts.

Social media contribute to corporate risk management in Media (Objective 3). Media-Digital takes risks whenever they create a new website template or use new ways to generate content on social media platforms or explore new content to reach their audience. One example of a major risk was when they created separate applications for their channels Dubai TV, Sama Dubai, Noor Dubai, Dubai Radio and Dubai Sports to test the public's reactions. The result of this pilot experiment was that it provided some degree of confusion for the public to have so many applications, and some of them were even unaware that they actually belong to Media-TV. However, when the Media-Digital team grouped these separate applications into a centralised Awan application, it became easy to use for most of Media's followers.

Media attends to the ideas and opinions of specialised teams within the organisation whenever it needs to update its strategy and initiatives (Objective 4). The Media-TV strategy is created by a specialised team with no major participation from the public. The public's feedback is taken into

consideration, but Media-TV does not depend on the public's feedback for major decision-making purposes. When Media-TV decides to update its strategy, the specialised members as well as the executive managers of the three main sectors (TV and radio, publishing and printing) should be available for brainstorming sessions to update the strategy. People evaluate the effectiveness of media social media tools based on the media team's speed in providing wanted information and exclusive news (Objective 4). In social media, the faster and clearer the media team is, the more engagement media teams receive from the public on social media platforms.

5.2 Cross-case/Between-case Analysis

This section compares the cases with each other according to the research questions and objectives. In this chapter, it only makes this comparison in relation to the empirical data collected. In the next chapter, further analysis and interpretation are made in relation to the relevant literature.

RQ1: How do social media contribute to the success of Government projects?

The organisational culture is very important in any workplace because it can have a major impact on the success of projects. Implementer and Residential are both federal entities but they have different organisational cultures. Healthcare is considered a local entity. Its main role is to serve people and gain their satisfaction, which means that most projects revolve around these major needs and requirements. Implementer started with the market culture in 2012, continued with the clan culture in 2018 and ended up with more of an adhocracy culture in 2019. These frequent changes in cultural orientation meant that the progress of its projects was not very stable. In contrast, Residential and Healthcare started with the clan culture from the beginning and have maintained it since.

This has helped to keep the employees' spirits high because the respective managers work closely with their employees, and guide, and encourage them consistently. It is noticeable that Residential and Healthcare social media accounts receive high engagement from their target audiences because the whole team works as one family and always supports each other. In comparison, Implementer's social media accounts only obtained such high engagement when they had the adhocracy culture because it enabled employees to encourage each other and be more creative with their projects.

Education uses a hierarchy culture, has a structured work environment and the procedures determine what employees should work on. Education is a federal entity and has only two employees on social and traditional media, but as has been explained in the section above on the within-case analysis, they are able to work together and manage their projects successfully. Sometimes they need the support of other private companies such Dell or other local entities to enable them to have sufficient resources to manage communication with students, providing them with guidance and support along their academic journey.

As was also previously mentioned, Education introduces all students to projects involving artificial intelligence, augmented reality and virtual reality, which now a standard part of their mainstream curriculum. Residential also uses artificial intelligence in some of it projects, whereas, Implementer which should be the managing entity and the umbrella group for all federal entities have not used any of the latest technologies in their current projects noticeably until recently. However, they always organise workshops and sessions to benefit other federal entities, providing ideas and information on the latest technologies that can benefit them.

As noted earlier, media has a hierarchical culture. It is clear that Education and Media possess the same culture (a hierarchical culture), but the numbers of employees who handle their projects are

very different. Education manages six colleges on social media platforms, highlighting different projects, activities and initiatives effectively, but Media has a different team for each channel, and focuses on different series and shows.

RQ2: How can social media be effective in the diffusion of innovation programmes across UAE culture?

Each entity needs to think of a smart way to diffuse its innovation effectively to a large number of individuals. Residential's media team takes the opportunity to implement initiatives and projects within the same overall duration which helps to increase diffusion across all of their social media platforms over set time periods. The Media-Digital team uses specific hashtags and related accounts for sent messages, in order to diffuse all the updates on social media platforms to gain the public's engagement. Implementer's media team began to diffuse messages about UAEPioneers on the initiative accounts using Twitter and Instagram to reach a larger number of individuals. One thing that helps with communicating the initiative more fully is diffusing the participants' social media messages on their own accounts. Implementer also has an agreement with a company to create professional quality videos to enable the public to vote for the upcoming UAEPioneers. In comparison to Implementer, Residential does not have a huge dependency on companies to develop their content. They might form agreements with several companies to create some of the videos on occasions, but they develop most of their content internally and diffuse it on their social media accounts, which are Twitter, Instagram and SnapChat.

Both Healthcare and Education faced a huge problem on their social media accounts but have found smart ways to resolve the problems. Both organisations have official speakers assigned to send out positive announcements when it is important to resolve a difficult situation. Healthcare

noticed that some people were distributing fake news on the social media platforms, for example, declaring that some patients were diagnosed with Severe Acute Respiratory Syndrome (SARS); in fact many individuals spread fake rumours that there were cases identified in the UAE.

Therefore, it was necessary for an official Healthcare spokesperson to clarify to the media that there were no known cases of SARS in the UAE. The media team distributed the official announcement on social media platforms to stop the rumours and relieve the public of their concerns generated by false news. Similarly, Education faced a problem when the college changed away from the old attendance policy. The media team realised that there was a comparatively minor internal problem created by not having produced a proper explanation regarding the attendance policy, which then turned into a crisis that became a trending topic on social media. This escalating problem was monitored efficiently by the media team, which sent out a rapid response and video on Education's social media accounts, including the College Director giving a message underlining the importance of attendance because the college wanted students to be fully committed.

OBJ1 Explore how culture has an impact on the diffusion of innovation

Implementer, Residential and the Education are federal entities and their media teams use the same Social Media Manual to help them manage their accounts, but they use different ways to diffuse their initiatives and innovations. Implementer ensures that it uses the tools most commonly used by the public to diffuse the government's innovations. Implementer also involves 'qualified influencers', specific individuals who are known in their industry or field and are influential people, and federal entities in some initiatives to diffuse them on their own accounts on social media platforms.

In comparison, the Residential media team uses Infographic, which helps the services to be clearer and directly to the point, and then sends them out on Instagram and Twitter. The media team creates videos about Residential ministers' meetings and other important activities which can help the public to become more involved with the content. There are, therefore, different routes that can be taken by social media teams in creating influence and high audience engagement. Another example of a distinctive approach to using social media with impact is that Education's media team always concentrates on its students' innovative projects and shares their initiatives and ideas by diffusing them on social media platforms using the hashtag #Education_Innovate.

Other local Government organisations like Healthcare and Media have different agendas. As noted earlier in this chapter, Healthcare has its mission of supporting and providing optimal services to the public regardless of their certificates and positions. Employees in Healthcare from many different specialities are involved to some extent in guiding, helping each other, working together and sharing knowledge that, once combined, makes the process of innovation diffusion faster and broader.

Also, as mentioned previously, the Media-Digital team handles different Media-TV channels and, thus, has to organise meetings regularly with specialised departments to be able to know the most needed innovations as well as receive updates from them about the requirements to conduct a detailed research review on available new technologies.

OBJ2 Understand how culture can affect the use of social media in handling Government projects

Culture affects the use of social media in handling government projects, since Residential and Healthcare have a similar culture type (clan culture). This makes the environment friendly and

helpful because every employee supports and helps each other. Even when the Residential manager was promoted and the number of departments increased under his supervision, the employees remained with the same culture because the manager's treatment retained the same positivity. Every organisation has multiple projects related to new technologies, such as virtual reality and augmented reality, because they work with deep consideration and respect for each other.

In comparison, Media and Education use a hierarchy culture, which has effective processes. Both organisations' managers trust their employees' capabilities in keeping the organisations functioning positively and achieving higher management's expectations. However, the communication can be limited and depends on job status, not life and work experience. However, in Education, the limited number of employees (two) in the media department means they have a high degree of control over most aspects of project implementation.

Implementer is the only organisation with an adhocracy culture after changing two cultures due to changes in senior management. One limitation of this culture is that an inexperienced newcomer to a particular project might not cope well with the freedom and responsibility presented by this culture, which can result in resignations.

Focusing on both Residential and Healthcare, one realises that the success of their projects depends on a friendly environment, where all employees share knowledge smoothly and confidently because they believe that they are one family who share the same mission and vision.

OBJ3 Explore the impact of social media on corporate risk taking

It is evident in this research that none of the five organisations has a proper crisis management strategy which assists employees to avoid circumstances that can develop into a crisis event.

The Implementer team has the role of supervising the federal entities, where they analyse their presence on social media platforms and meet with them on a regular basis. However, Implementer does not have a crisis management policy which they can share with the federal entities to set as best practice procedures. One of the risks that occurred was when the public began sending complaints about one of the federal Government entities, which were published by some online news outlets which have thousands of followers. This destroyed the entity's image both locally and globally because the employees did not have a strategy to follow. Another federal entity supervised by Implementer is Residential, which usually encounters risks related to Emiratis' high expectations about services. The entity does not have a crisis management policy to act appropriately in such cases.

Healthcare uses listening tools on its social media platforms to enable it to assess the public's feedback and perspectives on the services provided. This helps the Healthcare media team to tackle any major problem before it becomes a crisis.

The Education media team guides the students to report their complaints and inquiries using college tools, but there is no policy to avoid these problems developing into a crisis on social media platforms. Media faces risks whenever they have a new update and it should be feasible to develop a proper policy to guide employees when encountering difficult situations.

OBJ4 Explore demographic differences corporates consider when involving the public in Government strategy or initiatives

Out of all five organisations, Healthcare is the only one which involves all members of the public regardless of their level of education. Healthcare updates its strategy taking into account public perspectives and recommendations. Implementer ensures that its accounts on social media platforms have a high engagement with the public to be able to deliver government messages. An example is the reading retreat, where the government got 100 influential national figures to support the development of a stronger reading culture in the UAE. The result of this participation included 100 ideas and initiatives to build the future base strategy to instil reading as a habit in UAE society.

When Residential needs to update its strategy, the entity tries to catch up with the new updates in the market. The media department has regular brainstorming sessions with some chosen individuals from the public. and it takes into consideration their qualifications and participation in some governmental entities. Education does not fully rely on public recommendations or feedback to modify its strategy. When its needs to update its strategy Education Quality Management and Quality Assurance creates a survey and then sends it to stakeholders to assist in updating the existing strategy. The college works closely with the labour market to learn how they can most effectively update their strategy. On the other hand, the Media-TV strategy is created by a specialised team with no major participation from the public. When Media-TV decides to update its strategy, specialised members as well as the executive managers of the three main sectors should be available in the brainstorming sessions to update the strategy.

OBJ5 Review ways people evaluate the effectiveness of social media tools

Generally, the public evaluate the effectiveness of social media tools based on the entity's fast response and communication. Implementer has three social media accounts (Twitter, Instagram and YouTube), where it uploads a range of content about government projects and initiatives, but

is still weak in interacting with the public, unlike the Healthcare team which always sends effective responses on public complaints or questions within seven hours. Healthcare's speed and consideration leads to high public satisfaction with most of its services and across its social media platforms.

Education receives almost 100 comments monthly from students, and it tries to answer them to meet their expectations. The media team organises surveys and lists questions for students on the Education website so as to be more aware of their views, feelings and requirements. That kind of engagement increases students' satisfaction with the college's commitment to and effectiveness in dealing with students. The Media-Digital team believes that people evaluate the effectiveness of the social media accounts based on the speed and uniqueness of the information. They believe that in social media, the faster, more concise and clearer the media team is, the more engagement it will receive from the public on social media platforms.

Table 12: Case summary

	Implementer	**Residential**	**Healthcare**	**Education**	**Media**
Culture	Market (2012) – Clan (2018) – Adhocracy (2019 onwards)	Clan	Clan	Hierarchy	Hierarchy
Social media structure, resources & team	4 members Contracts external companies to create videos	5 members Majority of content developed internally	3 members Majority of content developed internally on the Intranet	2 members Most content developed internally, sometimes together with students	15 members Content developed internally by specialised teams
Platforms	Instagram *Snapchat (inactive)* Twitter YouTube	Facebook, Instagram Snapchat Twitter YouTube	Facebook Instagram Snapchat Twitter YouTube	Facebook Instagram Twitter YouTube	Facebook Instagram Twitter YouTube

RQ1	Social media have facilitated projects in Implementer, such as UAE Pioneers and Sheikh Mohammed bin Rashid's brainstorming session. In both projects, high numbers of participants were involved and large volumes of votes and suggestions were received.	Social media have facilitated the diffusion of Residential's main services and projects, creating increased awareness about the UAE National Agenda 2021.	Social media have facilitated Healthcare's communication with patients and the community. In particular, Healthcare's media team was central to real-time response and communication with the public when a fire broke out in The Address, Downtown Dubai. The media team provided updates on the treatment delivered by the medical team of doctors and nurses working at the crisis event.	Social media have facilitated Education's communications and relationships with students. It has also facilitated various projects with external stakeholders, such as the electronic crimes awareness programme, which was organised for students in collaboration with Dubai Police.	Social media have facilitated Media-TV's communication and promotion of TV and radio channel contents. In particular, the Media-Digital team diffuses relevant content on a regular basis on all Media-TV social media platforms to spread knowledge about the Expo2020 event internally and globally.
RQ2	Social media have been effective in diffusing innovation by the media team involving groups of influencers and federal entities and diffusing their messages on numerous accounts.	Social media have been effective in diffusing innovation in Residential with the media team, diffusing most of its smart services on social media accounts. Social media facilitates collaboration with villa owners in the initial specification of the design, keeping them informed and giving opportunity for providing feedback during all stages of design, delivery and construction.	Social media have been effective in diffusing innovation across Healthcare. DubaiHealthBooking enables everyone to book appointments in government and private hospitals. The URL is shared on Healthcare's and in others' social media platforms and accounts.	Social media have been effective in diffusing innovation by reducing resistance to change, conflict and misunderstanding. The media team is able to facilitate real-time responses to issues arising amongst groups of students as well as other groups in the community. The effective response to the problems about the changed attendance policy is an example.	Social media have been effective in communicating innovation from Media-Digital to its media audiences. Media-Digital media team uses hashtags and accounts in every message, thus increasing the number of followers and engagement on social media accounts.

Obj1 Culture impact on diffusion of innovation	Culture has an impact on the diffusion of innovation, which was clear when Implementer culture changed from a market to a clan culture to a positive adhocracy culture. The adhocracy culture played an important role in improving employees' capacity to manage Implementer social media accounts in a positive and professional manner. For example, the Implementer media team noticed that the Cabinet's written decisions were unclear to the public when sent on social media platforms. By using infographics to explain most of the Cabinet's new decisions, initiatives and projects, the social media team was able to diffuse these messages more clearly.	Culture has an impact on the diffusion of innovation through the clan culture in Residential. This culture plays a role in project management and project efficiency and success. For instance, in the Media Lab, the Residential manager encourages the team to think innovatively in the brainstorming sessions on how to diffuse smart services, such as requesting new residential support, and payments of residential projects, which allows contractors to receive project payments after completing part of a project.	Culture has an impact on the diffusion of innovation in Healthcare. The clan culture has a positive impact by making patients aware that doctors are very close and care about their health which makes them more satisfied and happy. An example is Healthcare's implementation of the project 'SALAMA'. This system has a high level of accuracy and confidentiality. It enables doctors and patients to access patients' medical records in any Healthcare hospital, and ensures patients' records are up-to-date across Healthcare's healthcare facilities.	Culture has an impact on the diffusion of innovation in Education. The hierarchy culture has a positive impact on the diffusion of innovation, mainly because Education's head cares about the social media team's achievements and is very flexible with them. This enables them to produce projects and initiatives frequently to the benefit of students, graduates and stakeholders.	Culture has an impact on the diffusion of innovation in media. The hierarchy culture has a positive impact by ensuring the correct number of Media-Digital staff are assigned to projects and that they communicate and work together effectively. Media channels' and radio teams interact with the Media-Digital team whenever they need their support and help in publishing their programmes and news.
Obj2 Culture impact on the use of Social Media in	Culture affects the use of social media in Implementer because it is highly influenced by the	Culture affects the use of social media in Residential. The clan culture suits the style of working of the	Culture affects the use of social media in Healthcare. The clan culture affects the use of social media positively because the top	Culture affects the use of social media in Education. The hierarchy culture affects the way social media is	Culture affects the use of social media in media. The hierarchy culture facilitates

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handling projects	management style. During the period 2012 - 2017, the media team was unable to handle social media projects satisfactorily because they were not given the opportunity to excel in their assigned tasks. There was too much conflict and employee dissatisfaction in the organisation. From 2018, when new managers were recruited, they created more effective teamwork and communication in Implementer. The adhocracy culture, gave many employees the capacity to succeed in handling most of the projects using Implementer social media platforms.(Twitter, Instagram and YouTube).	social media team and facilitates public engagement. One of the employees is responsible for the content publishing in all social media platforms(Twitter, Facebook, YouTube, Snapchat and Instagram), and the other handles all the public complaints and enquiries. Moreover, the team leader takes the initiative in responding to the public on social media accounts to avoid any unnecessary delays.	management cares about employees' happiness and considers them a high priority. The managers initiate teams in every project to enable all employees of different specialties to work as one team. For example, when a fire broke out on the 20th floor of The Address, Downtown Dubai, , the crisis was handled by all employees (social media team, doctors and nurses) working efficiently as one clan.	used. For example, the misunderstanding created during National Day spread far when the public started sending videos and pictures about the incident. To resolve the problem, the media team prepared the messages that had to be sent on Education social media platforms. Then, the Education Director's approval was requested. Once obtained, the messages were diffused on social media platforms and the problem was resolved.	systematic procedures and ways of working with all of media channels. The Awan application is a centralised system and so are the methods of obtaining audience and stakeholder feedback. Media-Digital measures people's acceptance and satisfaction in three ways, Media Lab, happiness ranked on the provided content, and the followers' comments on social media platforms.
Obj3 Explore the impact of social media on corporate risk taking	The impact of social media on corporate risk taking depends on the effectiveness of the teamwork. The employees in Implementer are from various nationalities (UAE, Syria, Egypt and Jordan) and a minority of them are individualist. The majority, therefore, are	The impact of social media on corporate risk taking in Residential is noticeable in employees' low efficiency in using social media websites, leading to difficulty in reaching all of the target audience. Residential	The impact of social media on corporate risk taking in Healthcare is that the media team takes all public comments on social media platforms seriously. Healthcare does not have a fully formulated and documented crisis management policy (CMP) for social media accounts but	The impact of social media on corporate risk taking is that the Education Media team for both social and traditional media consists of only two employees, who nevertheless work efficiently within this resource constraint. The	The impact of social media on corporate risk taking depends primarily on Media-Digital's employees, who are collectivist in their orientation. However, each group of

	collectivist in orientation. This means an employee never send any tweets unless they ensure its validity from other members in the team. Implementer has the role of supervision of all federal entities, although it does not yet have a crisis management strategy.	services' updates are not fully delivered to the public on all of its social media platforms. When the media team is not up-to-date with the new social media platforms and new technologies, they are not able to market all of their services satisfactorily which can weaken the organisation's reputation. In addition, the entity does not have any crisis management strategy.	is working on producing one to help employees manage the different crises that they encounter. In the meantime, they use their listening tools on their social media platforms to learn exactly people's reactions on their services, which can help with tackling all critical problems before they turn into a crisis.	Education media team has no crisis management policy, but they keep each other aware of even minor details and changes because they are fully accountable for their work in social media.	employees works separately based on their assigned projects and tasks of handling different media channels. Some employees work in more of an individualistic manner because they do not have any major projects which need teamwork and because they are responsible for the execution and completion of their own tasks and agendas.
Obj4 Explore demographic differences corporates consider when involving the public in government strategy or initiatives	Demographic differences are considered by Implementer in its strategy of creating a list of influencers who are promoted by the media team. The team makes sure that the influencers are qualified in their field and can have a positive impact on society. So whenever Implementer has a project or an initiative related to a particular field, it connects with the related	Demographic differences are considered by Residential through regularly updating members of the public's personal details. The media department checks and updates target audience details, such as education, qualifications, designation and participation. These details inform the entity on how to organise campaigns and media messages	Demographic differences are considered by Healthcare only where they have specific health considerations. Healthcare involves the public regardless of their education level. Healthcare's main objective is to provide valuable health services which meet everyone's needs and requirements.	Demographic differences are considered by the Education through its Quality Management and Quality Assurance surveys, which are submitted to all stakeholders. In addition, the college works closely with employers to understand changes in the labour market.	Demographic differences are considered by Media-TV in the three main sectors (TV and radio, publishing and printing) whenever they relate to market needs and the specialised teams' vision and assessments of audience needs.

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	influencers to ask them to participate using their specialty background.	which suit the public according to their age, education and experience.			
Obj5 Review ways people evaluate the effectiveness of social media tools	People evaluate the effectiveness of social media tools based on the response and communication from social media accounts' owners. Two out of the three social media platforms (Twitter, Instagram) used by Implementer tend to have a younger age group of users than those using YouTube. Implementer sends out similar content on all three platforms, but in Twitter and Instagram there is a wider variety of media information including videos, pictures and info graphic.	People evaluate the effectiveness of social media tools based on the responses they receive. Residential varies the extent that it answers questions in public. This approach may satisfy the individual who receives a personal communication from Residential, but it leaves the rest of the users considering the unanswered messages as negligence and unprofessional, because it appears to them that Residential did not take consideration people's confusions, inquiries and concerns.	People evaluate the effectiveness of social media tools based on the speed of response. When the target audience communicates with the Healthcare media team, sending in complaints or questions, the team always sends out their response within seven hours. This is one reason for the high level of public satisfaction with Healthcare's services provision and effective communication across their social media platforms.	People evaluate the effectiveness of Social Media tools based on the speed of response and extent that their problems and requests are successfully resolved. Education encourages students to utilise the tools which have been developed to handle students' concerns. The social media team communicates with students and other stakeholders privately rather than in public. For example, if a student sends a concern on the Education social media platform, the Education media team responds to them privately through platform private messages and answers their concern or inquiry without any delay. This helps them to gain their target audience's trust and loyalty.	People evaluate the effectiveness of Social Media tools based on its high speed and exclusivity. The public has high engagement with media channels in most of the social media accounts; however, the high engagement depends on the programme type and the topic for the public to find it helpful enough to serve their needs and interests. On social media, the faster, shorter and clearer they are, the more engagement media teams and their organisations receive from the public on social media platforms.

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5.3 Summary of Chapter

Individual Cases

Implementer's organisational culture transitioned through three distinct organisational cultures from 2012 until 2019, each based on different styles of management. The third adopted organisational culture was the adhocracy culture, enabling employees to work as one team and encouraging them to be more creative in their work. During this period, Implementer diffused several initiatives on social media through its media team operating Twitter and Instagram accounts. To diffuse government projects and innovations, Implementer uses the most commonly used tools by the public, such as the WhatsApp application. This assisted Implementer in diffusing most of its innovations in the UAE easily through phones on a bigger scale than before. It now has a qualified media team which focuses on all social media platforms content.

One of the more common risks that can occur is whenever the public starts sending numerous complaints about some federal government entities which are then published by online news accounts with thousands of followers. In terms of government strategy, Implementer creates a list of influencers who are qualified in their field and can have a positive effect on society, where they are able to connect and participate using their specialty background. It is noticeable that Implementer has three active social media accounts (Twitter, Instagram and YouTube) in terms of uploading content, but it is still comparatively weak in interacting with the public.

Residential markets their short-term projects on residential units related to sustainability on a regular basis on their social media platforms. In addition, they enable the public to participate. Some competitions associated with solar energy and sustainability raised their awareness about

the significance of solar energy in residential areas. Residential's smart services can be found in the entity's smart applications on the iPhone and android platforms, but its main services are often diffused on their social media platforms. In the work environment, Residential uses its clan culture to have a positive impact on project efficiency and success, where the whole team is accustomed to work together as one family.

To gain user acceptance of its projects and innovations, Residential mentioned the importance of sustainability in press releases, highlighting its commitment to high quality standards. A Residential employee manages the content publishing on all social media websitesincluding the social media platforms – Twitter, Facebook, YouTube, Snapchat and Instagram. Social media have facilitated Healthcare's communication with patients and the community. In particular, Healthcare's media team were central to real time response and communication with the public when the fire broke out in The Address Downtown. Healthcare's social media have been effective in diffusing innovation. Culture has an impact on the diffusion of innovation in Healthcare. The clan culture has had a positive impact by helping to make patients more aware that doctors are close by to support them and care for of health, which makes them more satisfied.

Healthcare's clan culture affects the use of social media positively because the top management care about employees' happiness. The managers established teams in every project to enable employees of different specialties to contribute as one team. The impact of social media on corporate risk taking in Healthcare is that the media team takes all public comments on social media platforms seriously. Demographic differences are considered by Healthcare only where they have specific health implications. Healthcare involves all members of the public regardless of their education level. Its main objective is to provide valuable health services which meet the population's needs.

One of Education's short-term initiatives is the electronic crimes awareness programme, which was organised for students in collaboration with Dubai Police. The Education media team used the hashtag 'I can' on social media accounts to raise awareness of electronic crimes. Workshops were provided in Education's six colleges to inform students about the possible risks and methods of protection. This outcome was successful. Several writers mentioned that participants were proud of their involvement in this campaign. Whenever the Education media team needs to find out about students' views and opinions on certain topics, they create a focus group with the students. This enables Education to learn more about students' ideas and preferred activities.

Social media can be effective in the diffusion of innovation programmes and on resolving problems that have gone viral on social media accounts. The Education media team always communicates students' innovative projects and shares their projects and ideas, diffusing them on social media platforms. The Education communicates with local, private organisations to assist students to on projects based on their requirements. The college assists students until they finalise their projects and deploy them. The Education media department works in a hierarchy culture which has a structured work environment, where the tasks required are clear to employees. The Education manager mainly focuses on the media team's task achievements and is flexible; therefore, they execute projects and initiatives which have a positive impact on the students, graduates and other stakeholders. Social media has a positive impact on managing corporate risks in Education. The Education media team takes students' problems and concerns into account, and guides students making inquiries and complaints to use college tools.

Media social media accounts have facilitated Media-TV's communication and promotion of TV and radio channel content. In particular, the Media-Digital team diffuses relevant content on a regular basis and on all Media-TV social media platforms to spread knowledge about the

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Expo2020 event. Social media have been effective in communicating innovation from Media-Digital to its media audiences. The Media-Digital media team uses hashtags and accounts in every message, thus increasing the number of followers and engagement on social media accounts.

Culture has an impact on the diffusion of innovation in Media. The hierarchy culture has a positive impact by ensuring the correct number of Media-Digital staff are assigned to projects and that they communicate and work together effectively. The culture affects the use of social media. The hierarchy culture facilitates the implementation of systematic procedures and structured ways of working with all of Media's channels. The Awan application is a structured, centralised system, and so are the methods of obtaining audience and stakeholder feedback.

The impact of social media on corporate risk taking depends primarily on Media-Digital's employees, who are collectivist in orientation. However, each group of employees works separately based on their assigned projects and tasks of handling different media channels. Demographic differences are considered by Media-TV across the three main sectors (TV and radio, publishing and printing) insofar as they relate to market needs and the specialised teams' vision and assessments of audience needs.

People evaluate the effectiveness of social media tools based on high speed and exclusivity. The public has a high engagement with media channels on most social media accounts; however, the high engagement depends on the programme type and provided topic for the public to find it helpful enough to serve their needs and interests. In social media, the faster, more concise and clearer the communication, the more engagement media teams and their organisations receive from the public on social media platforms.

Cross-case Analysis

Implementer and Residential are federal entities but they have different organisational cultures. Healthcare is considered a local entity. Its main role is to serve the UAE population and gain their satisfaction, which means that most projects revolve around these major societal, healthcare needs and requirements. Implementer's frequent changes in cultural orientation has impacted on projects' progress and stability. In contrast, Residential and Healthcare started with and retained their clan culture, providing a continuity that has helped to keep employees' spirits high. Education uses a hierarchy culture; it has a structured work environment and the procedures determine what employees should work on. Education is a federal entity and has only two employees with exclusive roles and responsibilities in the social and traditional media. Residential also uses artificial intelligence in some projects, whereas Implementer, which is the managing entity and peak of all federal entities, has yet to use any of the latest technologies in its current projects. Education and Media possess the same culture (hierarchy culture), but very different resource levels are evident in the numbers of employees who manage their projects.

In order to make social media effective in the diffusion of innovation, Residential's media team implement initiatives and projects of the same overall duration, which contribute to the increased simplicity of diffusion across all of their social media platforms. The Media-Digital team use specific hashtags and related accounts for sent messages in order to diffuse all of the updates on social media platforms to gain the public's engagement. Implementer's media team began to diffuse messages about UAEPioneers on the initiative accounts using Twitter and Instagram to diffuse the messages. Both Healthcare and Education have faced periodic problems and conflicts on their social media accounts, but have found some smart ways to resolve such problems. Both organisations have official speakers assigned to send out positive announcements when it is important to resolve a difficult situation.

The culture has had an impact on the diffusion of innovation. Implementer, Residential and Education are federal entities and their media teams use the same Social Media Manual to help them manage their accounts, but they use different ways of diffusing their initiatives and innovations. Implementer makes sure that it uses the tools most commonly used by the public to diffuse the government's innovations. The Education media team always concentrates on its students' innovative projects and shares their initiatives and ideas by diffusing them on Education social media platforms**.** Healthcare has its own mission of supporting and providing optimal services to the public, regardless of their certificates and positions.

It is evident in this research that none of the five organisations has a proper crisis management strategy which assists employees to avoid circumstances that can result in a crisis event. Out the five organisations, Healthcare is the only one which involves the public in their strategy regardless of their level of education. Healthcare updates its strategy taking into account all public perspectives and recommendations.

Generally, the public evaluates the effectiveness of social media tools based on the entity's fast response and communication. Implementer has three active social media accounts, but it is still weak in interacting with the public feedback, unlike Healthcare's team which never takes longer than seven hours for sending effective responses. The Media-Digital team believes that people evaluate the effectiveness of the social media accounts based on the speed and uniqueness of the information. However, Residential's media team considers the public feedback and has a high engagement with them, but the manager clarified that not all public inquiries and complaints are answered publically so that everyone knows they have been tackled. Effective communication

with the public in all of these cases evidently requires professional, well-organised, trained and motivated social media teams.

CHAPTER 6 Discussion

This chapter presents the main findings of the thesis in terms of theory and practice. This is based on the interpretations of the within-case and between-case analyses provided in Chapter 5. These findings and interpretations are discussed in the light of the literature reviewed in chapters 2 and 3. The main contributions to knowledge are identified and explained in relation to the two main research questions and the objectives of this thesis.

6.1 Within-case Analysis

Implementer

RQ1: How do social media contribute to the success of government projects?

Dewing (2010, p. 4) defines social media as a 'wide range of Internet-based and mobile services that allow users to participate in online exchanges, contribute user-created content, or join online communities'. One of the main UAE government's projects is the analysis of the federal entities' presence on social media platforms. Social media and networking are considered the fastest way to develop and market any business entity (Edosomwan, Prakasan, Kouame, Watson & Seymour, 2011). The UAE Pioneers was a project initially launched on Sheikh Mohammed's Twitter account by sending a tweet to announce and raise the public's awareness of the project.

Social media have facilitated the public in nominating themselves or other people who are pioneers in any field. This action was carried out to spread the word of the UAE Pioneers initiative, but it

is unclear if that it reached all the public because some UAE emirates may face problems on their official website and social media accounts.

Linders (2012) emphasises the idea of we-government, where citizens cooperate with Government projects and initiatives on social media and are regarded as partners rather than customers. According to Bremer *et al.* (2008), there are four types of organisational culture used in organisations: the clan, adhocracy, market and hierarchical cultures. Implementer transitioned through three distinct organisational cultures from 2012 to 2019, with each based on a different management style.

RQ2: How can social media be effective in the diffusion of innovation programmes across UAE culture?

To diffuse the UAE Pioneers nomination process, a social media team was assigned to handle the accounts (@UAEPioneers) on both Twitter and Instagram. Lee and Kwak (2012) identified how trust in social media is important to make individuals who are from different cultures and different social network sites operate successfully. Trust in social media is related to reliability and consistency. However, this initiative does not result in engagement with the public on a regular basis, but takes place annually; therefore, it cannot ensure the ongoing maintenance of public trust.

In this case, when you become a trusted source on social media, your target audience will become more certain about the content. Bryson (2017) specified that it was more difficult to develop trust in social media than it is in the real world; organisations, he claimed, must fight against scepticism, a lack of control over social media platform quality and consumer reactions. Some people regard social media with scepticism but trust traditional media, such as television and print sources, more.

One Implementer project which was highly successful as a mass communication activity was the UAE brainstorming session. Linders (2012) specified that government should deal with the public using citizen roles, where citizens become active partners to resolve social problems. Also, the public will trust the government more and play an effective role in project success.

Results for Objectives 1-5 in addition to RQ1-2.

With regard to Objective 1 (Explore how culture has an impact on the diffusion of innovation) according to Al Ameri (2014) Twitter has had both a positive and negative influence on the Arab world. Public communication is regarded as the art of developing relationships between organisations and its main audience, and this can form a strategic interaction process (Venkataraghavan 2013; Dolphin and Fan 2000). It is important before using social media platforms to connect with the public and form a proper social media strategy. This will enable organisations to deal effectively with them.

Objective 2 (Understand how culture can affect the use of social media in handling Government projects) was addressed in the section on RQ1. With reference to Objective 3 (Explore the impact of social media on corporate risk taking), Belby (2015) emphasises the importance of organisations having a crisis management plan which informs employees about the 'dos and don'ts' of social media when they encounter problems. It is important, therefore, that whenever an organisation plans to apply social media platforms to ensure that employees are informed about the main goals and strategy of social media adoption. This requires such activities as awareness campaigns and essential training.

In terms of Objective 4 (Explore demographic differences corporates consider when involving the public in government strategy or initiatives), the Implementer media team created a list of

influencers who are qualified in their field and can have a positive effect on society. Krishnaswamy (2011, p. 3) explains: 'Public participation is based on the belief that those who are affected by a decision have a right to be involved in the decision-making process'. Krishnaswamy (2011) describes communication as a two-way process between the public and experts or managers, and cautions against following one-way approaches because they do not create sufficient feedback. It is important, therefore, to provide the public with many processes and tools to enable them to participate in many situations.

Regarding Objective 5 (Review ways people evaluate the effectiveness of social media tools), *The National* newspaper journalists, Carroll (2014) and Al Ameri (2014) have highlighted the effective role of social media in some UAE projects and initiatives. Carroll (2014) discusses how the UAE government was able to collect 82,000 ideas from the public using Twitter, for the national brainstorming session. The public mostly assesses the efficiency of social media tools based on the response time and communication from social media accounts' owners.

Residential

RQ1: How do social media contribute to the success of government projects?

Residential market their short-term projects on residential units related to sustainability on a regular basis on their social media platforms. The clan culture in Residential's work environment has a positive impact on project efficiency and success because the team works as one family. Tharp (2009) describes how the clan culture focuses more on flexibility, rather than stability and control, which is more typical of hierarchy and market cultures. Marquis attests: 'Teamwork is the

backbone of effective communication within a company. When employees work as individuals or independently on projects, they may not readily share knowledge or new information' (2019). Marquis (2019) mentioned that teamwork helps team members to share their ideas with each other to produce effective ideas for dealing with any encountered problems. To handle projects effectively, the Residential media team uses the Social Media Manual provided by the Implementer communication team.

RQ2: How can social media be effective in the diffusion of innovation programmes across UAE culture?

Most of Residential's content is created by its own media employees. Lee and Kwak's (2012) Open Government Maturity Model (OGMM) contains five levels of maturity, which help government agencies to apply open government strategies by using social media and relevant technologies. Gascó and Fernández (2014) stated that an open government is transparent when it provides the public with its strategies and plans, and collaborative where it involves the public in public services evaluation.

Since each social media platform attracts audiences predominantly from a specific age group, Residential's media department ensures that it diffuses its content across all of its most active accounts which currently are Twitter, Instagram and SnapChat. Residential's use of social media platforms is consistent but does not add any innovative ways of communicating with the public. This means the entity cannot guarantee the public's engagement and loyalty; thus, they use different features on social media platforms to assist understanding of Residential's explanations and news updates. Anthopoulos *et al.* (2016) found that e-government projects fail because of

many factors, including design gaps, unsuccessful project management and improper planning. Twitter was used when a failure timeline was identified in Government reports.

Results for Objectives 1-5 in addition to RQ1-2.

Culture is important for innovation with the Residential entity (Objective 1). The Residential media department reflects a clan culture since it has a flexible environment where employees work as one team. The use of social media is influenced by culture (Objective 2) since most of Residential's employees follow collectivist culture, where they feel responsible for helping other members of the group. So, if they find that there is a need to explain the assigned project to some members of the group, they will come up with a brainstorming session to explain the main aims and objectives. The Citizen-to-Citizen category, which is do-it-yourself government, eases citizens' self-organising and helps to provide new openings for Citizen-to-Citizen delivery of services. Here the Government does not adopt a dominant role in daily activities but attempts to be a facilitator and provider working within an overall framework of We-Government (Linders 2012).

A likely corporate risks (Objective 3) is the Emiratis' high expectations of the provided services. Williams and Hausman (2017) specified that there are particular groups in social media which can have a negative impact on a company's reputation. This can be caused by public criticism of a company's services provision or negative communications using unprofessional and impolite language. Some attention is paid by Residential to demographic differences when developing strategy and running initiatives (Objective 4). According to Residential's procedures for applying strategy updates, the media department reviews the target audience's details in terms of education, qualifications, designation and participation rates. Krishnaswamy (2011) introduces some best

practices for public engagement in some tools and strategies, which are considered significant for modifying and optimising the applied practices. Public participation is crucial because it makes the processes and outcomes of most policies and decisions more effective and sustainable.

Linders (2015) described new systems of service monitoring and open book government based on new developments in data management and analysis, which potentially can provide citizens with the ability to examine huge amounts of government data, which, in turn, can support more open and transparent systems of government. People usually evaluate the effectiveness of social media tools (Objective 5) when they get a response from an entity, where it takes their questions and concerns into account. The Residential media team considers public feedback and engages with them, which is appreciated. Users' parasocial interactions can help in understanding public involvement with social media. When users communicate directly with an organisation's social media specialists straightaway, these specialists can assess how they should engage with other users.

Healthcare

RQ1: How do social media contribute to the success of Government projects?

In citizen sourcing (Citizens-to-Government), the public helps government to be more effective where government has the main responsibility but citizens have an impact on the results and direction, and help to execute government daily services (Linders 2015). Healthcare ensures that the public are aware of its services through its homecare team, who help patients to communicate with doctors through smart applications in order to receive timely healthcare services. Krishnaswamy (2011) recommended an organising framework to categorise different public

participation tools, as shown in Figure 11. The emerging tools are designed to make the information visual and to be more understandable by using 3D visualisation software. It is apparent that direct tools tend to be more collaborative. However, these tools fail with some of the earlier social media, such as Facebook and web-based social network techniques. Healthcare demonstrated its capability to communicate with a target audience through social media platforms, using text and visual methods. Its fast response has contributed to the entity's positive reputation and public trust.

RQ2: How can social media be effective in the diffusion of innovation programmes across UAE culture?

The website www.DubaiHealthBooking.com enables patients to choose their required services in their preferred hospitals based on their health problems and doctors' specialities. Zhao, Shen and Collier (2014) identified how, according to the diffusion of innovation and technology acceptance model, a person's belief can have an impact on e-government, which gives some support to the idea that e-government diffusion is linked to culture since it supports shared values and beliefs. Zhao *et al.* (2014) recommended improving processes of e-government diffusion by attending carefully to cultural considerations.

Kenly and Poston (2011) noted that social media are changing public personal communication faster than former innovations like the telephone, radio and TV. Social media tools assist people in initiating discussions, exchanging information and building relationships. Healthcare seeks to diffuse informed and balanced awareness on its social media platforms of any fake news or false information. Kamensky (2014) similarly argued that the government should not be the main provider and citizens should play a vital role. Any government can always obtain some well-known

influencers from the public to spread positive information on social media platforms. This can spread and promote the government's messages easily and quickly.

Lee and Kwak's (2012) maturity model for open government is relevant to issues of diffusion since it represents how social media create interactions between citizens, government and data. This model's five levels propose how to optimise communication between the government and citizens. The media team is aware of the public's reactions when medical services are provided to them, but sometimes it is not always easy to guarantee communication success, because measuring success depends on the precise goals for communication through social media websites.

It is important to have regular focus group sessions within the Healthcare media team to enable them to brainstorm innovative ideas which contribute to diffusing innovations across the UAE. The ideas arising from brainstorming and group discussions could be listed in an action plan, which would show the steps to be followed and the deadlines for each idea.

Whenever they have a new project to launch, the team meets specialised social media employees to ask them to help them with the suitable and appropriate messages which can go public. Social media interactive channels are seen as a way which alter how government and the public communicate, develop solutions and provide services. To reiterate, Linders (2012) describes the Government-citizen relationship as a re-imagined concept, where government deals with the public not as customers but as partners whose public role is expanded from citizens consuming public services to active participants who solve social problems.

Results for Objectives 1-5 in addition to RQ1-2

With regard to Objective 1, in Healthcare, the majority of employees participate in the collectivist organisational culture because the nature of the work obliges them to work as one team. Some employees do not understand the importance of working together when they start working in Healthcare, which is why they usually begin as somewhat individualistic in their way of working.

According to Hofstede(2012), the dimension of individualism addresses the degree of interdependence a society has between its members. In individualist societies, people are mostly concerned about themselves and their direct families, whereas in collectivist societies/ people belong in groups which take care of each other. having mutual loyalty. As Wiewiora, Murphy, Trigunarsyah and Coffey (2012, p. 13) state:

> …cultures with Clan-type characteristics, working in a collaborative environment in which people are encouraged to communicate and that create a friendly, non-competitive atmosphere at work, are likely to openly share knowledge even related to project shortcomings.

Culture affects the use of social media in Healthcare (Objective 2). The Healthcare media department has a clan culture and the top management cares about employees' satisfaction and happiness. To encourage and engage employees, Healthcare produced the initiative, 'You are our Pride', to honour high-achieving employees. Social media makes a contribution to corporate risk management in Healthcare (Objective 3). According to the Crisis Management Policy (CMP), Healthcare does not have a documented policy, but it is in the process of generating one to assist its employees in monitoring the different crises that might be encountered in the future. Listening tools are used on its social media platforms to enable it to know more about public reactions to its services. This supports Healthcare's media team in solving any major problems before they turn into a crisis.

> Since many employees begin to use and depend on social media for their workplace communications, the use of technology needs to be consistent so as to ensure that it is not

distracting or confusing in relation to business policies and procedures. The organization also requires a crisis management plan that informs employees about the 'dos and don'ts' of social media use in case they encounter a problem. (Belby 2015)

Healthcare attends to demographic differences whenever there are strong grounds in terms of a healthcare strategy and initiatives (Objective 4). Krishnaswamy (2011) advocated six learning modules in public participation. Public effective participation is crucial because it makes the processes and outcomes of most of the policies and decisions more effective and sustainable because they become a more integral part of government decisions. This sector, in particular, has to take all public concerns and needs into account, not least because Healthcare's mission and main goal is providing effective medical services and treatment.

Krishnaswamy's (2011) research has had a positive impact on decision-makers, moving them from talking about public participation to incorporating the public's values into both planning and decision-making processes. People assess and review Healthcare's implementation of social media tools, at least informally, whenever they have a specific job- or health-related issue involving the entity. As mentioned, it is not easy to guarantee communication success because measuring success depends on achieving the goals of communication through social media websites.

Education

RQ1: How do social media contribute to the success of Government projects?

One of Education's short-term initiatives is handling the electronic crimes awareness programme, which was organised for students in collaboration with Dubai Police. Kenly and Poston (2011) noted that social media are changing public personal communication faster than the former

innovations in communications and media. That is why it is important to send the surveys on social media platforms to gain more engagement from the public covering different specialties and work and family contexts. According to the learning modules of public participation:

> The fifth module is planning to evaluate, which evaluates the efficiency of the participatory process. A best practice of participation depends on how to plan to assess the generated feedback. This includes return to work on the participants' contribution in the decision making process. (Krishnaswamy 2011, p. 81)

The second module mentioned by Krishnaswamy (2011) is the benefits, challenges and best practices one. This specifies the benefits and some challenges of participation and some best practices of participation. The college routinely uses a range of means and techniques to encourage students and increase their desire to engage, which subsequently helps them to find out more about their own inner strengths. Krishnaswamy (2011) identifies the core values of public participation, which includes involving people in planning decision-making processes based on clear, straightforward objectives.

RQ2: How can social media be effective in the diffusion of innovation programmes across UAE culture?

Content risk in social media is such that it is more probable that it will lead to information loss, leaks of confidential information and duplicated data. The risk that social media can have a negative impact rises whenever new information is posted because it gets spread rapidly to a large number of people and is very difficult to delete later (Williams & Hausman 2017). Bryson (2017) specified that social media communication has a low cost but can have a high marketing influence. However, low interaction and engagement with the public can result in loss of public trust, which can lead to negative feedback on the online campaigns, weakening the quality of the provided services.

Education faced a problem that went viral in social media accounts when one of the incidents occurred during the National Day celebration, although it was tackled by the media team very successfully. Parveen *et al.* (2014) found that social media are more effective than traditional marketing communications because they build and relationships with the public and can have a positive influence on their loyalty and satisfaction. It is important to build a trusted voice on an organisation's social media accounts before a crisis happens.

Results for Objectives 1-5 in addition to RQ1-2

In response to Objective 1 in Education, the media team always concentrates on its students' innovative projects and shares their projects and ideas by diffusing them on social media platforms using the hashtag #Education_Innovate. Culture affects the use of social media in handling projects in Education (Objective 2). The Education media department uses a hierarchy culture since it has a structured work environment, where the tasks required are clear to the employees. As specified in the Arab Social Media Report (2015 p. 9):

> … social media helps with connecting people together and shortening distances between work teams, helps in learning new information and improves corporates' reputation. On the other hand, social media can make the personal interaction between people non-productive, may lead to family fragmentation, risk of improper information exposure, addiction, incorrect information, deteriorate communication skills and is inconsistent with the Arabic culture.

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Social media have a positive impact on managing corporate risks in Education (Objective 3). Lee and Kwak (2012) have shed light on how social media have opened up new possibilities of public engagement in many government projects which have changed the public expectations of how

government should operate to meet their needs. The Education media team guides students to sign up all college tools once they get the email from social media. Federal agencies should carefully analyse the possibility of risks and challenges before launching projects and new initiatives. Lee and Kwak (2012) proposed that the OGMM help government agencies to apply open government using social media and relevant technologies.

The Education entity considers involving the public in creating a government strategy and initiatives (Objective 4). It is important to have a social media strategy in place and policies which monitor both citizens and the government's presence on social media which will maintain the government's reputation and transparency (Linders 2015).

The college works closely with the labour market to learn how they can most effectively update their strategy. Krishnaswamy (2011) argues that participation means that individuals, communities and stakeholders are exchanging some information, showing interest and having an influence on management decisions. It is a two-way process between the public and the experts, where respect is shown for the public's opinions. However, people should not claim that they are getting the public involved in their processes when they are not involving them or if the situation is not suitable for their active participation. Students usually evaluate the effectiveness of social media tools (Objective 5) when they judge their engagement with how Education delivers desired results. The media team disclosed that they receive nearly 100 comments each month from students, and they seek to answer all of them to increase student levels of satisfaction. Belby (2015) emphasises the importance of using technology to protect web users with different interests, such as analysts and traders, or having a prohibited list of sites which could have a negative impact on an organisation's brand.

Media

RQ1: How do social media contribute to the success of government projects?

According to Parveen *et al.* (2014), with regard to the impact of social media, organisations have demonstrated the importance of social media in improving their performance because it has improved customer communication and increased the visibility of brands. The Media-TV website project is handled by the Media-Digital technical team, which manages the website design and the content on the website pages. The required updates are included in the website according to the requirements that the Media-Digital specialised technical employees receive from their meetings with the Digital Media manager.

To investigate the relationship of citizen-government in the age of social media, Linders (2015) analysed service design to apply online citizen consultations via the initiatives of e-participation and e-rulemaking, which help to define citizen preferences.

Lee and Kwak (2012) shed light on how social media have opened up new possibilities of public engagement in many government projects and how the public's expectations of how Government should operate to meet their needs have changed. Media have created a plan for the project, where the responsible team diffuses the related content on a regular basis on all Media-TV social media platforms to spread the Expo event internally and globally. Social media have opened up new possibilities of public engagement in government projects, which Media has been experimenting with in a controlled manner.

RQ2: How can social media be effective in the diffusion of innovation programmes across UAE culture?

To examine the concept of citizen-citizen by applying 'Do it yourself government', Linders (2015) identified how social media and online social sites help citizens to be more prepared, with less reliance on official institutions. In a similar line of thinking, Men and Tsai (2015) specified how the interactive and shared characteristics of social media communication can assist organisations in involving the public in meaningful relationships. They argued that social network sites (SNS) are the main drivers of the digital media revolution. The Media-Digital's team role is sending Media-TV and channels and radio news quotes from social media websites. In order to diffuse the updates on social media platforms, Media-Digital team uses specific hashtags and related accounts for the sent messages, which helps to gain the public's engagement. Based on public relations research, it is assumed implicitly by Media's managers that organisation-public relationships (OPRs) can be informed and fulfilled using interpersonal approaches on social media sites.

Results for Objectives 1-5 in addition to RQ1-2

With regard to Objective 1, in media, the Media-Digital team should always be up-to-date and the first to publish information using the latest technologies in the market. Therefore, Media has to deliver at least one innovation, and preferably more, on annual basis. Kietzmann *et al.* (2011) used the a honeycomb framework for analysing how to engage the public on different social media sites. They identified the framework based on the seven functional building blocks of the honeycomb of social media, comprising identity, conversations, sharing, presence, relationships, reputation and groups. These blocks can help practitioners to make sense of the different stages of social media functionality and can be set to engage the public in diverse ways on different social media sites.

Culture affects the use of social media in handling projects in media (Objective 2). Mishaal and Abu-Shanab (2015) claimed that individuals from different specialties are using social media to benefit their work and reputations in their fields. It has changed the way people use the web, transforming it from primarily a tool for self-content proliferation to a group-content generation activity. Mishaal and Abu-Shanab (2015) presented a Framework for Government Communication Success for Facebook that comprises five factors; however, there remain only a few published studies on the best practices of corporates using social media in product innovation which unfortunately has resulted in a comparative lack of understanding within organisations.

Social media can make a contribution to corporate risk management in media (Objective 3). Williams and Hausman (2017) classified technical and human risks into three risk categories, that is, content, compliance and reputation. It is apparent that there are many risks arising from human practices or technical problems in social media. Media attends to specialised teams within the organisation whenever it needs to update its strategy and initiatives (Objective 4). The Media-TV strategy is created by a specialised team, but with no major participation from the public. The public's feedback is taken into consideration, but Media-TV is not dependent on their feedback for major decision-making purposes. McSweeney (2002) emphasises that in understanding user needs and public attitudes, large samples of people which are representative of the population of a country should be garnered. People evaluate the effectiveness of media social media tools based on the media team's rapid response in providing the needed information and the exclusive news (Objective 4). In social media, the faster and clearer the media team is, the more engagement that media teams receive from the public on social media platforms (Objective 5).

6.2 Cross-case/Between-case Analysis

This section compares the cases with each other according to the thesis' research questions and objectives. It concentrates on the case findings in relation primarily to the literature with the intent of identifying the main contributions to knowledge.

RQ1: How do social media contribute to the success of Government projects?

Mishaal and Abu-Shanab's (2015) framework, designed to guide more successful communication, comprises five factors: transparency, participation, collaboration, comfort and posted topic. It is feasible that if practitioners working in public sector organisations adopt the guidance offered by this framework, it would increase the probability of the government's success regarding policy initiatives and projects.

Cross-case analysis provides some evidence in support of the use of social media in handling projects in the five entities and demonstrates it can play an effective role in project success. Implementer, Residential and Education are considered federal entities and all use a standard Social Media Manual to strengthen their presence on social media platforms. The use of social media government has become a fashionable management topic and every federal entity assigns to some of its employees, whether from a media section or who have a technical background in social media use, the responsibility to handle social media platforms. However, not all employees are aware of the social media strategy and ways to engage with the public on these platforms, which decreases the public's satisfaction and negatively influences the overall amount of positive social media communication.

In Implementer's project UAE Pioneers, the media team used a specific hashtag to help the public with the nomination process. This process on social media platforms diffused the selected public

content on a large scale, which contributed to high public involvement in choosing the first pioneers in their fields. This project was successful and now routinely operates on an annual basis. This initiative in social media is active only during the event initiative, which explains the public's low engagement on the account over most of the year. Probably the entity could create a more effective plan consisting of daily, monthly and yearly posts on social media accounts, which will contribute more to maintaining public trust and loyalty.

The Residential entity uses its social media platforms to market its projects and certain competitions and numerous smart services which can be found in the entity's smart applications on iPhone and android, but its main services are often diffused on their social media platforms because they reach people very easily. However, Residential and other entities need to find innovative ways to reach the public using these platforms to gain their trust and loyalty, such as using live sessions and answering their enquiries immediately whenever possible.

Similarly to Residential, Healthcare distributes their services on its social media platforms to raise awareness about its essential services. Healthcare also updates people about its new smart systems like Tawread, which manages all contracts and purchases by using an advanced AI system. Media-Digital, the technical team for Media, is responsible for managing website design and content. The website comprises some functionalities which help in diffusing the website topics on social media platforms. When involving the public in projects, it is important to follow effective risk management planning and have a proper strategy in place to manage the encountered risks, control the operational processes and inform people's behaviour to achieve the desired norms (Watt 2014; Asadi 2015; Kaplan & Mikes 2012). Using advanced systems and social media to communicate with the public requires instigating a proper risk management plan.

RQ2: How can social media be effective in the diffusion of innovation programmes across UAE culture?

Zhao *et al.* (2014) assert that culture has an impact on the diffusion of innovation. Its influence can be seen as a multi-level phenomenon which is both national and organisational. They argue that if managers in organisations understand more fully the relationships between culture and e-government diffusion, they could develop strategies to improve e-government policies and recognise areas for future research on cross-cultural and e-government diffusion. Residential's and Implementer's media teams use their social media accounts to diffuse messages about projects and initiatives. Mishaal and Abu-Shanab (2015) identified how it was not always easy to guarantee communication success because measuring success depends on the goal of communication through social media websites. So, for example, the Media-Digital team uses specific hashtags and related accounts for sent messages, in order to systematically organise all updates on social media platforms in a way which is more likely to gain the public's engagement.

Both Healthcare and Education have experienced difficulties in communication through their social media accounts. These two organisations still require a more effective crisis management plan that informs employees about the 'dos and don'ts' of social media use for whenever they encounter problems. It is important to ensure that employees are informed about the main goals and strategy of social media adoption (Belby 2015).

OBJ1 Explore how culture has an impact on the diffusion of innovation

Zhao *et al.* (2014) provide recommendations to improve e-government diffusion processes according to cultural values and norms. Implementer involves 'qualified influencers' and federal entities in some initiatives to diffuse them on their own accounts on social media platforms. In

comparison, the Residential media team uses infographics, which helps the services to be direct and clearly diffused on Instagram and Twitter. Education's media team always diffuses students' innovative projects using the hashtag #Education_Innovate. Other local government organisations such Healthcare and Media have different agendas. Healthcare has its mission of supporting and optimal services provision to the public, regardless of their educational certificates and authority positions. However, the Media-Digital team is responsible for different Media-TV channels and relies primarily on regular internal meetings with specialised departments rather than members of the public. Lee and Kwak (2012) draw attention to the difficulty that if a government does not succeed in gaining public loyalty when diffusing the ideas of government projects and initiatives, it can lead to slow and weak communication relations. It is important, therefore, to increase any government's positive reputation by using technologies and tools which support high public engagement.

OBJ2 Understand how culture can affect the use of social media in handling Government projects

Culture affects the use of social media in handling government projects. Residential and Healthcare entities have a similar type of clan culture. This culture supports, for example, making work friendly and helpful because every employee feels the need to work together and help each other. Carrol (2014) and Al Ameri (2014) have highlighted the effective role of social media in UAE projects and initiatives. Nonetheless, Belby (2015) asserts that it remains important to ensure that employees are informed about the main goals and strategy of social media adoption, which requires running awareness campaigns and implementing the necessary training. In Residential and Healthcare, it is apparent that the success of their projects depends on a friendly work

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environment, where all employees share knowledge partly because, for cultural reasons, they believe that they are all one family who share in the same mission and vision.

In comparison, Media and Education adopt more of a hierarchy culture, which relies on effective bureaucratic processes. Both organisations' managers trust their employees' capabilities and this hierarchical task delegation helps to keep these organisations functioning positively and achieving higher management's expectations. Krishnaswamy (2011) advocates public participation, incorporating collaborative communication values into both planning and decision-making processes. He argues that numerous decision-makers and managers are seeking to achieve high levels of participation on a daily basis, but only a small number are successful in their participative behaviours and work practices. The research for this thesis likewise aimed to develop opportunities and create valuable knowledge and worthwhile tools to assist decision-makers with involving the public in making more thorough and effective management decisions. Implementer is the only organisation with an adhocracy culture after changing from two cultures due to changes in senior management. One limitation of this culture is that an inexperienced newcomer to a particular project might not cope well with the freedom and responsibility.

OBJ3 Explore the impact of social media on corporate risk taking

Williams and Hausman (2017) concentrated on how people and social media are managed securely, but did not focus sufficiently on other social media risks, including, for example, reputation damage and the management of social media platforms. There is a need for increased and more meaningful classification of social media risks. Studies have highlighted the risks cursorily, providing only minor explanations about the reasons behind these risks. It is evident in the case study research for this thesis that none of the five organisations has a proper crisis

management strategy which assists employees with avoiding circumstances which can progress towards a crisis event.

Implementer does not have a crisis management policy which they can share with all the federal entities to set as a best practice. Another federal entity which Implementer supervises is Residential, which usually encounters risks related to Emiratis' high expectations about the provided services. The entity does not have a crisis management policy to act appropriately in such cases. Healthcare uses listening tools on its social media platforms to enable it to assess the public's feedback and perspectives on the provided services. The Education media team guides the students to put all their complaints and inquiries in college tools, but there is no policy to avoid these problems transforming into a crisis on social media platforms. Media faces risks whenever they have a new update, and it should be feasible to develop a proper policy to guide employees.

OBJ4 Explore the demographic differences which corporates consider when involving the public in government strategy or initiatives

Out the five organisations, Healthcare is the only one which involves all of the public regardless of the level of education. Implementer makes sure that their accounts on social media platforms have high engagement with the public so as to deliver government messages. When Residential needs to update its strategy, the entity tries to learn from new updates in the market. The media department has regular brainstorming sessions with some selected individuals from the public and it takes into consideration their qualifications and participation in some governmental entities.

The Education entity does not wholly rely on the public's recommendations or feedback to modify its strategy, depending primarily on internal communications with media specialists. Krishnaswamy (2011) clarified that that participation means that the individuals, communities and

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stakeholders are exchanging some information, showing their interests and having an influence on management decisions. It is a two-way process between the public and the experts, where it shows respect for the public's opinions. However, government employees should not claim misleadingly that they are getting the public involved in their processes when they are not involving them or attempting to do so when the situation is not suitable ethically and practically for their genuine participation (Pinnington, Macklin & Campbell 2007).

OBJ5 Review ways people evaluate the effectiveness of social media tools

Generally, the public evaluates the effectiveness of social media tools based on an entity's fast response and communication. Implementer has three active social media accounts, where it uploads numerous content about the government's projects and initiatives, but it is still weak in interacting with the public feedback, unlike the Healthcare team. The Media-Digital team believes that people evaluate the effectiveness of social media accounts based on the speed and uniqueness of the information presented. However, even though Residential's media team considers the public's feedback and has a high engagement with them, the manager indicated that he only permits a comparatively small number of individual public inquiries and complaints to be answered publically.

Krishnaswamy's (2011) fourth module on his continuum of public participation identifies who should participate in government-public deliberations. This module focuses on different interest groups which have an impact or can be affected by the decisions in the participatory process. In order to plan for effective public participation, it is important to specify the individuals, groups and stakeholders who should take part in the process. This should include both the public, who have a variety of values and inconsistent perspectives, and organised interest groups. Sometimes,

the participation of relevant stakeholders will often require content which makes them aware of

how they can benefit from participation.

Figure 19: Using Social Media for Public Participation in Government Policies and Services.
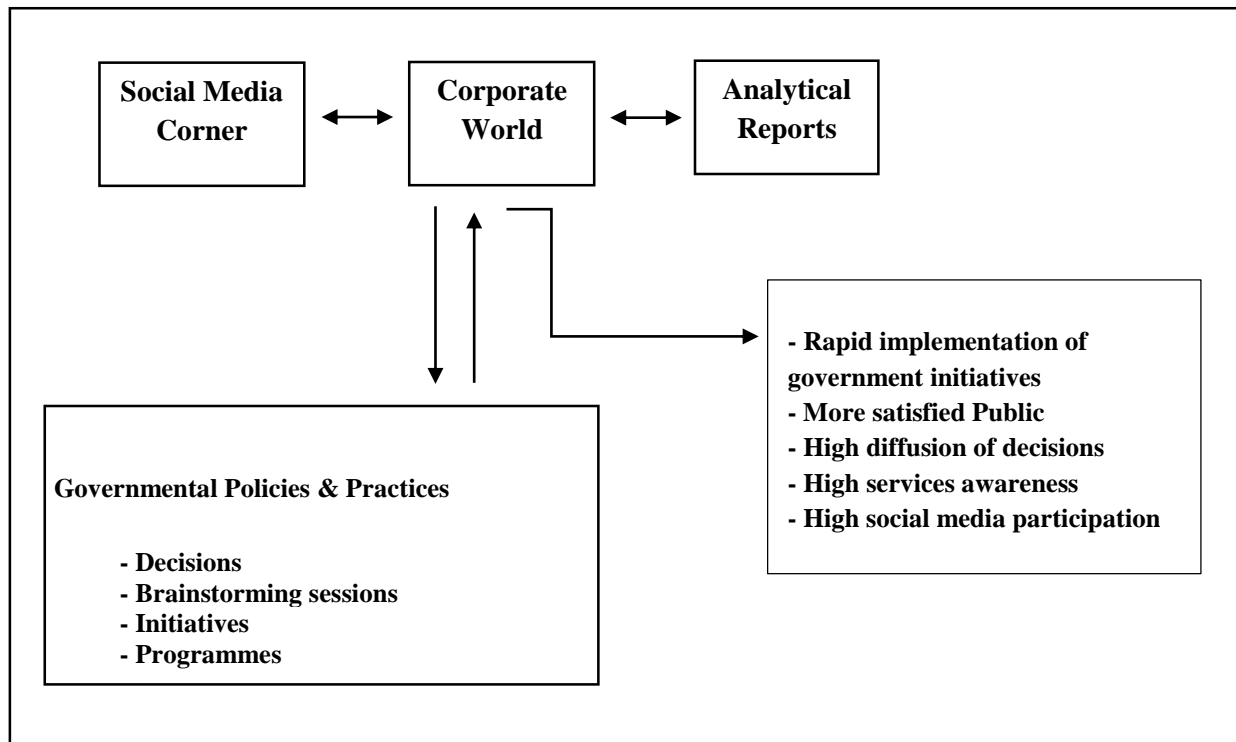
The above figure shows the theoretical model derived from the case studies of public participation

through social media.

The main theoretical categories include a social media corner, the corporate world, analytical

reports and governmental policies and practices related to government decisions. The corporate

world is the main concept in the model; it has a two-way interaction with the social media corner,

where it handles its own projects and initiatives to diffuse them on social media platforms. It also

utilises analytical reports to initiate informative detailed reports for the federal entities so that they are aware of the quality of their presence on social media platforms.

The corporate world concentrates on diffusing the governmental initiatives and news on its official social media platforms and its main websites, including important decisions, leaders' initiatives, programmes and brainstorming sessions. The corporate world manages the federal entities' presence on social media by giving them informative feedback through the analytical reports, which help to make them more efficient and able to have a positive presence on social media. This enables government entities to communicate with the public and to spread the word about their services and projects. When the corporate world implements efficient and effective communication processes using social media, the public is likely to be more satisfied. Members of the public will also be more aware of the federal entities' services, leaders' decisions, and government programmes and initiatives. Consequently, the government's policies and practices are diffused widely: internally, locally and globally.

6.3 Conclusion and Recommendations

This section presents the conclusions, the recommendations for multiple stakeholders, and the limitations of the empirical study and suggestions for future research. This thesis explored the literature to identify the quality of using various social media platforms by federal and local entities in the UAE. These platforms possess different degrees of efficacy in communicating with the public. The utilisation of social media platforms is part of a series of government innovations aiming to transform systems of e-government into the concept of 'we-government' which should result in greater success in government-public two-way communication. This research is based on

two main research questions and five objectives, which focus on social media's influence on the success of government projects and the effectiveness of the diffusion of innovation across the UAE. The empirical research is based on five case studies, including both federal and local organisations.

Based on case studies, it is evident that organisations utilise social media for one-way communication with the public, particularly through their posted messages on social media platforms. In the sample of five case organisations, only one had two-way communication by involving the public in most of their projects, initiatives and innovations, and building their strategies. The neglect of sufficient means, systems and behaviours facilitating authentic two-way communication and dialogue could gradually reflect negatively on these organisations' reputations and productivity.

It is important to have qualified and specialised employees working in both media and innovation departments. It can have a positive influence on social media platforms and handling innovative projects. Media employees should generate regular analytical studies which show the rate of public engagement on their social media platforms and innovative applications. They can also classify the public's involvement based on their social skills and ability to work positively and productively as a focal point between the government and the public. It is very important to assign individuals from the public in the process of we-government because they are citizens who know many of the public's main concerns and needs.

In 2013, Sheikh Mohammed bin Rashid said: 'We want to relocate citizen service centers into every citizen device, enabling them to obtain their desired service through their mobile phones anywhere at any time. A successful government reaches out to the citizens rather than waits for

them to come to it' (Buhumaid, Constantin, & Schubert, 2019,). From 2011 to 2014, some of the entities converted their services to e-services and then to mobile based-services to enable their target audience to access their services 24/7 without having to visit the organisation in-person. Then several entities made their services accessible through official websites and social media platforms and other technologies such as virtual reality and augmented reality. For example, the MOI provides both e-services and e-participation options on its official website. The e-services contain the basic services which the public needs on a regular basis, whereas e-participation comprises the social media platforms, policies, blogs, polls, surveys and FAQs. Also, the Ministry of Community Development provides smart services and digital participation to benefit not only the public but also people with special needs, where they can hear and look at informative messages about the services available.

However, not all of the entities in the emirates have made the same level of progress, having not yet moved all their services online: some entities are still not fully aware of the importance of social media and others do not have the knowledge and skills for using these platforms. Some organisations just maintain one-way communication by diffusing information without taking the public's concerns and problems into consideration. Therefore, we can expect this to delay change to we-government and innovative online services.

A major limitation of the thesis is that not all federal and local institutions know what innovation means and are not sufficiently aligned on how it could be applied to optimise workplace processes.

When the UAE government issues decisions which need immediate actions from government entities, some members in the management ranks apply the changes without ensuring there are adequate training and workshops to prepare and upskill employees. Other limitations are some

government entities not having employees who are qualified in using social media platforms. In addition, others are not specialised or trained in project management methods and, therefore, are not able to execute projects combined with an understanding of the basics of using social media platforms. In addition, the thesis focuses solely on both federal and local government entities and does not include private sector organisations, sub-contractors and other social media project stakeholders.

Linders (2012, 2015) describes the emergence of having both digital era government (DEG) and transformational government (t-gov) models to enable citizens and businesses to coproduce products and services using electronic procedures and to collaborate with agencies acting as facilitators. Transformation government (t-gov) should strengthen citizens' participation by providing the public with the required technological tools to help them build public value. The government in both approaches should assist the public to initiate as well as respond to ideas and actions.

Several of the organisations studied have begun to implement the concept of we-government, such as Healthcare, which has 11 healthcare centres in the UAE monitored by the public. Healthcare has regular meetings to carry out immediate action in response to urgent concerns. Healthcare involves the public in building their strategies by sending a specific hashtag on their social media accounts to group all of the public's recommendations and suggestions. Another organisation is the Federal Youth Authority, which has formed seven local councils in every emirate to be managed by youths who volunteered beforehand to be the focal point for raising awareness and garnering the concerns of youth.

To improve the situation, the Ministry of UAE Cabinet Affairs could issue a we-government policy covering both local and federal government organisations and implement them within a specified time duration. A general framework (see Figure 19) was presented to assist policymakers and project managers working for government organisations in the UAE and, indeed, any other country in the world. It can be concluded, therefore, that social media technologies have the potential to increase the public's participation in government. This extends to whatever sphere of influence and level of decision-making participation politicians and government authorities want to attain in government-public collaboration, participation, engagement and awareness.

Although the research questions and objectives are used to cover both local and federal organisations using interviews, observations and focus groups, future research needs to validate the research questions and objectives highlighting some private organisations' practices. Their practices should be examined by researchers and government practitioners, not only to highlight their creative usage of social media platforms but also to ascertain the worth of new technology trends in the 2020s, such as virtual reality, augmented reality and blockchain.

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Appendices

Appendix 1 Organisational culture assessment

Diagnosing and changing organizational culture - The organizational culture assessment (Cameron and Quinn 2006, p. 26)

1. Dominant Characteristics	Now	Preferred
A. The organization is a very personal place. It is like an extended family. People seem to share a lot of themselves.		
B. The organization is a very dynamic and entrepreneurial place. People are willing to stick their necks out and take risks.		
C. The organization is very results-oriented. A major concern is with getting the job done. People are very competitive and achievement-oriented.		
D. The organization is a very controlled and structured place. Formal procedures generally govern what people do.		
Total	**100**	**100**

2. Organisational Leadership	Now	Preferred
A. The leadership in the organization is generally considered to exemplify mentoring, facilitating, or nurturing.		
B. The leadership in the organization is generally considered to exemplify entrepreneurship, innovation, or risk taking.		

C. The leadership in the organization is generally considered to exemplify a no-nonsense, aggressive, results-oriented focus.		
D. The leadership in the organization is generally considered to exemplify coordinating, organizing, or smooth-running efficiency.		
Total	**100**	**100**

The Organisational Culture Assessment Instrument

3. **Management of Employees**	**Now**	**Preferred**
A. The management style in the organization is characterized by teamwork, consensus, and participation.		
B. The management style in the organization is characterized by individual risk taking, innovation, freedom, and uniqueness.		
C. The management style in the organization is characterized by hard-driving competitiveness, high demands, and achievement.		
D. The management style in the organization is characterized by security of employment, conformity, predictability, and stability in relationships.		
Total	**100**	**100**

4. **Organisation Glue**	**Now**	**Preferred**

A. The glue that holds the organization together is loyalty and mutual trust. Commitment to this organization runs high.		
B. The glue that holds the organization together is commitment to innovation and development. There is an emphasis on being on the cutting edge.		
C. The glue that holds the organization together is the emphasis on achievement and goal accomplishment.		
D. The glue that holds the organization together is formal rules and policies. Maintaining a smoothrunning organization is important.		
Total	**100**	**100**

Diagnosing and changing organisational culture

5. **Strategic Emphases**	**Now**	**Preferred**
A. The organization emphasizes human development. High trust, openness, and participation persist.		
B. The organization emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued.		
C. The organization emphasizes competitive actions and achievement. Hitting stretch targets and winning in the marketplace are dominant.		
D. The organization emphasizes permanence and stability. Efficiency, control, and smooth operations are important.		
Total	**100**	**100**

6. Strategic Emphases	Now	Preferred
A. The organization defines success on the basis of the development of human resources, teamwork, employee commitment, and concern for people.		
B. The organization defines success on the basis of having the most unique or newest products. It is a product leader and innovator.		
C. The organization defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is key.		
D. The organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling, and low-cost production are critical.		
Total	100	100

The score key to these items is available in Figure 2.2 OCAI worksheet scores on page x in Cameron & Quinn (2006).

Instructions for diagnosing organisational culture.

It is stated to answer the six questions and rate it based on its current condition taking five minutes to answer the "Now" column and then spending another five minutes to answer the "Preferred" column, which identifies how the organisation is preferred to be in five years. Cameron and Quinn (2006) identifies instructions for diagnosing organisational culture. They specified that there are no correct or wrong answers on the provided questions, also there is no correct or wrong culture for an organisation. The questions also consider multiple organisations, teams and divisions.

Scoring the OCAI

The OCAI comprises of six items, and each item includes four options. To score the OCAI, first if the option A is much related to the organisation, then it might be given 55 points, then 20 points are given for both B and C and 5 points are given for the option D. When all the scores are completed, then every option's results are divided by six.

Appendix 2: Theoretical categories, selective codes and open codes

Implementer Case Study: Four theoretical categories and their (32) selective codes

Group 1 – Social media corner

1	Quality and effectiveness of entities' social media platforms
7	Media team prepares a detailed social media plan that includes the social media content schedule and the qualified participants
12	Media Interactive Corner
21	Social media tools are used by people to communicate with the Government
22	Engaging Visuals
24	Social media tools can link both innovation and product development
3	Quality of communication with the public
4	Government content, visual elements and media messages
11	Long videos of speeches and public events are uploaded on the UAEGov YouTube channel
26	Implementer communicates the outputs of all of the UAE Cabinet meetings that are chaired by Sheikh Mohammed bin Rashid on social media platforms and the events he was present in.
31	Government creates a list of influencers who are skilled in their field and can have a high impact on society
30	Professional competence

Group 2 – Governmental Initiatives

10	UAE Flag Day
6	UAE Pioneers
9	Brainstorming sessions outside the work environment
13	Prime Minister Initiatives
32	Specialised Programs
8	The first cabinet retreat.
25	Some vital discussions take place only in both the UAE Cabinet and UAE Ministerial Development Council.
27	Government Decisions

Group 3 – Corporate World

23	Corporate Risk Taking
29	Negative diffusion can destroy the entity's image both locally and globally.
17	Organisational Culture
18	Creative work environment
16	National Communication
19	Resolve the projects' problems with more creative and innovative solutions
30	Professional competence
2	Government official voice
20	Employees committed to the organisation's beliefs and values

Group 4 – Analytical Reports

14	Analytical Tracking

15	Analytics and PR measurement suite of software that generates detailed reports on different social media platforms
5	Analysis of entities' (service providers) presence and performance on social media

Selective codes (shortened names)

1. Quality and effectiveness of entities' social media platforms
2. Government official voice
3. Quality of communication with the public
4. Government content, visual elements and media messages
5. Analysis of entities' (service providers) presence and performance on social media
6. UAE Pioneers
7. Media team preparation of a detailed social media plan of qualified participants
8. The first cabinet retreat.
9. Brainstorming sessions outside the work environment
10. UAE Flag Day
11. The upload of long videos on UAEGov YouTube channel
12. Media Interactive Corner
13. Prime Minister Initiatives
14. Analytics Tracking
15. Detailed reports on different social media platforms
16. National Communication
17. Organisational Culture
18. Creative work environment
19. Projects' problems monitoring with creative and innovative solutions
20. Employees' commitment to organisation's beliefs and values
21. Social media tools are used by people to communicate with the Government
22. Engaging Visuals
23. Implementer different use of social media apps for public satisfaction measurement
24. Social media tools link both innovation and product development
25. Vital discussions take place in the UAE Cabinet and UAE Ministerial Development Council.
26. Implementer communicates the outputs of all of the UAE Cabinet meetings in social media platforms
27. Governmental Decisions
28. Corporate Risk Taking
29. Negative diffusion impact on entity's image both locally and globally.
30. Professional competence
31. Government creates list of influencers
32. Specialised Programs

Second level – Selective Codes (longer names)

1. Quality and effectiveness of entities' social media platforms
2. Government official voice
3. Quality of communication with the public
4. Government content, visual elements and media messages
5. Analysis of entities' (service providers) presence and performance on social media
6. UAE Pioneers
7. Media team prepares a detailed social media plan that includes the social media content schedule and the qualified participants
8. The first cabinet retreat.
9. Brainstorming sessions outside the work environment
10. UAE Flag Day
11. Long videos of speeches and public events are uploaded on the UAEGov YouTube channel
12. Media Interactive Corner
13. Prime Minister Initiatives
14. Analytics Tracking
15. Analytics and PR measurement suite of software that generates detailed reports on different social media platforms
16. National Communication
17. Organisational Culture
18. Creative work environment
19. Resolve the projects' problems with more creative and innovative solutions
20. Employees committed to the organisation's beliefs and values
21. Social media tools are used by people to communicate with the Government
22. Engaging Visuals
23. Implementer always try to use different social media apps to analyse public satisfaction
24. Social media tools can link both innovation and product development
25. Some vital discussions take place only in both the UAE Cabinet and UAE Ministerial Development Council.
26. Implementer communicates the outputs of all of the UAE Cabinet meetings that are chaired by Sheikh Mohammed bin Rashid in social media platforms and the events he was present in.
27. Governmental Decisions
28. Corporate Risk Taking
29. Negative diffusion can destroy the entity's image both locally and globally.
30. Professional competence
31. Government creates a list of influencers who are skilled in their field and can have a high impact on society
32. Specialised Programs

Open codes – (Shortened names)

1. Quality and effectiveness of entities' social media platforms

    a. Analytical Reports
    b. Social media platforms
    c. Recommendations for improvement
    d. Entities presence on social media
    e. Efficiency

2. Government official voice

    a. Minister of cabinet affairs
    b. Hope Mars Mission
    c. Unique program
    d. Rare achievement
    e. Youth efforts

3. Quality of communication with the public

    a. Fast feedback
    b. Response efficiency
    c. Issues resolution
    d. Entity's replies
    e. Communication

4. Government content, visual elements and media messages

    a. Effectiveness of the content
    b. Official website
    c. Entities' services
    d. Main projects and declarations
    e. Services' deployment

5. Analysis of entities' (service providers) presence and performance on social media

    a. Service providers
    b. Entities' presence evaluation
    c. Awareness of strengths
    d. Deep analysis
    e. Research and development

6. UAE Pioneers

    a. UAE pioneer's nomination
    b. UAE pioneers (public or organisations)
    c. UAE Pioneers assessed by qualifications and field
    d. Public or organisations are pioneers in their fields
    e. UAE Pioneers award
    f. Voting process

g. Pioneers great impact
h. Excellence and success
i. The earliest in the field
j. Honors from leadership

7. Media team preparation of a detailed social media plan of qualified participants

a. Media arrangement
b. Social media plan
c. Skilled participants
d. Honour for success
e. Social media content

8. The first cabinet retreat.

a. Suggestions for improvement
b. Prime minister twitter account
c. First retreat
d. Health and Education sectors
e. Public involvement

9. Brainstorming sessions outside the work environment

a. Cabinet retreats session
b. The UAE beyond oil initiative
c. Break routine
d. Participants motivation
e. Ideas and proposals

10. UAE Flag Day

a. National occasion
b. Yearly celebration
c. Sheikh Khalifa anniversary of presidency
d. Entities' celebration
e. The raise of UAE flag for dignity

11. The upload of long videos on UAEGov YouTube channel

a. Speeches and events videos
b. The international orchestra
c. Long videos
d. UAE celebration
e. YouTube channel

12. Media Interactive Corner

a. Implementer media team
b. GCO ongoing projects
c. UAEGov implementer main YouTube channel

d. Various media topics
e. Official social media account
f. Government spokesmen
g. Type of footage
h. Duration of the footage

13. Prime Minister Initiatives

a. Sheikh Mohammed bin Rashid brainstorming session
b. Education and Health sectors improvement
c. The government and innovation program
d. Citizens and residents' participation
e. Discussion of new solutions
f. Innovative ideas
g. Participation of all segments of society
h. Many challenges

14. Analytics Tracking

a. Monthly public engagement reports
b. Periodic analysis of channel success
c. Channel traffic
d. Views of clips
e. Channel subscribers
f. General statistics
g. Age group of followers

15. Detailed reports on different social media platforms

a. Media qualified team
b. Trending hashtags
c. Public interest and concerns
d. Relevant content
e. Analytical tools

16. National Communication

a. National Program for Government Communication (NPGC).
b. The 2021 Healthy Children
c. Cohesive Families 2021 campaign
d. National issues
e. UAE vision 2021
f. UAE cabinet initiatives
g. 2021 Healthy children
h. Cohesive family 2021

17. Organisational Culture

a. Culture role on project success
b. The discipline of rules and systems impact on employees' commitment

c. Four types of Organisational culture
d. Organisational culture depends on the management style
e. The quality improvement strategy
f. The reallocated managers treat employees as part of a big family
g. Organisational culture can be informative by employees' loyalty
h. Employees should be committed to organisation's beliefs and values
i. Culture supports employees to be creative at work
j. Organisation's success depends on employees' happiness
k. Positive results
l. Better performance
m. High achievement
n. Increased self-determination
o. Work efficacy

18. Creative work environment

a. AI workshops
b. Innovation workshops.
c. Dynamic working
d. Unique task assignments
e. Employees works outside specialist area
f. Culture critical to project success
g. Adhocracy
h. New technology tools
i. Top management involvement
j. Project variety
k. Efficient communication
l. New ideas on social media

19. Projects' problems monitoring with creative and innovative solutions

a. Manage projects' difficulties
b. Pioneering experiment
c. Different specialties
d. Future technologies
e. The exposure to different projects

20. Employees' commitment to organisation's beliefs and values

a. Skills development
b. Opportunities at work
c. Goal setting
d. Feedback and constructive criticism
e. Flexibility

21. Social media tools are used by people to communicate with the Government

a. The use of services

b. Inquiries and notes

c. Consumer complaint

d. Suggestions to improve services

e. Encountered problems

22. Engaging visuals

a. Infographic

b. Government decisions

c. Social media effectiveness

d. New legislations and policies

e. Massive public following

f. Engaging content

g. Marketing campaigns

23. Implementer different use of social media apps for public satisfaction measurement

a. Strategy pillar

b. Spread the word widely

c. Monitor fake news

d. Viral marketing

e. Social network analysis

24. Social media tools link both innovation and product development

a. Innovative projects

b. Product innovation management

c. Traditional and social media

d. UAE press

e. Government projects

25. Vital discussions take place in the UAE Cabinet and UAE Ministerial Development Council.

a. Essential discussions

b. Traditional media

c. Future-oriented government

d. Critical topics

e. News agency

26. Implementer communicates the outputs of all of the UAE Cabinet meetings in social media platforms

a. Cabinet meetings

b. Annual meetings highlight

c. Groundbreaking achievements

d. Government officials

e. National strategies

27. Governmental Decisions

a. Flexible hours for the Federal Government's employees
b. UAE Gender Balance Council
c. Back to school policy
d. Parents' meetings
e. Government employees
f. School activities
g. Gender inequality index
h. Government communication office

28. Corporate Risk Taking

a. UAE culture influence
b. Corporate risk-taking importance on organisations
c. Poor services risks
d. Social media plan
e. Collectivist and individualistic teams
f. National emergency crisis
g. Public positive reaction

29. Negative diffusion impact on entity's image both locally and globally.

a. Negative information on social media
b. Global news negative circulation
c. Viral video or pictures
d. Entity's negative image
e. Media circulation

30. Professional competence

a. Government best plan
b. Implementer list of influencers
c. Qualified social media team
d. Graphic designers
e. Content creators
f. Social media experts
g. Federal law

31. Government creates list of influencers

a. Media department specialists
b. Influencers of different fields
c. High engagement
d. Strong likeability
e. Significance impact

32. Specialised Programs

a. **Reading retreat**
b. **Reading committee**
c. **Specialised**
d. **Occasional projects**
e. **Prime Minister attends**
f. **High profile**
g. **High media coverage**

Examples of selective and open codes

1. Quality and effectiveness of entities' social media platforms
2. Government official voice
3. Quality of communication with the public
4. Government content, visual elements and media messages
5. Analysis of entities' (service providers) presence and performance on social media
6. UAE Pioneers

   a. UAE pioneer's nomination by the UAE public

   b. UAE pioneers can be public or organisations

   c. UAE Pioneers are assessed based on their qualifications and their history in the field

   d. Public or organisations should be pioneers in their fields

   e. UAE Pioneers award

7. Media team prepares a detailed social media plan that includes the social media content schedule and the qualified participants
8. The first cabinet retreat.
9. Brainstorming sessions outside the work environment
10. UAE Flag Day
11. Long videos of speeches and public events are uploaded on the UAEGov YouTube channel
12. Media Interactive Corner

    a. Implementer media team uses the YouTube channel to share long videos (letters)

    b. Ongoing project of the Government Communication office

    c. UAEGov is Implementer's main YouTube channel.

13. Prime Minister Initiatives

    a. Sheikh Mohammed bin Rashid announced in his Twitter account on Social Media the biggest brainstorming session.

    b. Improve both education and health sectors

    c. The government and innovation program

14. Analytics Tracking

    a. Monthly public engagement reports

    b. Published videos and public engagement that enables staff to measure the channel's success on a monthly basis.

15. Analytics and PR measurement suite of software that generates detailed reports on different social media platforms
16. National Communication

a. National Program for Government Communication (NPGC).

b. The 2021 Healthy Children

c. Cohesive Families 2021 campaign

17. Organisational Culture

a. culture play an important role in the project success

b. Impose the rules and systems of discipline in order to gain the employees' commitment

c. Four types of organisational culture used in organisations

d. Organisational culture depends mostly on the management style

e. The quality improvement strategy focuses on team building and Human Resource development

f. The managers were reallocated and encouraged to treat employees as part of a big family

g. For the organisational culture to be informative and strategic, it is essential that the organisation's vision and mission is conveyed to its employees and stakeholders

h. Employees should be highly committed to the organisation's beliefs and values

i. Culture has helped employees to support each other to be more creative in their work

j. Success of any organisation depends on employees' happiness and satisfaction

18. Creative work environment

a. A workshop discussing Artificial Intelligence in government organisations

b. Workshop encouraged employees to acquire many innovative ideas on building and modifying some of the policies.

c. Creative and dynamic work environment

d. Make assigned tasks more innovative and unique

e. Implementer employees being assigned to different projects that deliberately were not related to their specialty

f. Culture play an important role in the project success

g. Implementer's culture changed more towards an adhocracy culture

19. Resolve the projects' problems with more creative and innovative solutions
20. Employees committed to the organisation's beliefs and values
21. Social media tools are used by people to communicate with the Government
22. Engaging Visuals

a. The Ministry uses Infographic to clarify most of the government's decisions

b. Effectiveness of the social media tools, based on the response and communication from the social media accounts' owners

23. Implementer always try to use different social media apps to analyse public satisfaction
24. Social media tools can link both innovation and product development
25. Some vital discussions take place only in both the UAE Cabinet and UAE Ministerial Development Council.
26. Implementer communicates the outputs of all of the UAE Cabinet meetings that are chaired by Sheikh Mohammed bin Rashid in social media platforms and the events he was present in.
27. Governmental Decisions

a. The approval of flexible hours for the Federal Government's employees was to allow them to attend parents' meetings and school activities

b. An initiative was discussed in the UAE Cabinet meetings is the UAE Gender Balance Council

c. UAE launched a new "Back to School" policy to help parents to be with their children

28. Corporate Risk Taking

a. UAE culture influence corporate risk taking

b. Corporate risk taking is crucial to industry and organisation performance, and survival

29. Negative diffusion can destroy the entity's image both locally and globally.
30. Professional competence

a. Government best plan for the diffusion of innovation in the UAE

b. Implementer has a qualified social media team on all of its social media platforms

31. Government creates a list of influencers who are skilled in their field and can have a high impact on society

32. Specialised Programs

a. In the reading retreat, the Government gathered 100 influential national figures

b. The retreat committee produced a strategy and effective framework to motivate reading and disseminate reading commitment in the society

Selective codes – meaning and examples

1. Quality and effectiveness of entities' social media platforms

The media team generates an analytical report about the entities' presence on social media platforms for three months every year, to show the entities the quality of their social media accounts, and provide recommendations for them for improvement.

2. Government official voice

The minister or manager voice toward a particular subject. For instance, "The cost of the Hope Mars Mission reached US$ 200 million (Dh734 million), which is considered among the lowest in the world when compared with similar programmes, said Mohammad bin Abdullah Al Gergawi, Minister of Cabinet Affairs" - WAM. https://gulfnews.com/uae/science/uaes-hope-probe-is-worlds-cheapest-at-dh734-million-1.72475476

3. Quality of communication with the public

When the public have any concerns the entity replies and do not overlook the questions they send in the entity social media accounts.

4. Government content, visual elements and media messages

The government content, visual elements and media messages are mostly published in the entity social media platforms and official website to spread the entities' services, important projects and announcements.

5. Analysis of entities' (service providers) presence and performance on social media

Federal entities who are the service providers are evaluated in terms of their communication and transparency with the target audience. The Implementer research and development team have a deep analysis to help the service providers entities become aware of their strengths and weaknesses.

6. UAE Pioneers

When UAE Pioneers started in 2014, the only pioneers are individuals, then the Ministry of Cabinet Affairs started to give the awards to individuals and organisations who had a great impact, some of them are Burj Khalifa, UAE University, Dubai Airports, UAE Passports and many others.

a. UAE pioneer's nomination by the UAE public

In November of every year, the Implementer media team open the door for UAE pioneers voting to help the public to vote for the pioneers in their field using the UAEPioneers hashtag in social media accounts.

b. UAE pioneers can be public or organisations

c. UAE Pioneers are assessed based on their qualifications and their history in the field

UAE Pioneers award is given to the Emirati pioneers to honoured their service, pioneering spirit and for being the first in their field https://uaepioneers.gov.ae/en/.

7. Media team prepares a detailed social media plan that includes the social media content schedule and the qualified participants

Before the day of honouring the UAE Pioneers, the media team prepares the list of UAE pioneers and their field to be published simultaneously in the UAEGov social media account when they receive their award by Sheikh Mohammed Bin Rashid.

8. The first cabinet retreat.

The first cabinet retreat in 2013 focused on both health and education, that was initially published in Sheikh Mohammed Bin Rashid twitter account in order to get the public recommendations and suggestions for improvement.

360

9. Brainstorming sessions outside the work environment

Sheikh Mohammed Bin Rashid decided to have the first Cabinet Retreats session in 2007 at Bab Al Shams Desert Resort in order to break the routine. Then, the most recent Cabinet Retreat topic which was 'The UAE Beyond Oil' was organised in 2016 for two days at Bab Al Shams Resort in Dubai.

10. UAE Flag Day

Is a national occasion that is celebrated yearly on the 3rd of November which marks the anniversary of the President Sheikh Khalifa bin Zayed.

11. Long videos of speeches and public events are uploaded on the UAEGov YouTube channel

The Implementer publishes the long videos of any event in the UAEGov YouTube channel because its capacity and audience differs from the other platforms. For example the international orchestra joins the UAE in celebrating the Flag Day video was published in the UAEGov channel. https://www.youtube.com/watch?v=YomWOWQIzbU

12. Media Interactive Corner

b. Implementer media team uses the YouTube channel to share long videos (letters)

c. Ongoing project of the Government Communication office (GCO)

d. UAEGov is Implementer's main YouTube channel

Implementer entity uses the UAEGov channel to upload long videos including official meetings, UAE Pioneers speech, ministers' speech and events. The YouTube channel is considered as an ongoing project of the Government Communication office.
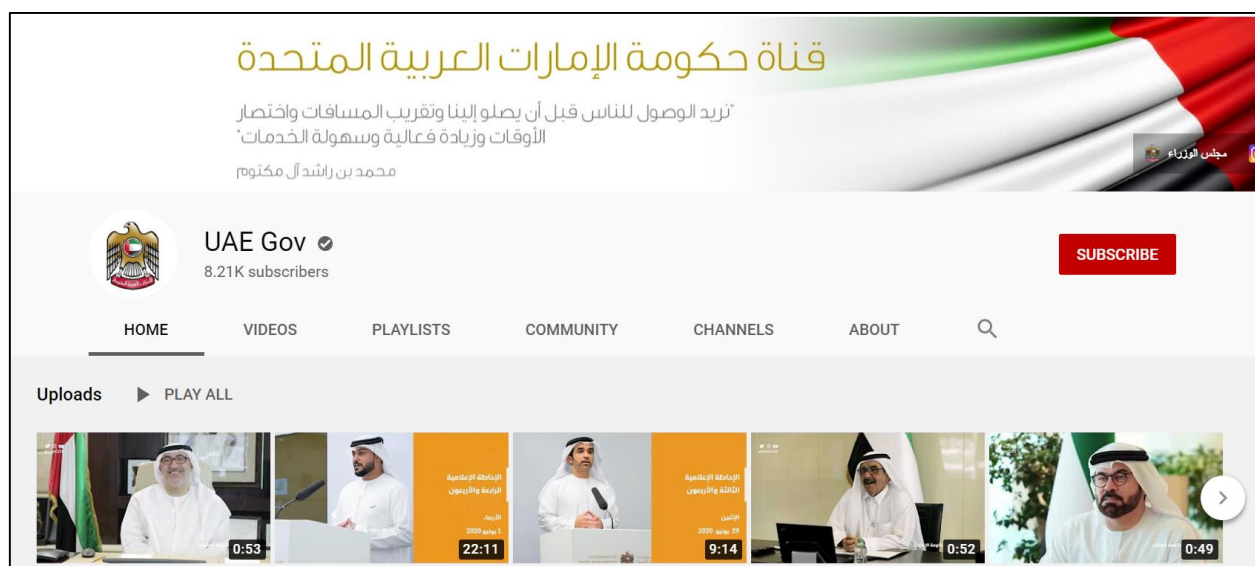
13. Prime Minister Initiatives

a. Sheikh Mohammed bin Rashid announced in his Twitter account on Social Media the biggest brainstorming session.

b. Improve both education and health sectors

c. The government and innovation program

Sheikh Mohammed announced in his personal Twitter account that he wants the participation of all citizens and residents with the brainstorming session to send their innovative ideas for new solutions and ways to improve both education and health sectors.

HH Sheikh Mohammed @HHShkMohd   3m
الجميع صغارا وكبارا،نساءً ورجالا نريد منهم تزويدنا بالأفكار والاقتراحات لتطوير التعليم الصحة،نريد أكبر جلسة عصف ذهني وطني لمناقشة حلول جديدة

Expand   Reply   Retweeted   Favorite   More

HH Sheikh Mohammed @HHShkMohd   5m
أريد إشراك جميع أفراد المجتمع في هذه الخلوة، قضايا التعليم والصحة تمسنا جميعا، نريد أن نتوحد حولهما وأن نبدع أفكارا جديدة في التطوير

Expand   Reply   Retweeted   Favorite   More

HH Sheikh Mohammed @HHShkMohd   6m
الإخوة والأخوات..سنقيم خلوة وزارية خلال الأيام القادمة مع جميع الوزراء لمدة يومين..قررنا تخصيص اليومين لمناقشة تطوير قطاعي الصحة والتعليم

Expand   Reply   Retweeted   Favorite   More

Dubai Media Office
@DXBMediaOffice

From Majlis to Hashtag..The UAE NATIONAL
BRAINSTORMING SESSION
Case Study by @MBRSG
bit.ly/reprtwt #Dubai #UAE

14. Analytics Tracking

a. Monthly public engagement reports

b. Published videos and public engagement that enables staff to measure the channel's success on a monthly basis.

To track and analyse the channel traffic and engagement, the media specialist (currently the thesis author) creates monthly public engagement reports and send them to the media manager to know the updates and traffic of the channel.
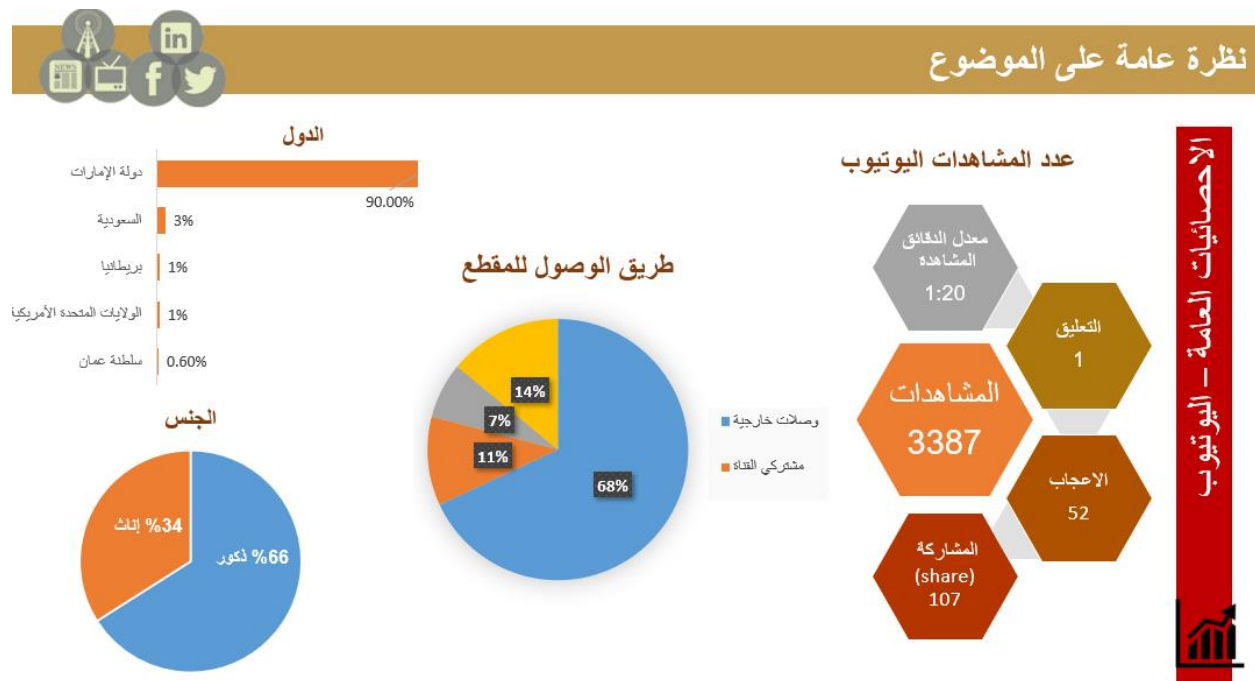
15. Analytics and PR measurement suite of software that generates detailed reports on different social media platforms

The media team uses the PR measurement software to generate detailed reports including public engagement and trending hashtags to figure out public interest and concerns. This application is CARMA analytical application.
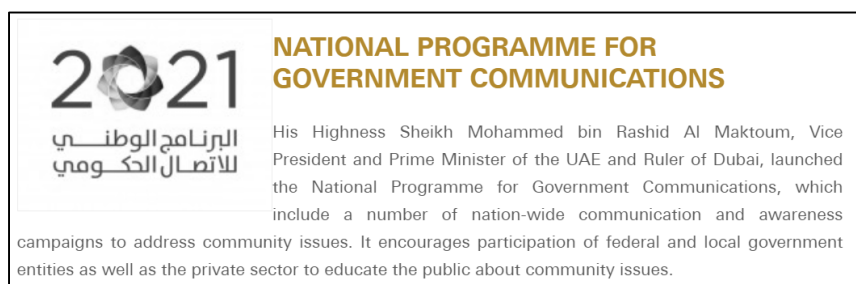

16. National Communication

a. National Program for Government Communication (NPGC).

b. The 2021 Healthy Children

c. Cohesive Families 2021 campaign

Highlights the national issues, determined by the National Agenda and guided by the UAE Vision 2021. This initiative was one of the UAE Cabinet initiatives that is uploaded in its official website, and it was mentioned in GulfNews. The 2021 Healthy Children campaign comes under the umbrella of the NPGC, it is added in the NPGC official website. https://npgc2021.ae/2021-healthy-children-campaign-educates-about-health-lifestyles/?lang=EN

17. Organisational Culture

a. culture play an important role in the project success

b. Impose the rules and systems of discipline in order to gain the employees' commitment

c. Four types of organisational culture used in organisations

d. Organisational culture depends mostly on the management style

e. The quality improvement strategy focuses on team building and Human Resource development

f. The managers were reallocated and encouraged to treat employees as part of a big family

g. For the organisational culture to be informative and strategic, it is essential that the organisation's vision and mission is conveyed to its employees and stakeholders

h. Employees should be highly committed to the organisation's beliefs and values

i. Culture has helped employees to support each other to be more creative in their work

j. Success of any organisation depends on employees' happiness and satisfaction

The Organisational couture plays an important role in projects' success because it adds positivity on the work environment. Implementer entity work culture from the start was not encouraging the employees for a better performance, until the management was changed. Since then their positive

direction added lots of positive results on the work process, one of the positive results was their positive direction on how to manage the social media accounts.

Platform	Followers Before	Follower After
Twitter	7,237	167k
Instagram	126,000	234k
YouTube	7,264	8.21k

When the Organisational culture from the four cultures suits the work environment, the employees' spirit will be high and positive that will reflect on how they communicate and achieve the work.

18. Creative work environment

a. A workshop discussing Artificial Intelligence in government organisations

b. workshop encouraged employees to acquire many innovative ideas on building and modifying some of the policies.

c. Creative and dynamic work environment

d. Make assigned tasks more innovative and unique

e. Implementer employees being assigned to different projects that deliberately were not related to their specialty

f. culture play an important role in the project success

g. Implementer's culture changed more towards an adhocracy culture

The ministry of cabinet affairs management, arranged for the whole organisation to attend a workshop discussing Artificial Intelligence in government organisations. This encouraged the employees to acquire the needed skills and knowledge in this field. One of the employees had his own book describing this field mentioning the minister who is specialised in Artificial intelligence. https://www.masaadernews.com/en/article/29293/why-does-uae-lead-the-region-in-artificial-intelligence/

The implementer culture in this period changed to adhocracy culture thus the departments' culture was more into a highly creative and dynamic work environment. Every employee now tries to ink differently in how to make their assigned tasks more innovative and unique.

Why Does UAE lead the Region in Artificial Intelligence?!

· September 24, 2019

19. Resolve the projects' problems with more creative and innovative solutions

One of the projects that helped employees from different specialties in the Implementer to work on is the Regulation Lab that spread the awareness about different areas in the entity for many involved employees, even if their background is not law.

MENU   GULF NEWS   UAE

UAE's Reglab hailed as a pioneering experiment

# UAE's Reglab hailed as a pioneering experiment

Focus on flexible laws to govern future technologies

Published: November 06, 2019 17:47
Staff Report

DUBAI RegLab is a pioneering experiment for the UAE on a global level in terms of providing a safe and flexible legislation ecosystem that supports utilisation of future technologies, Abdulla bin Touq, Secretary General of the UAE Cabinet, has said.

20. Employees committed to the organisation's beliefs and values

Abdullah Bin Touq knew perfectly well that the success of any organisation depends on employees' happiness and satisfaction. Therefore, he was involving the employees in many projects to help them sharpen their skills and know exactly were do they fit to be able to achieve and become more aware or organisations beliefs and values.

Abdulla bin Touq at EmTech MENA 2019: UAE Regulations Lab Update
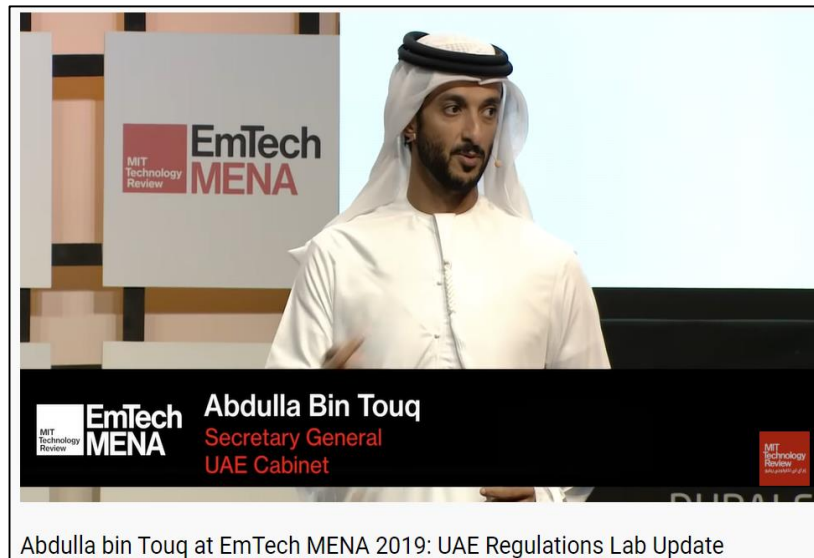
21. Social media tools are used by people to communicate with the Government

Implementer has three social media tools – Twitter, Instagram and YouTube channel – which have a consistent username, "UAEGov". The public communicate with the entity when they have any concerns or want to express their appreciation about its effort.
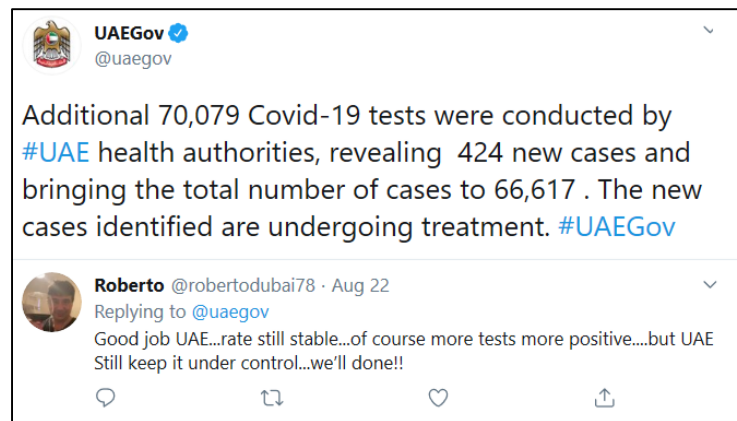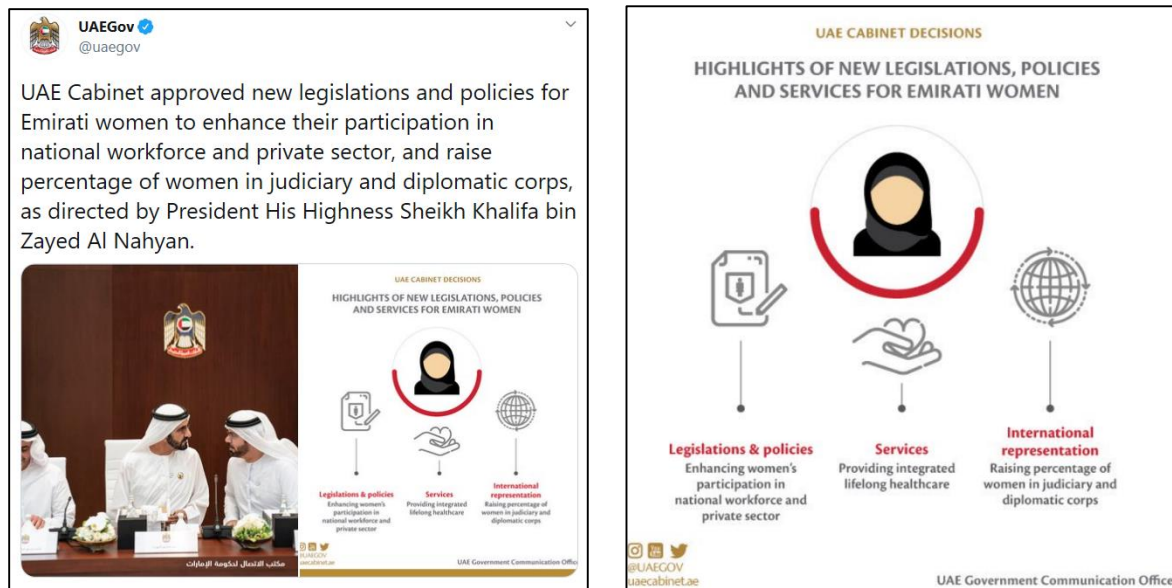
22. Engaging Visuals

a. The Ministry uses Infographic to clarify most of the government's decisions

b. Effectiveness of the social media tools, based on the response and communication from the social media accounts' owners

The Implementer uses Infographic to simplify uaecabinet decisions to the public and make it easy to understand.
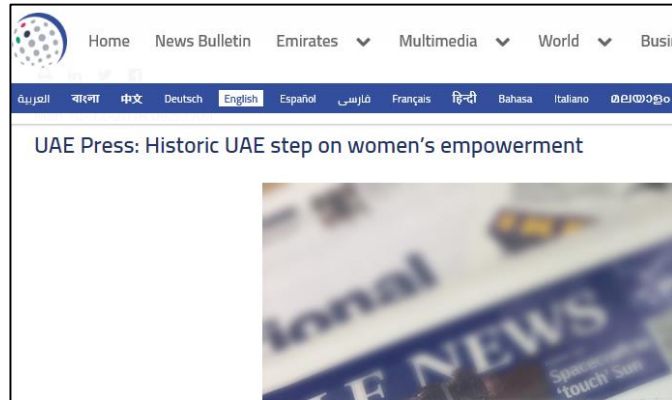

23. Implementer always try to use different social media apps to analyse public satisfaction

The media department has a team who are specialised in creating the analytical reports that analyse the Implementer presence on social media platforms. There are many free platforms to analyse the social media accounts like Keyhole.

24. Social media tools can link both innovation and product development

Social media accounts became part of the Implementer strategy pillars to have all of the government decisions, projects and initiatives published in both traditional and social media in order to spread the word more widely.

UAEGov ✓
@uaegov

As directed by UAE President His Highness Sheikh Khalifa bin Zayed Al Nahyan, in a step to further empower Emirati women and bolster their contributions to development, women's representation in the National Federal Council will be raised to 50%, starting next round. #UAEGov

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العربية   বাংলা   中文   Deutsch   English   Español   فارسی   Français   हिंदी   Bahasa   Italiano   മലയാളം

UAE Press: Historic UAE step on women's empowerment

25. Some vital discussions take place only in both the UAE Cabinet and UAE Ministerial Development Council.

These discussions are usually publicised in the traditional media (e.g., Al Bayan, Al Itihad, WAM) and its social media accounts.

Sun 12-04-2020 20:37 PM

Ministerial Development Council discusses development of future-oriented government work system

26. Implementer communicates the outputs of all of the UAE Cabinet meetings that are chaired by Sheikh Mohammed bin Rashid in social media platforms and the events he was present in.

Implementer entity always publicise Sheikh Mohammed bin Rashid meetings and the events he participates in, examples are when he gave the awards to the UAE Pioneers, and when he was present in the UAEGov annual meetings.

27. Governmental Decisions

a. The approval of flexible hours for the Federal Government's employees was to allow them to attend parents' meetings and school activities

b. An initiative was discussed in the UAE Cabinet meetings is the UAE Gender Balance Council

c. UAE launched a new "Back to School" policy to help parents to be with their children

The Implementer entity publish the uaecabinet decisions in its official website and social media platforms, examples are the decision of flexible hours for federal government employees. Another example is the Gender Inequality Index.

FLEXIBLE HOURS FOR FEDERAL GOVERNMENT EMPLOYEES TO ATTEND PARENTS' MEETINGS, SCHOOL ACTIVITIES

The UAE Cabinet, chaired by His Highness Sheikh Mohammed bin Rashid Al Maktoum, the Vice President, Prime Minister and Ruler of Dubai, adopted flexible hours for the Federal Government's employees to allow them to attend parents' meetings and school activities.

MOHAMMED BIN RASHID ASSIGNS THE UAE GENDER BALANCE COUNCIL TO OVERSEE THE IMPLEMENTATION OF THE 'GENDER INEQUALITY INDEX'

His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, has assigned the UAE Gender Balance Council to support the implementation of the 'Gender Inequality Index', which is issued annually by the United Nations Development Programme (UNDP).

28. Corporate Risk Taking

a. UAE culture influence corporate risk taking

b. Corporate risk taking is crucial to industry and organisation performance, and survival

Some federal Government entities have social media teams who are individualistic; such teams can expose the entity to poor services risks because employees do not work according to a mutual social media plan. However, teams who are collectivist they have positive feedback from the public.

29. Negative diffusion can destroy the entity's image both locally and globally.

When an incident took place in one of the UAE schools, some of the unknow individuals diffuse the pictures in social media that was captured by global news and sent in their own social media platforms.

Students destroy UAE school property in viral video, ministry takes action

30. Professional competence

a. Government best plan for the diffusion of innovation in the UAE

b. Implementer has a qualified social media team on all of its social media platforms

Implementer has a qualified social media team on all of its social media platforms (including graphic designers, content creators in both Arabic and English and social media experts who can send the messages in all social media platforms.
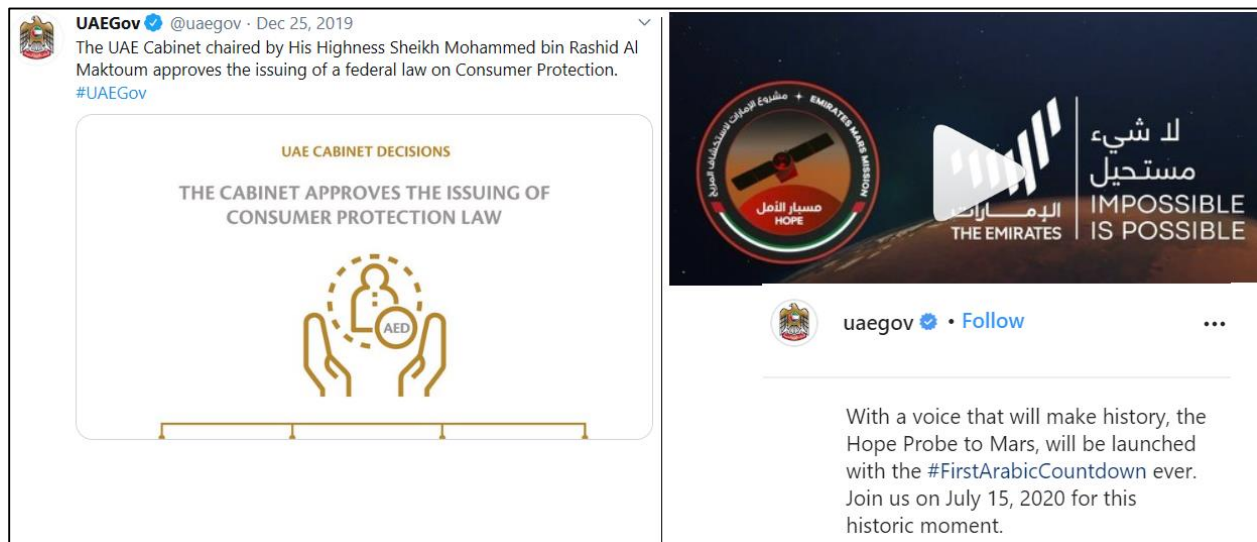
31. Government creates a list of influencers who are skilled in their field and can have a high impact on society

The media department specialist creates a list of the influencers of different fields including education, health, economy, sports, culture, humanity and environment. Here the Implementer can communicate with them to publish the important projects and initiatives related to their fields.

32. Specialised Programs

a. In the reading retreat, the Government gathered 100 influential national figures

b. The retreat committee produced a strategy and effective framework to motivate reading and disseminate reading commitment in the society

The implementer published the reading retreat in its official website and published it in WAM where all the news platforms took the news and publish it in their own official websites and social media platforms.

MOHAMMED BIN RASHID ATTENDS READING RETREAT

In implementation of the directives of President His Highness Sheikh Khalifa bin Zayed Al Nahyan, Vice President and Prime Minister and Ruler of Dubai, His Highness Sheikh Mohammed bin Rashid Al Maktoum, attended today the reading retreat, along with 100 important national figures to promote reading and make it a permanent habit in the UAE.

Appendix 3: Chicago holistic approach (Linders 2015, p. 6)

Appendix Table 13 Chicago holistic approach (Linders 2015 p. 6)

ChicagoShovels.org's holistic approach.

	Citizen sourcing	**Government as a platform**
Design	Consultation and ideation	Informing and nudging
	Citizen can provide suggestions and ideas via the snow portal's Facebook and Twitter accounts.	Citizens can track the weather, signup for SMS alerts, and track real-time progress of snow removal to plan their commute.
Delivery	Crowdsourcing and co-delivery	Ecosystem embedding
	Citizens can "claim" streets for cleaning and volunteer for a "Snow Corps" to help the disadvantaged.	The sites offers a public platform for citizens to share shovels and other equipment.
Monitoring	Citizen Reporting	Open book government
	Citizens can place a 311 service request or Tweet to inform the government and other citizens in real-time on the state of their streets and well-being.	The city provides full access to the location and functioning of its snow cleaning operations, enabling citizen to hold them to full account.