

Horizontal Revolution and Business Strategy: The Impact of Social Media Platforms on Departments' Business Strategy: The UAE context

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Abstract

Increasingly, business nowadays are being aware of the fact that social media is a critical factor in the world of business. This is through achieving successful communication within its internal and external stakeholders to maximize their knowledge and improving the relationships. Most companies in the developing world are exploring Social Media as a new venture and an emergent field in business. Comparatively, the current situation of the UAE as the fastest growing country in the region with a huge edge technology and a tremendous government focus in this area, there is a direct need to explore the true potential of Social Media and its effect on business. It has been observed that many companies in the UAE are still uncertain about its feasibility and in the stage of being reluctant and 'testing the waters'; the effectiveness and how to be approached in a pragmatic and sensible way. The question that poses itself is that do social media have a significant impact on functional departments' strategy and objectives in organizations. Therefore, the primary objective of this research is to examine the impact of social media as a tool on business strategy of each functional department that would lead to achieving the objectives of the departments. (200) self-completion questions were distributed to managers of (40) hotels randomly. In addition, the sophisticated SPSS was used to analyze the collected data. The implication of the study is to support decision and policy-makers to utilize social media to realize the maximum potential out of this emergent field; to improve the quality of the service provided by this industry, in turn, improve hospitality services the country to meet the demand of expo 2020 that will be held in the UAE.

Keywords: Social Media, Horizontal revolution, Organization's functional department, strategy, Hospitality industry, UAE.

1.1 Introduction

Today's digital space is dominated by websites substantially providing numerous services; social networking, online shopping, grocery shopping, online purchases and virtual collaboration. In addition, the usual activities on the internet, data is being collected; sites to be visited, the time would be spent on sites, words searched, personal data from site registration and login permission granted to other sites. What social media has become in our modern day lives definitely serves as a crucial aspect of society. It is basically a collection of computer-mediated tools that give people the ease to access, send, and trade information in all of its different types and forms. Social media as defined by Tuten and Solomon (2014) is 'the means of communication, conveyance, collaboration and cultivation among interconnected and interdependent networks of people and communities using the new technology. This flows of information from big companies or governments and across huge number of people by a click on a keypad is referred to as horizontal revolution' (Tuten and Solomon, 2014).

When speaking of a given business, its size is independent of its true need for the integration of social media into its overall business strategy. Social media is an efficient method of fixing the roots of a business into the farthest soils of the globe and can be applied to every part of a growing organization; from top management, purchasing and operations, research and development, human resources, public relation, marketing and sales. Therefore, these communities have made the international market closer to the home of any individual, regardless of how far across the globe that may be.

The use of these social media platforms serves not only for the aspect of sharing company information, revolving in career opportunities, and real income into any business (Tang Gu and Whinston, 2012). Thus, social media has also become a customer service outlet for customers and if businesses are not paying attention to social queries, they could indeed destroy their brand online profile (Knight, 2014).

1.2 Research Problem

Increasingly, businesses nowadays are being aware of the fact that social media is a critical factor in the world of business. This is through achieving successful communication within its internal and external stakeholders to maximize their knowledge and improve their relationships. As the current business environment have changed drastically, where the consumers have shifted to the online social community (Abuhashesh, 2014). Yet, some businesses may not be familiarized with the observable benefits that social media may contribute to add value to their businesses when implemented by its functional departments as parts and therefore their business strategy as a whole.

The primary objective of this study is to examine the essential role of social platforms in the success of any business through its functional departments using the appropriate platform approach. The study intends to view how social media impacts a business in terms of achieving its functional departments' objectives and compete competently in the wider market and relative industry. In the outset, the study aims to understand the importance of social media platform to any organization's strategy; to the level of involvement and engagement of its stakeholders in this window of technology that proves to be influentially dominated in the world of today business.

1.3 Research Significance

This research aims to examine the notion of what kind of social media platforms would complement each department in managing and decision-making processes. In the outset, it helps the business in knowing the kind of technology that can be utilized and integrated into a certain strategic business scenarios. We need to examine how the functional departments of an organization prioritize social media platforms in the development and achievement of their objectives, and the role that they are playing in its success.

Considering that social media platforms have become a viral concept amongst the global cyber communities, business should be involved with social media platforms and its users, leaving a clear channel of communication and understanding between the business stakeholders. This will also be associated directly to the success of their business. The level of any organization's engagement as people – who they are – rather than just as an organization – what they do – affects employees' and stakeholders' attitudes and work ethics. Therefore, testing whether large businesses consider this as important, in addition, to test the significance of this concept, it is vital to success of their business as well as to look at the pros and cons of their strategy.

1.4 Research Questions

- 1- What is the impact of social media platforms on departmental objectives and improvement of the business strategy formed by the functional departments?
- 2- What kind of impact will the size of the organization have on the implementation of social media?
- 3- Do social media platforms integrated with the traditional business strategy or will its benefits be bigger as a standalone business strategy?
- 4- Which social media platform do functional departments prefer to use in their strategy?

1.5 Research Objectives

- 1- To examine the impact of social media on department's objectives and the improvement of the business strategy formed by the functional departments.
- 2- To identify the impact of organizational size on the implementation of social media.
- 3- To clarify whether the social platforms should be integrated with the traditional business strategy or to be amplified as a standalone business strategy.
- 4- To determine the preferred social media platform that functional departments has used in their business strategy.

1.6 Research Hypotheses

H0: Social Media does not have an impact on the objectives and business strategy of functional departments.

H1: Social Media does have a significant impact on the objectives and business strategy of functional departments.

H0: Social Media integrated with traditional business strategy has no effect on the objectives and business strategy of functional departments.

H2: Social Media integrated with traditional business strategy has a significant effect on the objectives and business strategy of functional departments

H0: Organization size has no significant impact on the effectiveness of social media on the objectives of functional departments.

H3: Organization size has a significant impact on the effectiveness of social media on the objectives of functional departments.

1.7 Conceptual framework (see appendix (B))

2. Literature Review

2.1 Introduction

Historically, in 1989 World Wide Web was began in Switzerland by Tim Burners-Lee; he had the most redefining idea of inventing a Web known as tout a browser and that leads to the starter of Mosaic onto the scene in April of 1993, inventing the first web browser. By 2004, there was 'web 2.0,' which is the second generation of the World Wide Web that opening doors for online communities and web apps, such as Facebook, Twitter and YouTube (Knight, 2011, pp. 4-5). Now at this point in time, we are on what is called 'Web 2.5,' with Twitter being a combination of blogging, instant messaging and other services like mapping services. With a few more adjustments it isn't very long before we end up at 'Web 3.0,' where all the time, anywhere anything is viewable live(Knight, 2011, pp. 4-5). As a matter of fact, putting things into perspective, according to numbers, it took 89 years for 150 million houses to have a TV, it took 7 years for Steve jobs to sell 150 million iPod, and it took just 5 years for Facebook to have 150 million users (Knight, 2011, pp. 4-5).

Using social media is a huge asset for any organization; it assists in reaching target audience in a broader fashion, and in much larger numbers. For example, looking at some Twitter numbers recently, some celebrities stack up to 15 million followers on Twitter. So, in case of marketing envisage advertising to 15 million people at once that is now possible via the social verse (Knight, 2011, pp. 4-5)that gives the justification for a business to adopt social technology into its business plan is evident by numbers.

Social media is in the exchange of information that being produced and consumed by users through social media platform that allow users to communicate and interact easily and economically, and with high speed (Esteves, 2010).Social network sites is web-based service that allows all users to create a personal profile within a system to share a connection with each other. In fact, social media is about sharing information, ideas, collaborating with each other, and making relationship with other people (Abuhashesh, 2014), also being a business entrepreneur and E- commerce. Social media is about using online applications and platforms that connect group of two or more people in online communication and interaction to exchange information or date between each other's, the age of new social media technology that include some tools and content, however social media have some key elements (Esteves, 2010) .These are: First, participation of users of social media, contribution and respond to engagement in social communication. Secondly, openness to free participationallows users to make voting; comment and sharing information; data within the rare boundaries, and barriers. Thirdly, conversation that social media allows two way communications among users; promote sharing ideas and opinion, and broad casting information through traditional media. Fourth, Social media platforms allow community to interact, share common interests quickly and effectively. Finally, social media platforms help users to utilize any links and resources that are available on websites and achieve easy connection (Esteves, 2010).

2.2 Social Media and business strategy of functional departments

Social media platform aids in improvements of the business strategy of functional department in organizations. In the outset, it is becoming a crucial factor for any business, influences the way an organization should collaborate, engage and connect with its stakeholders. Therefore, the outcome of this interaction will definitely have an impact on its business strategy and better serving its customers (Abuhashesh, 2014). As social media gives the business an opportunity to know their customers much better than before.

Hence, social media can have positive impact on a business or have a substantial negative effect on a business (Abuhashesh, 2014). One cannot forget that conversation happens online over social media; conversations that may be bringing up your business do matter and then can possibly hurt your business a lot (Abuhashesh, 2014). One must stay updated with social media conversations to know what is keeping the business up and dragging it down. Social media gives you an idea of people's opinion about your business and how they are comparing it with rival businesses. If it is used correctly by the business can lead to a more reliable marketing strategy and provide better product and customer service (Abuhashesh, 2014; Solis, 2012).

The company must keep in mind that due to social media and technology the customer is the most powerful asset a company could possibly have (Abuhashesh, 2014). Therefore, through social media a customer could attract so many other people, just by recommendations and word-of-mouth, which is far more reliable to a customer than any advertisements that could be provided (Abuhashesh, 2014). Some online personalities have a large influence on people's thoughts, thus an unhappy customer can ruin an entire business (Abuhashesh, 2014). Therefore, businesses should keep the customer in the heart of every equation because happy customers mean more business (Solis, 2012).

Business owners should be aware of a given window of opportunity and customers will be more than happy to provide their feedback, however only if asked in the correct manner; despite what the past brought the correct way now is through the web. The business should provide customers with a chance to give their point of view over social media and to show customers that they are, in fact, aware of customers' point of view (Solis, 2012).

2.3 Social media and interaction between colleagues

Social media has substantial effect on smooth managing of a business though motivated and passionate employees. In the outset, only employees with passion their voices are subject to be heard and count when they seek assistance from expert. Therefore, an interaction over social media nowadays becomes possible through breaking down any barriers and provides freedom of communication between employees to have a better team's effort, more collaboration and more productivity (Solis, 2012). Therefore, businesses that use social technology internally encourage a deeper level of employees' engagement; attract and retain the best talents (Solis, 2012). A successful business keeps on its agenda that employees are valuable and should be given priority because businesses focus solely on prioritizing their customers and forget completely about their employees. Therefore, through social media a business can see employees' ambitions and aspirations. Also, through the network can help them, guide them and maintain the contact with them. This aids in achieving customers' satisfaction through customer care. A business must keep an employee engaged to make them a top performer (Solis, 2012). When employees engage with influences and the general community online, the business vision can be connected people both within and outside organizations. 51% of employees using social software claimed that they are more productive during the workday (Solis, 2012).

Businesses are also realized that customers when looking at a business they see a whole organization rather than fragmented departments. As all departments are preferably to be connected; and this can be achieved only by using social media. In most businesses social media is run by the marketing department but if all departments had to work together there would be much faster service and, in turn, happier customers. All employees are given the outlet to share, connect and be open, and that outlet is social media (Solis, 2012). Through social media bonds between employees will become stronger, employees already have default bonds but they are weak bonds, but through social media employees can share their mutual interests or even discuss customers' problems that make them easier to be solved. For example, if employees have a question they can post it on social media page and can get an answer from colleagues whom they don't know that well and will, in turn, tighten bonds between them. This is much more reliable outlet than sitting at one's desk and sending private messages to only colleagues one knows. Through these colleagues know who is good at what and can therefore; work together more efficiently to serve customers better (Solis, 2012).

Businesses revolve around their employees, so over social media a company, through Human Resource department can evaluate how every employee can feel about his/her role in the business, and this helps in making employees' performance review process much easier and more employees friendly, by not putting any pressure on them. It aids in the training of the employees and making them aware of their position in a team which in turn will boost a group's performance and make the business run like a functional team (Solis, 2012).

Social media can help every department to do its job more efficiently. It is important for every part of a business to be involved in social media, not only the marketing department, because that way it trains the departments to be better at communication, working together and collaboration during problem solving (Solis, 2012). Social media can be of help to every department; it can help the marketing department by seeking help from other departments to successfully launch a new campaign, or the customer service department by making them more proficient at solving customer issues (Solis, 2012). ..

2.4 Social media and customer engagement

Social media build more immense relations through new customers' engagement ways. So, the most successful businesses these days are the more engaged ones with their customers. As a business that is closer to its customers a step ahead in the competition to its rivals. Customers nowadays rely on reviews and advice of previous customers and through internet to get information about a product rather than contact the business. Therefore, businesses must be able to initiate a strong connection with their customers to help them to develop more strong relationship based on trust on the business more than the reviews. In fact, this can only be done if the business joins the online social media community, and makes a presence, and name for itself on there. Eventually, a business that builds channels with customers is to be ahead of the competitors, a channel of trust, if you will (Solis, 2012).

Having connections inside the company helps any sales representative to sell a product more efficiently and so social media helps sale representatives in gaining communication channels with different departments of the business, providing the salesperson with the information or services to sell to the customer in an easier and smoother way. This also creates a transparency with the customer so that s(he) is able to grasp what happens behind the scene, in turn, increase the trust (Solis, 2012). Social media helps the company in creating fans; to do that it must be able to redirect the social verse into something more positive by giving customers the opportunity to interact with the corporate sector.

Through social media, customers were able to change their traditional role and become a proactive part in the business process (Abuhashesh, 2014). Therefore, this can only be achieved through achieving customer engagement that would be achieved through hearing from them and follow every conversation related to a business or a product (Solis, 2012). A business with social media connection should be able to keep up with the pace of social media; a business on social media should be in the right place, at the right time in order to serve their customers better and to hear their feedback. The person controlling the social media accounts should be able to provide instant solutions in order to maintain customers' engagement (Solis, 2012).

2.5 Social Media and firm Size

Organizations are diversified from different dimension or structure (Size, Formalization and centralization) as those dimension have impact on the organization's adoption its business strategy. Organization's size is an important determinate that plays a major role and influences the scale of organization's social system. On one hand, organization size defined the number of people connected to organization either inside or outside stakeholders, on the other hand, number of employee couldn't be the right indicator to measure an organization's size; the relationship between organization size and social media strategy could differ . Since strategy is a result and outcome of organization's decisions regardless of an organization's structure, industry or environment, every organization has the goal of maximizing profit and minimizing cost. Therefore, irrespective of the type of adopted, leaders play a major role to achieve the goal to increase organization growth by emerging new Information Technology (IT) in their business strategy. Hence, business's perception could be change to IT and guarantee success in the long run (Rollyson, 2011).

IT technology (Social media platforms) are increasingly become a critical part of business strategy on almost all type of organization's structure as a result of its benefits on the organization growth, development and improvement. All size of organizations can adopt social media platforms as a critical subset of their business strategy, since its creates new strategy for all functional departments that helps them to achieve their functional objectives and increase competitive advantage of the whole organization; however in general there is a positive relationship between organization size and implementation of social media (Rollyson, 2011).

Awareness of implementing social media strategy among organizations have increased steadily over the years, as each firm without considering either its startup, established business or even universal firm focus on stakeholders activities regardless the size of effort that will impact the strategy, as when you defined a specific stakeholder you will be needed to commit your effort to develop a specific social media strategy to engage them, however organizational size has huge impact on adopting social media strategy as large organizations have more internal and external stakeholders, large amount of resources and more complex process that should be considered (Solis,2012). The startup and enterprises approach four areas of executing social business initiative: team, collaboration, learning, and scaling. The difference between small and large firm in adopting social media strategy with regard to these approaches is as Follow:

The first approach is that small firm has a team of less diversity that affects its culture because the novelty idea of the founder. So, it will be critical that most of those ideas will be present and involved on large scale of brand.

The second approach of small firm is that members have more informal communication which determines the way the content of strategy is covered and the basic ground rule of social strategy, as each member will know which part of that strategy should be accomplished; also it will be useful to use qualitative and quantitative matrices that help to increase trust (Rollyson, 2011).

The third approach is that it is easy for a small firm to share insight between members through using variety of intranet techniques (Wiki and Google doc) to share and exchange ideas and developing better opportunity for learning and expanding number of people involved. On the contrary, large firms have teams of more diversity that will have a huge impact on its culture as a result of communication and interaction between individuals, as top executive will not expected to be involved that much, however an organization can personalizing relationship. Secondly, communication in large firms is more formal than in small firms, this will force member to act formally by attending formal meetings to discuss process, present formal plans and project to keep everyone connected at same level. Thirdly, firm required more formal training, learning and formal method to monitor performance and programs because social business can't be formulaic, people receive rule but they have to be themselves. Finally, similar to small firm, large firm focus on both internal and external stakeholders to engage on social strategy, as this will add value to business (Rollyson, 2011).

According to previous research, the key element of success of implementing social media strategy is based on understanding of the importance of integrating information technology in business strategy rather than attributed to organizational size. Therefore, adopting new generation of technology creates new business opportunities that allow all companies to interact and communicate with all concerned parties (employees, customers, clients, and partners) both inside and outside the organization and facilitate learning, knowledge and collaboration within and across organization regardless of the size (Rollyson,2011)

2.6 Social Media platforms as standalone strategy vs. integrated with the business strategy

It is no secret that every business now has incorporated social media into its business plan, actually proven by an Altimeter group survey 2012 that 100% of businesses attempt to incorporate social media to different extents (Solis, 2013). It is also no secret that many of these businesses aren't very good at it; they aren't able to capture the power of posts on these social media websites (Solis, 2013). So, social media have the power on businesses and 78% of companies already have a dedicated social media team and no doubt it might have been increased over the second half of the year 2014 (knight,2014). Therefore, companies that are missing the power of social media have, in fact, missing out 1000's of potential customers (knight,2014). It is becoming more and more important for a business to adopt a social approach, but it is also important for the business to understand how to use the adoption of a social approach. Many businesses fail to understand the difference between just being present on social media and being able to use social media to its maximum advantage when comes to customer communication, relationship with employees, and their value chain partners. As many business executives are reconsidering their original business approach and seeking to find a new way to adopt social technologies thoroughly throughout their agenda, and making the business strategies more social- based (Solis, 2013)

It is vital to comprehend how organizations approach social media, and plan for it. There are two kinds of companies: one that adopt social media into their business but separate it from their actual business goals, and companies that have their agenda revolved around social involvement. A recent study shows that 1/3 of businesses actually related their social presence with their business goals, while a quarter (1/4) had different ideas where they drew a line between any presence on social media and business goals (Solis, 2013).

Every business should follow six steps to a complete social media transformation. These are: First, planning for how a business should approach a social media transformation, the presence of their customers on social media, and where their customers are available and comfortable. Secondly, presence is the stage in which the business moves from planning to actual action. At this stage the business should assess the appropriate way to incorporate their current strategies as well as integrated with departmental objectives. Third, engagement which arguably is the most important because its presence on social media no longer desired by the business however, truly needed. In the outset, the business is successfully communicating and able to involve customers through social media as much as possible. In addition, being able to use social media helps in product sales, speeding up the process and realizing efficiency of buying a product, makes it easier for customers, and increasing business opportunities. Fourth, formalized is a point where businesses should be seeking to adopt a social media control room. Social media as a control room should be shaped as perfect as it can, avoiding any pitfalls to this department is essential at this stage. Fifth, is the strategic that starting to have a real impact on the success of the business and numbers that are being put up which seeks the attention of head of departments and executives.

Main steps at this stage are to involve every department of the business into the social media coverage adding a whole new dimension to it and keeping everybody connected. Moreover, seeking the assistance of executives to assist in controlling the direction the social media pages should turn. Sixth, converged social media is a prominent part of the business, and with the help of executives that business' strategy should be manipulated to incorporate the powerful presence of social technology, making the business strategy not only digital but also social (Solis, 2013).

Social media has proven significant in the success of many companies, and it is evidently not going anywhere, but social media is an ever-changing which makes it difficult to keep it in control; companies that show no weakness are the ones that strive in their field; the internet is here to stay (Solis, 2013).

2.7 Social media platforms and functional departments in an organization

Functional departments of organizations have its own strategy that is implemented in order to achieve its objectives according to rules and principles of organization's transparency and collaboration. One of the methods used to accomplish this is by implementing the appropriate social media platforms, as part of functional business strategy. It is a wide spectrum of interactive including for instance, Facebook, Twitter, Instagram, etc. and how each department uses these platforms to accomplish its objectives (Scherer, 2014).

Each functional department has to determine whether it can be in every social site or, alternatively, to keep away from the rapidly changing social landscaping. Each organization has limited time and resources so organizations cannot afford to be in every social media site, nevertheless cannot afford also to ignore (Scherer, 2014). Therefore, organization should balance between the different social media platforms and to choose the most appropriate one that serve its objectives and mission to achieve organization goals, customer wants (Scherer, 2014, Abuhashesh, 2014). In fact, each organization has to consider that there would be different results of using social media platform from one organization to another (Scherer, 2014).

2.8 The types of social media platforms and functional departments

The most major seven social media platforms which are commonly used by different organizations' departments according to their needs are: Facebook, Twitter, Instagram, LinkedIn, Google+, Pinterest and Snapchat (Scherer, 2014). Thus, each social media platform is defined as follows:

1. Facebook is the most popular social media platform that being used among different organizations' functional departments, this platform is appropriate to be used by all business unites to achieve their objectives. It boasts 1.19 billion worldwide users, 73% of the US adult population, and most evenly distributed demographics of any platform (Scherer, 2014). It also increases the awareness of a department; the targeting capabilities of Facebook advertising is that it changes the organizational ability to offer online advertisement as it can reach to maximum number of audiences according to business specification; and because users put their personal details that easily support the business to identify which audience is targeting (Scherer, 2014).

2. Twitter is the second most recognized social media platform and the fourth social platform usage that enable any organization/department to reach its targeted audiences, as twitter has the higher tendency of following than other social platform, as users being up-to-date about any changes that could announced through it, this social platform is most suitable for marketing, Public Relation and Sales that offer in-the-moment development, it's also essential to build long term relationship with influencer and communication freely with your customer to create customer- base that help marketing and sales department to achieve their objectives by having loyal customer and increasing profit.

3. Instagram is the fifth most popular social media platform and the second most devoted users. Instagram is Image- friendly businesses for example, fashion, food, architecture, technology, and designers (Scherer, 2014); the dominance of the 18-29 age group on Instagram, therefore businesses with that target market should be on the site (Scherer, 2014). As Instagram is the only social media platform that actually skewed towards blacks and Hispanics, its important platform for technology department and marketers as they can easily reach a large number of audiences in seconds and advertise their products or service. Businesses can attract large number of audiences by creating splendid look for their profile and shows how fun stuff can be done, how much exciting and innovation can be offered, and can pay attention to important events and holidays.

4. Google+, 67% of the users are males, the majority are technicians, engineers and marketing departments, since it allows users to share content and making video conferencing through Google hangouts, it has communities that enable marketing to raise brand awareness and content marketing simple (Scherer, 2014). So, the top users companies of Google+ are: Android, Mashable and Chrome. It boasts 540 million users, in fact only 300 million are active (Scherer,2014).

5. Pinterest is the best platform for sales generation; it is the best for increasing awareness of a business' brand (Scherer, 2014). It was the third most popular social media platform for the past year, as 84% of the users are females, 21% of all US adults using it. It has the second highest percentage of internet users in the 50,000+/year income bracket, and 34% of Pinterest users have a household income of 100,00+(Scherer, 2014). It has the highest ROI for business that fit its demographic base. In addition, it can be useful for marketing and sales department by using rich pin that provides more information about product than normal pin. Therefore, it is interested in making revenue, increases sales, and increase business links with more details for example, price and availability of the product (Scherer, 2014).

6. LinkedIn is the oldest platform among others and the second most popular social media platform. It is also the professional social network being used by the type of sector (Finance, Manufacturing and technology). It is suitable for different functional departments that have activities on periodically basis rather than daily basis like Facebook, twitter and Instagram for example, finding jobs and check up on business partners; its professional as it is immensely used by job hunting for both employers and applicants. However, it is different from other social media platforms in generating revenue. In addition, less effort is needed to maintain a presence in social network (Scherer, 2014).

7. Snap Chat is one of the newest mobile App. social media platform that create an opportunities for business to communicate with audience in creative and innovative way. It is used to promote businesses through new short-term visual message format. It allows different businesses to share photos and short videos with large number of audiences on daily basis. It is also commonly used by marketing, sales, and Public Relation to promote their advertisement and campaign through short-term visual messages that can attract more audiences than written messages(Martin, 2012).

2.9 Social Media Strategy and functional departments' objectives

Many businesses lose the importance of making the workplace more of a community. For a workplace to function as a community trust and transparency are important. So, communication over e-mails does not serve as a community tool and is not achieved transparency. A recent study has shown that 27% of employees are actively engaged, while 59% are not engaged and 14% are actively disengaged. Hypothetically speaking, if 100% of new employees are actively engaged on their first day, what happens between then and today? And how can the remaining 73% are engaged once again? It could be put forward that perhaps the reason is that large number of employees are not engaged because we use the same work method now. It used in the past and was not very reliable because employees were set in small spaces and closer to each other, but nowadays with businesses being international the close proximity of employees is not present anymore. Employees and customers find it very easy to communicate and share ideas via social technologies, and several employees use social technology to share ideas, help each other by building on each other's ideas and forming new products.

Executives can use social networks to gain an insight into the employee's state of mind and can aid them to build their own ideas, in turn; employees will feel happier and more important. Businesses need to engage the employees, give them a transparent environment where they are free to share ideas. Businesses should collaborate and provide best tools for communication and for the employees to build on their ideas. Businesses must also be connected; bring people and ideas together to drag the business forward (Youssef, 2013).

2.10.Social Media Business Opportunities

Social media gives an insight on what customers think of a product and faster. It also provides a platform for businesses to know consumers' point of view about their products or to one another in an unfiltered manner (Abuhashesh, 2014). It can help the company to monitor the activities of the consumers which have great impact on the demand (Abuhashesh, 2014). Therefore, the companies have to possess the ability to react to the changes which are highlighted by consumers. Social media has caused the consumers to become high on their purchasing power, and the impact of their decision on the business environment. Consequently, through use of various options of social media tools, these individuals can have an impact on decisions made by a company (Aduhashesh, 2014). Therefore, the companies have to develop strategic orientation to be able to make the appropriate adjustment. They have to possess the ability to react to the changes which are highlighted by consumers. Social media has caused the consumers to become highly aware of their purchasing power and the impact of their decision on the business environment. Thus, through the use of numerous options on social media tools, these individuals can have an influence on decisions made by the company (Aduhashesh, 2014).

2.11Social media and Sales and Marketing

Social marketing helps in engaging potential clients in a more intimate and a closer fashion. Also, helps in reaching a larger number of customers by various strategies to adopt social media platforms to communicate effectively with a wide range of customers (Aduhashesh, 2014). The companies have to critically analyze the strength of each social media platform and develop comprehensive strategy, which focuses on a relevant business's objectives. It is vital to consider the penetration of each social media tool in the consumer market and how it can be effectively utilized by companies (Abuhashesh, 2014).

2.12Social media and Customer Services

The social media development initiative by an organization can assist in creating a considerable relationship with consumer market. The consumer service activities are based on the ability of the organization to interact with consumers and provide them with immediate support (Abuhashesh,2014). Social media platforms are ideal solution for contemporary organizations which can be used to provide cost- effective and time; and enhance the visibility on the relevant websites (Abuhashesh,2014). The reason behind social media orientation initiatives by corporate entities is to ensure that the support can be provided to the consumers at a highly personalized and appropriate manner (Abuhashesh,2014).

2.13 Social media and Public Relation initiatives

The current advancement in the field of technology has an immediate impact on social media platforms, in turn; organizational sector should react accordingly. Companies have to ensure that they are able to provide customers with a complete and latest social media experience. Thus, the availability to innovate through social media integration process would add value to a company's strategic advantages. The blog tool is a very generic and open communication one, which allows the companies to interact with consumers in a highly personal manner (Aduhashesh,2014) Using mobile industry as an emerging tool is very important one for the business sector now days. The companies can now conduct public relations activities which present at various regions of the world (Abuhashesh, 2014). As with the presence of the innovative and the high tech mobile phone technology, the modern marketers can simply target the mobile devices which are readily processed by a significant amount of the global consumer- base (Abuhashesh, 2014).

3. Methodology

3.1Introduction

The fundamental element in this research is the collection of primary data, and the methodology used to conduct the research. The appropriate strategy followed for this research is the quantitative one that associated with the Deduction process to find answer for research questions.

The philosophical stand of the research is positivism and the Ontology is Objectivism because the researcher borrows the model of the natural scientists to observe the phenomena under investigation. Therefore, the study applies the Deductive Process that explains the relationship between theory and data. The primary source of information is the data collected and analyzed to enable the researcher to reject or to accept the hypothesis developed to be tested out. The primary source of data for the research was through distributing self-completion questionnaires. The secondary sources of data were from reliable articles, books and websites.

3.2 Research Design

The research method was based on self-completion questionnaire, and the most appropriate design would be the cross-sectional design because the data was collected from different chain hotels in the UAE at a single point of time.

3.3 Sampling and Sample Size

Sampling is a significant part in a quantitative research to select the appropriate data from respondents; therefore it is important to choose the most suitable sampling techniques. This study use Simple Random Sample which is the simplest techniques of the probability sampling. The sample was chosen from the population where each respondent gets equal chance of inclusion (Bryman and Bell, 2014; Saunders et al, 2012). As the study followed the Simple Random sample; it is the simplest technique in the probability sampling frame because we randomly choose samples from the population, which gives the chance of equal probability of inclusion in the selected sample. The target industry was the chain hotels in the UAE, there are 40 Chain hotels in the population in the UAE, excluding its branches in different Emirates. In fact, all are following the same strategy and apply the same administrative systems. The self-completion questionnaire was distributed to five managers of each chain hotel based on five functional departments.

These departments are: Human Resources, Purchasing Materials, Marketing, Sales and Customer Services. The number selected is 40 chain hotels which represent the whole population in the hospitality industry in the UAE. The self-completion questionnaires were distributed to 5 managers in each chain hotel, therefore (200) questionnaires would have expected to be collected back from respondents. However, the number of questionnaires collected was from (25 hotels). (125) completed questionnaires were return back; 80 self-completion questionnaires were from the 'survey monkey' and 45 collected from face-to face- distribution. Therefore, the response rate is $(125/200) * 100 = 62.5\%$; and the non-respondents rate: $(75/200) * 100 = 37.5\%$.

4. Analysis

4.1 Data Analysis and Interpretations

Statistical Package of Social Sciences software (SPSS 20.0) was used to complete the analysis of the data gathered by self-completion questionnaires from different respondents and through the use of two modes of data collection. These are: face –to- face and online electronic system. The findings assist in testing out the hypothesis by either accepting or rejecting them. This section demonstrates the results of the statistical analysis tables and visual charts representing the data sourced from the self-completion questionnaires. The distributed questionnaires were 200 to the chain hotels in the UAE through face –to-face and also via 'Survey monkey', and some distributed through using social media platforms for example, 'Face book'.

4.2 Personal Data

Gender and Current Position

The statistics show that the majority of the respondents are female managers; at the executive level (16) female and (6) male executives, (45) Female and (29) male managers, (15) Female and (12) staff, and (1) female supervisor, and (1) male supervisor. The statistics show that the majority of the respondents who were attending more training programs related to technology are in the age ranged (20-30) years old had (1-3) training programs. The second group who had training programs is in the age range (31-40); and the last group who had less training programs is in the age more than (40). This has an implication for any organization that there is a positive correlation between age and the use of technology. So, to adopt new technology and social media platforms, it needs employees who can deal with technology in an easy manner. The statistics show that the majority of the respondents are working in their current position for a period (1-3) years. The majority is currently working in Abu Dhabi (50) respondents, Dubai (41) respondent, and 28 are working in Sharjah respectively.

The effects of social media for example, Facebook, Twitter, etc. on the improvement of business strategy formed by the functional departments, statistics show that the distribution of the respondents according to the different departments is as follows: (20%) are currently working in the marketing department, (21.6%) in the Operations department, (20%) in HR department, (18.4%) are in the Public Relations department and the remaining (20%) are from the Sales and Customer Services department. In addition, the statistics show that social media is used for communication. The majority of the respondents (84) strongly agree that they use social media platforms for communication purposes, (33) respondents just agree and (7) respondents think that using social media platforms does not add to their communication purposes. Also, the statistics show that the majority of the respondents of the different functional departments (49) are strongly agreed that they use social media platforms for 'competitive analysis' purposes, (39) respondents agree, and (33) respondents think that using social media platforms does not add to their competitive analysis purposes. Furthermore, the statistics show that the majority of the respondents (80) strongly agree that social media platforms are used for customer services, (29) respondents' agreed and (14) respondents are neutral. The statistics show that the majority of the respondents (80) strongly agree that they use social platforms for marketing and sales purposes, (39) respondents' agreed and (4) respondents think that using social media platforms does not add to their marketing and sales purposes.

The statistics show that the results of functional departments' opinion of using social media platforms for 'news' purposes. (65) Respondents from all functional departments are strongly agree that they use social media platforms for news purposes, (45) respondents agree, (15) respondents are neutral, and none disagree of such a purpose of using social media platforms. Moreover, the statistics show that the results of functional departments' opinion of using social media platforms for 'recruitment' purposes. (42) Respondents from all functional departments are strongly agree that they use social platforms for recruitment purposes, (25) respondents agree, (30) respondents neutral, (6) respondents disagree, and (22) strongly disagree on using social media platforms for recruitment purposes. In addition, the statistics show that social media platforms for example; 'Facebook' has an effect on improvements of functional departments' strategy. (78) Respondents from all functional departments strongly agree that 'Facebook' has improved their department's strategy, (35) respondents agree, and (11) respondents are neutral. Only (1) respondent from Operations department is strongly disagreeing that 'Facebook' improved their department's strategy.

The statistics also show that social media platform for example; 'YouTube' affects the improvements of functional departments' strategy. The majority (55) of the respondents from all functional departments are neutral on the impact of the 'you tube' platform on the departmental strategy, (33) of the respondents are strongly agree, (26) are agreeing, (3) respondents are disagreeing, and (8) respondents are strongly disagreeing that 'YouTube' has improved their department's strategy. Besides, the statistics show the effect of the social media platform 'Twitter' on the improvements of functional departments' strategy. The majority of the respondents (56) of the entire functional departments selected strongly agree that Twitter has improved their department's strategy, (37) respondents agree and (25) are neutral.

For the impact of social media platform 'Instagram' on the improvement of a functional department strategy, the statistics show that the majority of the respondents (56) from the selected departments strongly agree that 'Instagram' has improved their department's strategy, (28) respondents agree, (30) respondents are neutral, (2) respondents from HR department disagree and (3) from the Operation are strongly disagree that 'Instagram' improved their department's strategy. Along the same line, social media platform 'LinkedIn', the statistics show that the impact of social media platform 'LinkedIn' on the improvements of functional departments' strategy, the majority of the respondents (46) agree that social media platform 'LinkedIn' improved the functional department's strategy, (45) strongly agree, (25) neutral, and (9) disagree and strongly disagree. HR department is the highest among the strongly agree departments that social media platform 'LinkedIn' has improved the functional department's strategy.

Therefore, social media gives the business a chance to know their stakeholders more than before by giving the business the opportunity to improve business objectives. The statistics show the results of the impact of social media on improving the business objectives formed by the selected departments that giving them the chance to know their stakeholders more than before. (64.4%) of all respondents strongly agree that they get to know their stakeholders better, (35.2%) agree, (14.4%) are neutral, (4%) strongly disagree.

The impact of social media on business objectives improvement formed by the functional department – The statistics show the results of the impact of social media on improving the business objectives formed by the selected departments through building a prompt connection between colleagues. The majority of the respondents (44.8%) strongly agree that social media does builds instant connection between the colleagues, (38.4%) agree, (16%) neutral, (0.8%) strongly disagree. In addition, social media builds a more immense relation through new stakeholders' engagement ways. The statistics show the results of the impact of social media on improving the business objectives formed by the selected departments through building an enormous relation through new stakeholders' engagement. (44%) of all respondents strongly agree, (35.2%) agree, (20%) neutral, (0.8%) strongly disagree.

The study investigates another dimension that is related to the effect of organization's size on the social media (Facebook, Twitter, etc...) implementation. The impact of the organization's size of the implementation of social media strategy, the statistics show that the respondents are currently working in organizations of different sizes: medium, large and global chain hotels. The majority of the respondents (63) strongly agree, (42) respondents agree, (20) respondents are neutral. Therefore, the result shows that the larger the organization the higher the impact of social media strategy implementation on the organization.

There are different reasons for using social media platforms (Facebook, Twitter, etc). The majority of the respondents (54) from the functional departments use it for external communication. (47) Respondents use social media platforms for sharing data, (12) respondent's use social media for internal communication, and (12) use it for exchanging data. Therefore, the selected functional departments mostly use it for external communication and sharing information.

Social media (Facebook, Twitter, etc...) as a standalone business strategy or as integration to the traditional business strategy, the statistics show the responses of the respondents to whether social media is important to all functional departments or just for marketing and sales department. The majority of the respondents (75%.2%) think that social media is crucial for all the functional departments, whereas (24.8 %) consider it as crucial just for the marketing and sales department. Furthermore, reconsideration of original business approaches by adopting social technologies (Facebook, Twitter, etc...) In depth, the statistics show that the majority of the respondents (38.4%) strongly agree, (48.8 %) agree, (12.8 %) neutral, and none is disagree that businesses reconsider their approach to adopt social media as a new technology.

When business is associated with social media presence to achieve their business' goals, the statistics show that the majority of the respondents strongly agree (37.6%) that social media has added value to business' goals, (37.6%) agree, (23.2%) neutral, and (1.65%) disagree. Moreover, the statistics show whether a line is drawn or a barrier between any presence on social media (Facebook, Twitter, etc...) and business goals, the majority of the respondents (42.4 %) agree, (29.6%) strongly agree, (24 %) neutral and only (4%) disagree that they fully depend on social media to achieve their business goal, instead they consider it as a subset of their strategy. So, the use of social media platforms has many benefits to the organization: first, it increases effectiveness of marketing. The majority of the respondents (37) are using social media platforms for increasing marketing effectiveness by more than 60%, these are mainly by marketing and Public Relations departments, (21) of the respondents perceive the benefit increased in the range between (31-45%), (21) respondents also perceive the benefit increased between 46-60%. (6) of the respondents perceive the increase between 16-30%.

Secondly, increasing customers' satisfaction, the majority of the respondents (30) agree than social media increasing customers' satisfaction by 60% and more. This is mainly for marketing and public relation, (23) respondents perceive the increase in the range between (31- 45%), (20) respondents perceive the increase in the range between (46-60%). Thirdly, reducing marketing coststhe majority of the respondents (28) perceive that social media reduce marketing costs by (46-60%), (23) respondents perceive the increase between (31-45%) , and (22) agree that the benefits increase by (60%) or more. Fourth, for internal purpose to increase speed access to internal experts 'Feedback' from respondents of the Human Resources and Public Relations departments only, the majority of respondents (13) perceive the increase of benefit is by (31- 45%), (12) by (46-60%), (11) respondents perceive it by (60%) or more, (8) respondents perceive it between (1-15%), and (4) respondents perceive it between (16-30%).

In addition, it increases speed access to external experts, the statistics show that the majority of the respondents (30) perceive the benefit of social media in increasing speed and access to external experts is in the range between (46-60%), also another (30) perceive the benefit of social media is more than (60%), (27) respondents perceive the benefit in the range between (31- 45%), and (17) respondents perceive the benefit of the social media range between (1-15%). Moreover, the benefit of using social media is in reducing communication costs, the statistics show that the majority of respondents (31) perceive the benefit of social media platforms in reducing communication costs is by (31- 45%), (28) respondents perceive the reduction between (46-60%) , (26) respondents perceive the reduction in cost between (1-15%), and (22) respondents perceive the benefit between (16-30%). Also, the use of social media is increasing speed to access knowledge, the statistics show that the majority of the respondents(32) perceive the benefits of using social media platforms is in increasing speed to access knowledge by the range between (31-45%), (30) respondents perceive the benefits between (46-60%), (24) respondents perceive the benefits in the range between (60%) or more, (23) respondents perceive it between (1-15%), and (16) respondents perceive it between (16-30%).

The Impact of social media strategy on the objectives of functional departments: first, as sending and sharing method, the statistics show the feedback that (75) of the respondents strongly agree, (38) respondents agree, (11) respondents suggest that it does not make a difference, and (1) respondent strongly disagree that social media is the most valued method for sending and sharing information. In addition, social media is mostly valued for receiving and viewing information. (40) Respondents strongly agree, (50) agree that social media is the mostly valued method in functional departments, (29) suggest that it does not make a difference, (6) respondents disagree.

Therefore, social media platforms had made drastic changes in meeting business objectives in the organization. The statistics show whether social media has any significance in meeting departments' objectives in organization in hospitality industry. The majority of the respondents (64) agree that social media does make changes in meeting the objectives of their organizations, (33) respondents are neutral, (26) respondents strongly agree, (2) respondents are disagree that social media make changes in meeting the objectives of their organizations.

Moreover, the satisfaction with its outcomes of using social media activities, the social media opportunities in the business help in gaining insight on what customers' think of a product, faster and cheaper. The statistics show that using social media increases the opportunities of gaining insight on what customers' think of a product / service, fastness and cheaper. The majority of the respondents (35) agreed that the opportunity increased by more than (60%), (26) respondents think the opportunity increased by (1-15%), (24) respondents think that the opportunity increase by (46-60%), (18) respondents think that it increase by (31 – 45%), and (10) respondents think that the opportunity increased by (16-30%). The responses are from the entire department selected except the Human Resources.

Social media for example, Facebook, Twitter, helps to gain ideas from customers for product's improvement. The statistics show the feedback of respondents in the targeted departments excluding HR department, about social media opportunities in helping gain ideas from customers for product improvements. Of all the functional departments targeted, (14) respondents mentioned opportunity increased by (1-15%), (11) mentioned opportunity increased by (16-30%), (23) respondents mentioned it increased by (31 – 45 %), (28) mentioned the increase was by (46-60%) and the highest rate was (24) respondent agreed that the opportunity increased by more than 60%. In addition, social media helps in engaging potential clients in a close way. The statistics show that the feedback of respondents in the Marketing, Public Relations, Sales and Customer Services departments about social media opportunities in helping engagement potential clients in a close way. Of all the functional departments targeted, (8) respondents mentioned opportunity increased by (1-15%), (10) opportunity increased by (16-30%), (18) respondents mentioned it increased by (31 – 45 %), (20) mentioned the increase was by (46-60%) and for the highest rate more than 60 was agreed of (17) respondents.

Social media opportunities in sales and marketing - Helps reach larger number of clients in a more effective way, the statistics show the feedback of respondents in the Marketing, Public Relations, Sales and Customer Services departments about social media opportunities in helping engage potential clients in an intimate way. Of all the functional departments targeted, 8 respondents say opportunity increased by(1-15%, 3) mentioned opportunity increased by 16-30%, 16 respondents mentioned it increased by (31 – 45 %), (23) mentioned the increase was by (46-60%) and the highest rate was (23) respondents agreed that the opportunity increased by more than 60%.

There are decent numbers of respondents who see more than 50% increased opportunities in reaching larger number of clients in a more effective way using social media. Social media opportunities achieve: improvements in customer care services, the statistics show the feedback of respondents in the targeted departments excluding HR department, about social media opportunities in improving customer care services. (15) Respondents mentioned that opportunities increased by (1-15%), (12) mentioned that opportunities increased by (16-30%), (20) respondents mentioned it increased by (31 – 45 %), (34) mentioned that the increase was by (46-60%) and the highest rate was (19) respondents agreed that the opportunity increased by more than (60%). In addition, it provides effectiveness, efficiency and cost effective. (15) Respondents mentioned that the opportunity increased by (1-15%), (12) mentioned opportunity increased by (16-30%), (20) respondents mentioned that the increase is by (31 – 45 %), (34) mentioned that the increase was by (46-60%) and (19) respondents agreed that the opportunity increased by (more than 60%).

Moreover, the use of social media as a tool for orientation of new employees is mainly used by HR and PR departments, (19) respondents mentioned that the opportunity increased by (1-15%), (2) mentioned that the opportunity increased by (16-30%), (10) respondents mentioned that the increased is by (31 – 45 %), (8) mentioned the increase was by (46-60%), and (9) respondents agreed that the opportunity increased by (more than 60%). Also, it helps as a tool in achieving successful collaboration between colleagues and departments, the statistics show that the feedback of respondents from Human Resources and Public Relations departments, (18) respondents mentioned that the opportunity increased by (1-15%), (1) in the HR department mentioned that the opportunity increased by (16-30%), (7) respondents mentioned that the increase is by (31 – 45 %), (9) mentioned that the increase is by (46-60%), (13) respondents agreed that the opportunity increased by (more than 60%).

Furthermore, it provides opportunities for job seekers based on different sets of skills, therefore the statistics show the feedback of respondents from Human Resources and Public Relations departments that (14) respondents claimed that the opportunity increased by (1-15%), (2) mentioned that the opportunity increased by (16-30%), (6) respondents mentioned it increased by (31 – 45 %), (9) mentioned that the increase is by (46-60%), (17) respondents agreed that the opportunity increased by (more than 60%). Also, social media provides an opportunity for administration and Human Resources to increase collaboration and close gaps between knowledge management and business intelligence. The statistics show the majority (18) respondents think that the increase is by (1-15%), (10) respondents think the opportunity increases by (60% or more), another (10) respondents think that the percentage is between (31-45%), (8) respondents think it is between (46-60%), and (2) respondents think it is between (16-30%).

4.3 Hypothesis Decision:

H0: Social Media does not has an impact on the objectives of functional departments to enrich the business strategy

H1: Social Media has an impact on the objectives of functional departments to enrich the business strategy

According to the t- test, $t(25.757)$, $df(124)$, sig 2 tails (.000), mean differences (1.98400), at 95% confidence interval of the difference (lower:1.8315, upper: 2.1365). We reject (H0) that Social Media has no impact on the objectives of functional departments; we accept (H1) the alternative hypothesis at 95% Confidence Interval of the Difference that social media has a significant effect on functional departments' objectives.

The relationship between social media and business objectives is significant (.000) according to the One-Sample Kolmogorov-Smirnov test, Mean (1.8880), Standard Deviation (.81534), Test distribution is Normal. We can conclude that the study of functional departments of each organization agreed that social media activities have radically added value in meeting functional department's objectives, where most functional department were satisfied with the outcomes of using social media activities, therefore it makes a drastic change in meeting business' objectives of the entire organization.

H0: Social Media integrated with original business approach has no effect on the objectives and business strategy of functional departments.

H2: Social Media integrated with the original business approach has a significant effect on the objectives and business strategy of functional departments.

According to the t- test, $t(29.065)$, $df(124)$, sig 2 tails (.000), mean differences (1.74400), at 95% confidence interval of the difference (lower:1.6252, upper: 1.8628).

We reject (H0) that Social Media integrated with original business approach has no impact on the objectives and business strategy of functional departments; we accept (H1) the alternative hypothesis at 95% Confidence Interval of the Difference that social media combined with the original business approach has a significant effect on the objectives and business strategy of functional departments.

According to one-sample Kolmogorov-Smirnov test, the relationship between the impacts of social media strategy on the objectives of the functional department is significant (.000), Mean (1.9840), Standard Deviation (.86121). In addition, integrating social media platforms with the original business approach has a significant effect on departmental business strategy and its objectives. Using social media has a benefit for external purpose and the relationship is significant (.000), deviation (.680)

H0: Organization size has no significant impact on the effectiveness of social media on the objectives of functional departments.

H3: Organization size has a significant impact on the effectiveness of social media on the objectives of functional departments.

According to the t- test, t (24.964), df (124), sig 2 tails (.000), mean differences (1.65600), at 95% confidence interval of the difference (lower:1.5247, upper: 1.7873). We reject (H0) that Organization size has no significant impact on the effectiveness of social media on the objectives of functional departments; we accept (H1) the alternative hypothesis at 95% Confidence Interval of the Difference that organization size has a significant impact on the effectiveness of social media on the objectives of functional departments.

The relationship between social media and organization size is strongly correlated according to Spearman's rho; the correlation coefficient is (1.000). Also, the impact of social media strategy on the objectives of functional departments is strongly correlated; the correlation coefficient is (1.000). In addition, the relationship is also significant according to One-Sample Kolmogorov-Smirnov Test (.000); Mean (3.5840), Standard Deviation (.66216), test distribution is Normal.

The reasons for different departments to use social media platforms could be for communication purpose, competitive analysis, customer services, marketing and sales, news, and recruitment. According to ANOVA test, the use of social media platforms is significant for communication, competitive analysis, marketing and sales, and news. Using social media platforms has a significant impact on communication (.000) and deviation (.052); on competitive analysis (significance .000) and deviation (.531); marketing and sales (.000) and deviation (.443); for news (significance: .000) and deviation (16.582).

To conclude, different functional departments agreed that social media strategy has an impact on objectives of functional departments. Different functional departments agreed that social media has made drastic changes in meeting business objectives of the organization. Different functional departments are satisfied with the outcomes of using social media platforms.

5. Conclusion & Recommendations

Conclusion

To conclude, the study found out that social media strategy has a positive impact on the overall organization objectives by implementing social media strategy by different functional departments (Marketing, Operation, Human Resources; Customer services and Sales, and Public Relation) in the chain hotels industry located in the UAE, and how the implementation influence each functional department's objectives. Therefore, according to literature review theories, social media strategy is very important dimension of the entire business strategy to achieve organizational objectives. However, some businesses may not be familiarized with the observable benefits that social media may add value to their businesses when implemented by its functional departments as parts, in turn, for business strategy as a whole.

The first conclusion is that social media aid functional department to improve their business strategy and achieve their objectives. Therefore, social media is a crucial factor for any business to have a sustainable relationship with customers, since it gives businesses an opportunity to know their customers better than before. Also, social media helps to build instant connection between colleagues and lead to more effective communication. Therefore, social media platforms provide opportunities as tools for successful collaboration between colleagues and departments. Second conclusions, social media platforms are increasingly become critical part of business strategy on almost all type of organization's size.

The integration of social media platforms with traditional business strategy has a significant effect on all functional departments and for all organizations. Therefore, it should be considered and incorporated with the original business approach. Hence, the major (7) social media platforms which are commonly used by different organization's departments according to their needs; the most commonly used one is Facebook, Twitter, Instagram, LinkedIn, Google+, Pinterest and Snapchat. Each organization has to consider that there will be different results and vary from one organization to another. Therefore, the adoption of social media strategy has an impact on the objectives of functional department. Functional departments are satisfied with the outcomes of using social media platforms.

Thirdly, social media has many benefits for businesses to achieve different objectives by 60% or more to satisfy customers. These are: Increasing effectiveness of marketing, reduce marketing costs, increase speed access to internal experts, increasing speed access Knowledge, reduce communication costs, gain insight on what customer's think of product, faster and cheaper, reaching larger number of clients in a more effective way, increase collaboration and close gaps between knowledge management and business intelligence by more than 60%.

6. Implications

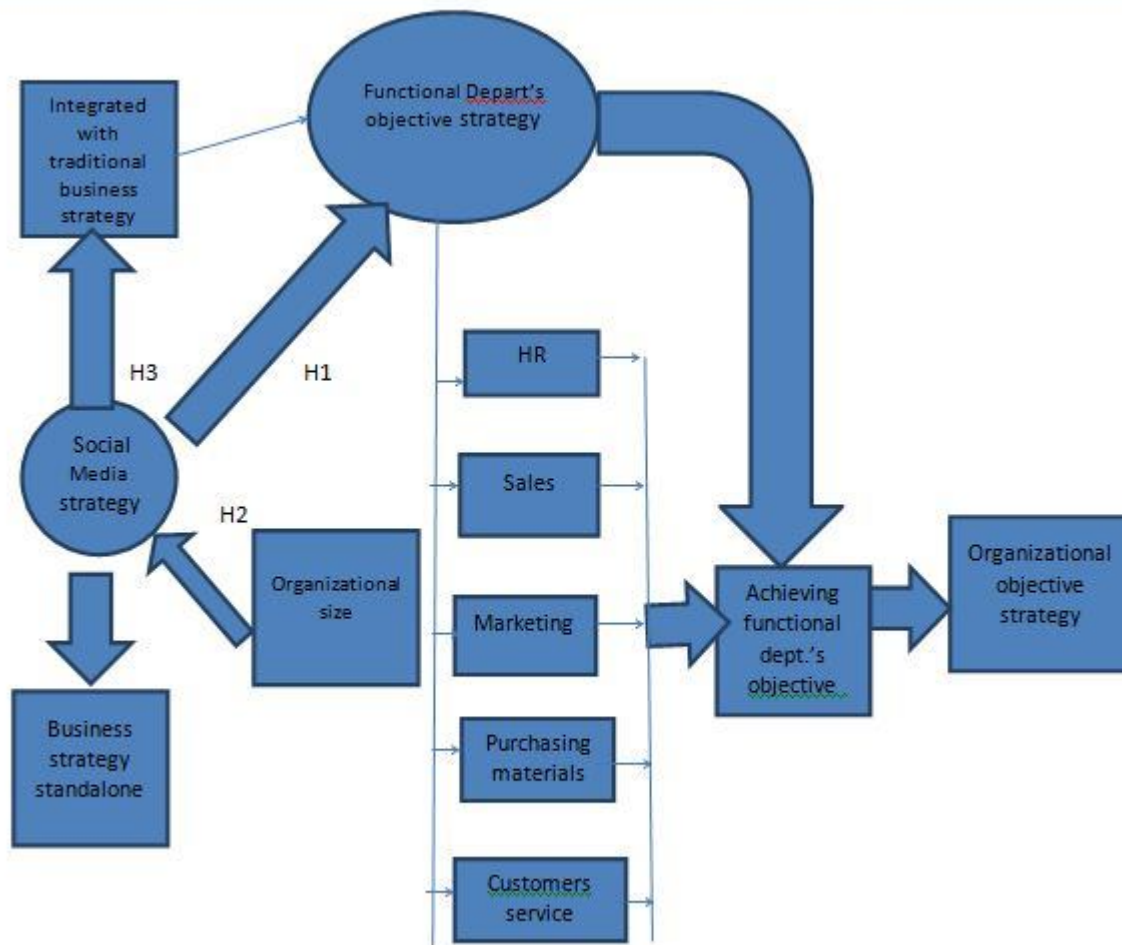
The implication for decision and policy makers is that organizations need to integrate social media with the traditional methods used in their strategy to achieve their departmental objectives. Social media platforms should be adopted by all functional departments to improve achievement of objectives of functional departments. To satisfy the reliability criteria for this research, more data should be collected from the other 15 chain hotels in the same hospitality industry in the UAE. In addition, reliability of the study in other industries is vital to reach a well- founded conclusion.

Appendix (A) Statistics One-Sample Test

	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Using social media platforms for Recruitment	19.551	124	.000	2.52800	2.2721	2.7839
Using social media platforms for competitive analysis	23.893	124	.000	1.94400	1.7830	2.1050
Organizational Size	60.515	124	.000	3.58400	3.4668	3.7012
Impact of Organizational size on implementing social media strategy	24.964	124	.000	1.65600	1.5247	1.7873
Social media is crucial to all organization	32.180	124	.000	1.24800	1.1712	1.3248
Reconsidering the original business approach by adopting social media	29.065	124	.000	1.74400	1.6252	1.8628
Social presence relates to business goals	25.889	124	.000	1.88800	1.7437	2.0323
impact of Social media strategy on the objectives of the functional department	25.757	124	.000	1.98400	1.8315	2.1365
Social media in meeting business objectives in your organization	31.990	124	.000	2.08800	1.9588	2.2172
Department Satisfaction with outcomes	32.564	124	.000	2.13600	2.0062	2.2658
Social media opportunities in Administration and HR	11.846	47	.000	2.70833	2.2484	3.1683
Social media opportunities in Administration and HR	12.142	47	.000	2.95833	2.4682	3.4485
Social media opportunities in Administration and HR	13.549	47	.000	3.27083	2.7852	3.7565
Social media opportunities in Administration and HR	12.109	47	.000	2.79167	2.3279	3.2555

Appendix (B)

Conceptual Framework



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