

BIBLIOGRAPHY

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ABSTRACT

The study made an evaluation on the levels of efficiency of Facebook, an Online Social Networking site, as a tool in Corporate Communication and its impact on the Work Ethics of the Reservation Sales Agents (RSA), entry-level employees of InterContinental Hotels Group-Baguió Central Reservations Office (IHG-BCRO).

There were 181 RSAs who participated in the study. These RSAs are active Facebook users and are classified as Friends with the IHG-BCRO Facebook account (www.facebook.com/ihgbaguió). The respondents were chosen using Consecutive Sampling Technique.

The findings revealed very satisfactory efficiency levels of Facebook as a tool in corporate communication when assessed according to the attributes Timeliness, Ease of Access, Completeness and Reliability of Information and satisfactory in terms of Relationship Building.

The results show no significant difference in the RSAs views on the efficiency levels of Facebook as a tool in corporate communication when the respondents were grouped according to gender, civil status, age bracket and Online Social Networking

Activity by average number of hours spent surfing the internet per online session. The RSAs differ in opinion when they were grouped according to Online Social Networking Activity by frequency of Facebook account visit and update, and by access of Facebook account while at work.

The use of Facebook in corporate communication affecting the attributes Self Expression, Privacy and Sensitivity of Information and Mitigation and Sanctions for Misbehavior reveals low impact and the attribute Company and Employee Reputation shows average impact to the RSAs' online social networking behavior and work ethics. The impact levels of Facebook as a corporate communication tool show no significant difference however the RSAs were grouped demographically.

Facebook commits to its function as a corporate communication tool and has successfully and effectively reached its target audience: the employees of IHG-BCRO.

The results imply that the RSAs' behavior in using Facebook was not governed by any solid or written guideline but relatively manifested by one's judgment over the ethical use of Facebook as tool in corporate communication.

Companies need to realign the nature of business and mission-vision towards the online nature of Facebook in order to fully harness its potential as a tool in corporate communication. With this, employers and employees alike will become fully aware of the impacts in the use of Facebook to both their work productivity and work ethics hand-in-hand with the development of appropriate guidelines governing online social networking as a tool in corporate communication.

INTRODUCTION

Background of the Study

There have been a lot of discussions and studies regarding the processes involved in Corporate Communication. It is also expected that organizations set and follow unique guidelines and protocols to fluidly deliver the functions of communication with their colleagues. These guidelines and protocols are reflective of a company's core values and are aligned towards the attainment of its mission-vision.

Over the years, communication tools, products and services are evolving from one form to another, bridging the communication process in faster, efficient and more interactive ways. Technological advancement and innovations are tailored to aid human needs and to make life's processes easier, consequently, technology is constantly changing the way people do daily tasks and communicate.

Mobility is a key factor in the development of most communication tools. The electronic mail replaced the printed snail mail, conference call is now easier through instant messaging, the telephone has evolved into a mobile cellular phone, and the introduction of internet in the workplace outdated the local intranet. Needless to say, these examples aim to deliver an environment where one can be productive anywhere. As a result, the



physical workplace is now larger in magnitude and is more than our traditional perception of an office - a space where employees collectively report to and do work. The workplace has progressed to what is now conceptually known as the virtual workplace.

The idea of the virtual workplace practically sets aside the physical presence of an employee to be less-relevant towards his actual work performance and output. The impression of working at one's own pace in his most convenient location is the main highlight of the virtual workplace.

Organizations that adopt methods of the virtual workplace are also devoted in utilizing sophisticated and top-of-the-line communication tools to support and satisfy the employees' needs and sequentially to satisfactorily perform. Nowadays, most companies provide employees with corporate email addresses, company-issued mobile devices like cellular phones and laptop computers, among other gadgets or services that aid corporate communications. Likewise, these communication tools facilitate an easier way to monitor employees' performance and output.

For practical reasons, however, it is most likely that an employee harnesses shared communication tools in performing both his professional and personal activities and responsibilities. Logically, It is more convenient to carry along one cellular phone that one may use to communicate with both co-workers and family members, it is easier to use one e-mail



account to share electronic mails to both workmates and friends, or in the case of this study, it is more sensible to maintain one Facebook account that enlists an individual's boss, workmates, family members and friends altogether as Friends. This area may blur out the thin line that separates the professional and personal roles of an employee, thus, affecting focus and balance between an employees' responsibilities and priorities.

The advent of internet is pivotal in the development of the virtual workplace. One quality that exemplifies the use of internet in the workplace is its being an open source: allowing anyone who has the access to be well supported with the information that one may need to stay connected virtually with anyone and anywhere in the world. The internet as a communication tool has become an essential part of almost everyone's business. Nowadays, in order to become competitive in the marketing and branding arena, one should maintain a reputable online presence through websites.

With its solid role as a corporate communication tool, the internet evolved into a vital company resource. Eventually, the use of internet in the workplace as a communication tool has become fundamentally integrated with the company's regulations on the proper use of company resources.



The increase in number of institutions that utilize Online Social Networking as a business tool is evident in the recent years. Effective marketing strategy is one of the main agenda of these companies in harnessing this form of social media.

Company guidelines against the improper use of resources made the use of internet in the workplace manageable. Technically however, these protocols are limited to the literal use of internet in conjunction with the productivity of an employee. However, behavior involving the use of internet vis-a-vis Online Social Networking per se as a tool in corporate communication is scarcely stipulated in the guidelines on work ethics (Haans-Mulder and Dekker, 2010).

This study encompasses four qualities of the Internet as an open source communication tool as specifically adapted towards Online Social Networking as a tool in corporate communication through: Timeliness, Ease of Access, Completeness and Reliability of Information, and Relationship Building. These areas are cross-examined on their impact on the possible vulnerability towards work ethics through: Self Expression, Privacy and Sensitivity of Information, Mitigation and Sanctions for Misbehavior, and Company and Employee Reputation.

Equally important, this study identifies the Entry-level employees as the target respondents. Entry-level personnel are the company's driving



force in terms of productions and operations. In almost all companies, majority of its employees hold rank and file positions. Proper information dissemination among these employees is as important as the business process itself since this employee level is considered the lifeblood of the company operations (Cascio, 1998).

InterContinental Hotels Group (IHG) is an international hotel company and the world's largest hotel chain in total number of guest rooms – 645, 000 rooms in over 4,400 hotels across nearly 100 countries. IHG makes more than 146 million guests stays every year. The company operates the following hotel brands: InterContinental, Crowne Plaza, Hotel Indigo, Holiday Inn, Holiday Inn Express, Staybridge Suites and Candlewood Suites. IHG's operating system also includes advertising and marketing campaigns, 11 global call centers, 13 local language websites and Priority Club Rewards – its hotel loyalty scheme with 56 million members.

IHG as a global company has many divisions. Distribution and Marketing operates Worldwide Reservations and Guest Relations. Worldwide Reservations is globally responsible for all Central Reservations Offices (CROs), where customers call for reservations. IHG's worldwide reservation system operates 11 CROs that take hotel bookings from guests 24 hours a day in 15 languages. Guests are



assisted by Reservation Sales Agents (RSAs). Across the 11 IHG-CROs, majority of the workforce is under the entry-level position RSA. IHG estimated in 2011 a global sales force including RSAs of more than 9,000 professionals. RSAs handle 30,000-110,000 calls per day. It is expected that each RSA consistently deliver individual customer experience to all guests and become Great hotels guests love.

There are two IHG-Central Reservations Offices in the Philippines, one based in Makati City and one in Baguio City. The IHG-Central Reservations Office in Baguio City is located at the John Hay Special Economic Zone, Camp John Hay, Loakan Road. It started its operations in 2007 and presently employs more than 300 Reservation Sales Agents.

The IHG-Baguio Central Reservations Office (IHG-BCRO) utilizes a mixture of traditional and non-traditional corporate communication tools. The company harnesses both computer-based and traditional media in executing the company's internal corporate communication activities.

On September 2009, IHG-BCRO launched its Facebook account. Alongside with other traditional forms, the IHG-BCRO Facebook account is designed to aid internal corporate communication. It focuses on inter-departmental advisories and various announcements, company events and projects, departmental job openings, congratulatory messages for promotions, employee birthday celebrators and achievers, among other



information posted in the Facebook account profile. Unlike other companies or groups that use a Facebook Group account settings, the IHG-BCRO Facebook account (IHG PHPRO) utilizes the generic Individual account setting. The account includes the following user tabs: INFO-lists information about the company like contact information, etc. WALL-where brief announcements, status messages and other information are placed, PHOTOS and VIDEOS–albums and compilation of photographs and videos related with the Wall announcements, LINKS–are website shortcuts for further information about an announcement, FRIENDS–enlists individuals, groups or entities who have added the account as a Friend, and NOTES –are longer and more detailed versions of the Wall announcements.

As of February 2011, the IHG-BCRO Facebook account enlists 381 Friends, including current employees, committee, group and team accounts, among other individuals and entities that are in one way or another connected with IHG-BCRO. Since IHG-BCRO uses Facebook's individual interface, its Friends can interact with the account through mail and chat. Facebook interactive tools like Post a Comment, Like, Share and Tag are also limited to those who add the Facebook Account as a Friend. Upon adding the account as a Friend, one may be able to share



and Tag Posts, Photos and Videos and Links to the account and vice versa coined in Facebook as Wall to Wall Sharing.

Statement of the Problem

The main purpose of this study is to analyze the effects of Online Social Networking (specifically Facebook) in Corporate Communication and its impact on the Work Ethics of the Reservation Sales Agents, entry-level employees of InterContinental Hotels Group-Baguió Central Reservations Office.

The researcher sought answers to the following questions:

1. What are the levels of efficiency of Online Social Networking as a tool in Corporate Communication as perceived by the entry-level employees with respect to the following aspects:
 - a. Timeliness
 - b. Ease of Access
 - c. Completeness and Reliability of Information
 - d. Relationship Building?
2. What is the difference in the levels of efficiency of Online Social Networking as a tool in Corporate Communication when the respondents are grouped demographically as follows:



- a. Gender
 - b. Civil Status
 - c. Age Bracket
 - d. Online Social Network Activity?
3. What are the levels of impact of Online Social Networking as a tool in Corporate Communication in the respondents' Work Ethics with respect to the following aspects:
- a. Self Expression
 - b. Privacy and Sensitivity of Information
 - c. Mitigation and Sanctions for Misbehavior
 - d. Company and Employee Reputation?
4. What is the difference in the levels of impact of Online Social Networking as a tool in Corporate Communication in the respondents' Work Ethics based on:
- a. Gender
 - b. Civil Status
 - c. Age Bracket
 - d. Online Social Network Activity?



Objectives of the Study

This study has the following objectives:

1. To determine the levels of efficiency of Online Social Networking as a tool in Corporate Communication as perceived by the entry-level employees with respect to the following aspects:
 - a. Timeliness
 - b. Ease of Access
 - c. Completeness and Reliability of Information
 - d. Relationship Building
2. To determine if there is a significant difference in the levels of efficiency of Online Social Networking as a tool in Corporate Communication when the respondents are grouped demographically as follows:
 - a. Gender
 - b. Civil Status
 - c. Age Bracket
 - d. Online Social Network Activity
3. To determine the levels of impact of Online Social Networking as a tool in Corporate Communication in the respondents' Work Ethics with respect to the following aspects:



- a. Self Expression
 - b. Privacy and Sensitivity of Information
 - c. Mitigation and Sanctions for Misbehavior
 - d. Company and Employee Reputation
4. To determine if there is a significant difference in the levels of impact of Online Social Networking as a tool in Corporate Communication in the respondents' Work Ethics based on:
- a. Gender
 - b. Civil Status
 - c. Age Bracket
 - d. Online Social Network Activity

Importance of the Study

Social media as a communication tool revolutionized an active online presence not only among individuals, but also among groups and organizations. Social media earned a reputable standing in terms of number of users due to its user-centric interface. With this in mind, this study focuses on the end-users of the online social media to fully understand the impact of their online social networking behavior aligned with their personal and professional roles. Similarly, it is also expected that this study will bring awareness to groups and organizations towards the



significance of these end-user's behavior in order to fully harness the advantages of social networking as a tool in corporate communication.

Technological advancement and its mediation in the workplace have had its fair share of deliberations regarding advantages and disadvantages, but above these, the main purpose of embracing the technology on the job goes hand-in-hand with making one's work efficient. Human Resource Management practitioners may tie together the result of this study in maintaining, modifying or adding the technologies in corporate communication, specifically the use of online social networking, that are appropriate to their respective organizations.

Most of the existing employee codes of ethics todate do not signify any position regarding the use of social online networking as a tool in corporate communication. Emphasis on the impact of self expression, privacy and sensitivity of information, mitigation and sanctions for misbehavior, and company and employee reputation are specified in this study to realign existing corporate guidelines at an imperative view to promote a more harmonious working environment.

At a more global perspective, this study is important at delivering a solid and substantial management style geared congruently with technology, human behavior and the proper guidelines that convey harmony between these two ever changing factors, thus Social Online



Networking focusing on Facebook as a tool in corporate communication (the technology) and its impact on work ethics among entry-level employees (the human behavior).

Scope and Delimitation of the Study

This study is limited on Facebook, an Online Social Networking site, as a tool in internal Corporate Communication and is focused on the entry-level personnel of the InterContinental Hotels Group-Baguió Central Reservations Office (IHG-BCRO), John Hay Special Economic Zone, Camp John Hay, Loakan Road, Baguió City, Philippines.

The respondents of this study are the entry-level personnel of the Operations Department of IHG-BCRO who are listed as Friends of the official Facebook account referred as IHG-PHPRO (www.facebook.com/ihgbaguió).

The total population presented in this study is the 311 RSAs that compose 81.60 percent of the total number of IHG-PHPRO's 381 Facebook Friends as listed on February 2011.

This study focused on the internet-based browsing convention supported by web browsing gadgets like the computer, cellular phone and other web-browsing capable tools that directly access the Facebook website interface.



All information about IHG (the company) contained in this study are retrieved using the official company website www.ihgplc.com. The use of these information are limited to academic purposes. The researcher waives any misrepresentations that this paper may contain.



REVIEW OF LITERATURE

Importance of Effective Communication

Communication is the lifeblood of any organization. Communicating ideas and information makes action and coordination possible. Likewise, communication plays a major role in modifying behavior, effecting changes and achieving goals. To perform well, organizations must foster effective communication (Martires, 2003).

Burns (2008) highlighted in her paper that Social Media has directly impacted the processes of communication and relationship building among individuals and organizations. She claims that our response to the social media by seeking new resources of influence and building trust with audiences have resulted to a more transparent communication process, however, more susceptible at recognizing lost of control over the message.

Online Social Networking and Corporate Communication

Online Social Networking as described by O'Reilley in 2005 belongs to the second generation of Internet Experience called Web 2.0: an era where people are recognizing that leadership in the computer



industry has passed from the traditional software companies to a new kind of internet-service companies.

Boyd and Ellison (2007) in an article defined social network sites as web-based services that allow individuals to: 1.) construct a public or semi-public profile within a bounded system; 2.) articulate a list of other users with whom they share a connection; and 3.) view and traverse their list of connections and those made by others in the system. They also discussed that users of online social networking differ with their purpose and have distinct classification of use between one social networking sites as compared to another. As noted, Facebook is used for keeping-up with non-work friends; Flickr is for sharing photos; and LinkedIn is for maintaining a professional network outside of the company.

The backbone of a Social Network consists of visible profiles displaying lists of Friends who are also users of the same network. Each profile is a unique page where an individual may type oneself into being (Sunden, 2003).

What makes social network sites unique is not that they allow individuals to meet strangers, but rather, that they enable users to articulate and be visible through their social networks and can result to connections between individuals who are separated physically and social media acts as their latent ties (Haythornewaite, 2005).



An IBM research (DiMicco and Millen, 2008) found out that employees use social networking tools for search and discovery of new corporate information. The study claims that blogs, bookmarks, and wikis represent repositories of information generated by employees, so while part of using these tools is connecting with fellow employees, the value of these tools for the average employees is more information-centric than social.

Salz, (2006) in an article discussed how professionals utilize internet-based social networking software by citing LinkedIn (an online social networking tool for professionals) as commonly used for generating sales leads, finding potential hires and generally to expand contact information of colleagues. This again is an example of the user's focus on the sharing-providing information towards the use of social networking and not socializing.

Studies conducted by Thom-Sentelli, et al. (2008) and Jackson, et al. (2009) show that most entries found on blogs and the tagging systems on social networks are intended to provide and share information, rather than connecting in a social manner with colleagues.

Utilizing an intranet-based enterprise project that has the same features of an online social networking site, DiMicco and Millen (2008) hypothesized that users would exhibit a combination of personal and



professional behavior on the site. But unlike Facebook, the prototype is limited to the workplace limiting the options for social experiences between co-workers.

The growth in usage of social network sites by individuals has prompted organizations to invest resources that create, purchase, promote and advertise social network sites. However, the increase in numbers of companies blocking their employees from accessing the sites is also evident over the years. As a solid example, the Canadian Government has prohibited employees from using Facebook while at work (Benzie, 2007).

In the Philippines, Marikina Representative Federico Quimbo, proposed a resolution to regulate, but not to ban the use of Online Social Networking in Government offices. He claims that Internet social networking sites also serve as a viable tool for government information dissemination, gathering feedback from citizens and enhancing empowering participation in governance, however it cannot be denied that the misuse and abuse of information and communication technology facilities and resources pose threats which can frustrate efforts to make government operations effective and efficient (Diaz, 2010).



Efficiency of Online Social Networking as a Tool in Corporate Communication

Timeliness

Social networking can enable virtual workers to work more effectively through enhanced communication and collaboration capabilities as well as providing a plethora of detailed professional and personal information about contacts which can be immediately updated whenever people move jobs, offices or departments (Bennett, et. al 2010).

The sharing of information and professional work are essential for communication and productivity of a company. With some tools on the internet, employees can create, share and edit files at real time. These web applications are easy to use, enabling people to improve internal communication within the company (Kioska.net, 2009).

Virtual places (like social networking sites) are essentially chat-rooms which allow employees to communicate in an informal way across time and spatial boundaries (Tergersen, 1998).

Ease of access

One of the major benefits of social networking is the ease with which it is possible to communicate, collaborate and share information even through weak physical contacts or ties (Bennett, et. al 2010).



With the click of a button, co-workers can share with other colleagues, and even with their supervisors, the most intimate details of their lives. Given the casual nature of social networking activities, it is not surprising that the heightened sensitivities which stifle inappropriate behavior in the physical workplace settings cease to exist in this area of the cyberspace (Maryott, et. al 2010).

Managing a dispersed and ever-busier workforce is dependent on creating the spirit and team work necessary for organizations to continue to generate new ideas and thrive. Now that work can take place anywhere, the office rather than being a place where people just come to work, it is now increasingly becoming an opportunity for people when present to signify personal involvement in organizational culture and to participate in the values and beliefs of the organizations (Bell, et. al 2008).

Similar to the roles of Communication in Public Relations, the accessibility of social media to marketers, advocates and interactive experts has created a situation whereby these professionals are tackling media relations, event planning in a two-way communication process (Burns, 2008).

Completeness and Reliability of Information

Jackson (2009) suggested that social media can also be used for business development purposes. In addition, blogs and social networking



sites can provide a great opportunity for customers to discuss the company's products or services, and for employers to monitor and change their business practices, services, and products accordingly.

Owyang (2007) identified that social media allows stakeholders to ask questions and have those questions answered directly by corporate executives, and for corporate executives to receive important feedback and even ideas from stakeholders.

Social networking sites provide opportunities for both formal and informal interaction and collaboration with fellow employees which aid knowledge transfer and communication (Bennett, et. al 2008).

Relationship Building

Jackson, (2009) suggested that there are many benefits to allowing or encouraging employees to use social media in the workplace. The use of social media in the workplace can create a more collegial atmosphere through less formal communications between co-workers, and learning personal information about co-workers through social media can lead to shared experiences and stronger working relationships.

Social networking holds great promise for improving corporate communications and addressing business opportunities. Businesses can benefit in a myriad of ways from the use of social networking websites. For example, increase employee collaboration and improve innovation through



idea sharing and even use them as a vehicle for recognizing the accomplishments of star performers (Pherson, 2010).

The study of Mohamed, et al., (2010) identifies how corporate companies are recognizing that there is an opportunity to use internal social networks to attract and retain talented staff, tap the most relevant experience, enhance collaboration and improve organizational performance and business outcomes.

Social media technologies recognize the diversity of workers, including contractors, consultants, alliance partners and regular employees which can enhance communication and access to information across boundaries that vary depending on the nature of the workers' relationship to the company and fellow workers (Nardi, et. al 2002).

Since social networking tools foster transparent communication visible to all, the collaborative input of any employee, even far down the formal hierarchy could be known, recognized and potentially rewarded (Fraser and Dutta, 2008).

However, Akkirman and Harris (2005) argue that the most frequently expressed concern about virtual spaces, websites and social networking alike, is that traditional social mechanics that facilitate communication are lost.



One reason middle managers oppose information sharing and open collaboration is because these innovations usurp their traditional role as information gatekeepers and drafters of internal reports (Matuszak 2007).

Impact of Online Social Networking as a tool in Corporate Communication to Work Ethics

Self Expression

DiMicco and Millen (2007) observed that the pattern of use and presentations of one's self in Facebook are similar among professionals. Employees and Professionals keep in touch using Facebook with social friends outside of work.

Social Media consists of online technologies, practices or communities that people use to generate content and share opinions insights experiences and perspectives with each other (Boyd and Ellison, 2007).

Matthews (2010) hypothesized that in today's corporate world, the success or failure of any company hinges on public perception. The opinions of key company stakeholders, investors, consumers, employees or members of the community in which the organization is based, are all crucial to the long-term success of the company and should be viewed as such by executives.



More than enabling employees from across the board to hear what is being said about the brand, social networking allows them to actively take responsibility for shaping its personality (Adamson, 2009).

Privacy and Sensitivity of Information

Acquisti and Gross (2006) on a study on Awareness, Information Sharing and Privacy on Facebook identify a high level of remarkable issues and concerns for users on areas regarding trust and privacy.

Boyd and Li in 2006 discussed how public display of connections as a crucial component of social network sites. He claims that the links directing to each Friend's profile are easily navigated through an individual's profile simply by clicking on them. As long as permitted by the account owner's settings, an account profile may be browsed by anyone in the system. However, most of these social networking sites enable owners to set privacy setting options.

The employer may simply focus on the lost productivity experienced when an employee Twitters the day away. The legitimate worry is the potential impact goes well beyond simply wasting time. Postings on social networking sites can compromise company trade secrets and other confidential information, potentially at a much greater cost to the employer than a wasted hour or two spent by an employee chatting with Friends (Pherson, 2010).



Russell Herder and Ethos Business Law (2009) surveyed 438 management, marketing and human resources executives on social media and the workplace, 36 percent of them responded that they use social media to see what current employees may be sharing online.

Jackson (2009) theorized that the most obvious hazard to allowing or encouraging the use of social media in the workplace is that employees can spend so much time using social media during working hours that efficiency and productivity fall, but the biggest risk of social media in the workplace is the external employee misuse of such media. For example, employees can abuse their access to their employer's confidential or inside information by making unauthorized disclosures of company information (confidential, proprietary and/or trade secret) via social media, especially anonymously; misuse of social media, in a way, leads to corporate embarrassment and public relations issues; comment or post photos on social media sites that disparage the employer or its customers, thus negatively impacting the employer's brand or image.

Mitigation and Sanctions for Misbehavior

Jackson, (2010) expounded that the use of social media - by both employees and employers - has become prevalent in the workplace. This presents both opportunities and challenges for employers, who are not



always fully aware of the legal and business implications of the use and misuse of social media.

In 2009, study of workplace by Robert Half Technologies on social media found out that 54 percent of the chief information officers surveyed completely prohibit the use of online social networking in the workplace. Some 19 percent permit social networking sites in the workplace but is limited to business purposes.

The Russell Herder and Ethos Business Law study (2009) shows 40 percent of the surveyed management officers block employees to social media. Some 26 percent encourage employees to use social media to further business objectives and 69 percent of these 438 respondents indicated that their company does not have a written social media policy.

Whole Foods CEO John Macky posted insulting messages anonymously for years via online message boards against the company competitor Wild Oats. After his identity was finally discovered, his company composed a new policy addressing his behavior where no Senior Executives can post on online forums (Fear is no reason to shy on social media, 2006).

As Social Networking is here to stay, more and more companies will create and implement procedures specifically directed toward the use of Social Networking sources in the workplace. The takeaway message



regarding these issues is that employers can no longer ignore either the potential benefits or the risks of this phenomenon. Even though litigation over social media issues remains in its infancy, it is not too early for employers to understand and address Social Networking implications and to take preemptive action with regard to their internal policies governing these issues. Employers are well advised to craft appropriate policies and procedures that are consistent with their industry and firm culture and apply them in a consistent, evenhanded and nondiscriminatory fashion. And remember, because this technology is evolving so rapidly, employers should remain diligent by staying current with new developments and revisit their Social Networking Policy regularly. Finally, whatever angle an organization decides to undertake on these issues, their Social Networking policy should be documented and fully communicated to employees and managers alike (Pherson, 2010).

Company and Employee Reputation

Deloitte LLP (2009) on social media and the workplace study, shows that 74 percent of the employed adults who participated in the survey responded that it is easy to damage a brand's reputation via social media. 61 percent of the respondents said that even knowing their employers are monitoring their social networking profiles or activities will not change how they behave online. 53 percent said that personal social



networking pages should be none of the employer's business. In contrast, 60 percent of the corporate executives surveyed, believed that employers have the right to know how employees portray themselves and their organizations online through social media.

Prior to the advent of social media tools, companies were basically in control of their corporate image and message. (Bernoff and Li, 2008) In addition to this, the power to manage company image and message has shifted to the bottom of the pyramid. Employees, who are at the bottom line (entry-level employees), became a new influence within a peer-to-peer network. Companies now understand that employees may blog or speak about the company online. The employees are empowered to focus on the development of information dissemination approaches. (Edelman, 2006) Furthermore, Edelman noted that employees should be able to maintain blogs and be encouraged to co-create with their organizations.

The study conducted by TNS Cymphony in 2006 indicates that companies are realizing the possible insights delivered by the social media. Blogs are monitored to discover truth, get competitive information and understand the word-of-mouth buzz. Companies are not afraid to the potential negativity of the internet.

Burns (2008) expounded the importance on how companies will excel in using social media when dealing with negative conversations



online. She elaborated that conversations, either positive or negative, are going to happen whether companies like it or not. Companies however cannot ignore these conversations because they will be easily accessed in the online environment.

The Socio-demographic Profile of Employees Using Online Social Networking

Wave 5: the Socialization of Brands, fifth installment of the largest and longest running social media study conducted by Universal McCann (2010) examines the dynamic environment of the virtual communities that are built through social media to describe the present status of online social activity and interaction. It utilizes the following factors to identify the kind of social relationships consumers want: 1.) Understand how and more importantly, why people use social media; 2.) Map the social landscape of the category you are operating in and where your consumer fits in that landscape; 3.) Identify the social needs of the consumer; and 4.) identify the platforms that best meet those needs.

The results show a 10% growth in the number of social network managers averaging 1.5 billion visitors of social network sites per day and a staggering increase of 30% access using mobile gadgets like the cellular phone. The study includes 95,300 internet users across 59 countries. The



study also identified that social media participation among active internet consumers continues to vary widely in each country. In the past three years of the study, penetration amongst the age bracket 16-24 years olds remain the highest but results indicate the 25-34 years olds was observed the greatest increase from 52%-70%.

As of February 2011, the Philippines hold 3.6 percent of the global share of the Facebook users; the fifth largest country in terms of usage. 51.9% are female and 48.1% are male among the approximate 22,651,600 Filipino Facebook account owners. As noted, the age bracket 18-24 years olds are among the highest in the population at 39.1% while 25-34 years olds follows at 24.2% (www.checkfacebook.com).

Conceptual Framework

This study focused on two specific outputs: The levels of Efficiency of Online Social Networking as a Tool in Corporate Communication among Reservation Sales Agents (RSAs) of IHG-Baguio Central Reservations Office (IHG-BCRO) and The levels of Impact of Online Social Networking as a Tool in Corporate Communication in the Work Ethics of RSAs of IHG-BCRO.



As independent variables, the study assessed the Attributes Affecting the Efficiency of Online Social Networking as a Corporate Communication Tool through the following: Timeliness, Ease of Access, Completeness and Reliability of Information and Relationship Building. Furthermore, the Attributes Affecting Work Ethics of Entry-level employees using Online Social Networking as a Corporate Communication Tool are evaluated through: Self Expression, Privacy and Sensitivity of Information, Mitigation and Sanctions for Misbehavior and Company and Employee Reputation.

The study also considered the differences in views of the participants when grouped using a given set of Socio-Demographic Qualities as follows: Gender, Civil Status, Age Bracket, and Online Social Network Activity. These were considered the intervening variables of the study.

The following figure shows the interdependence of the variables and how they were used and treated in the study. The arrows show the flow and relationship between the variables. The Independent Variables were treated as the input, the Intervening Variables as throughput and the Dependent Variables as output.



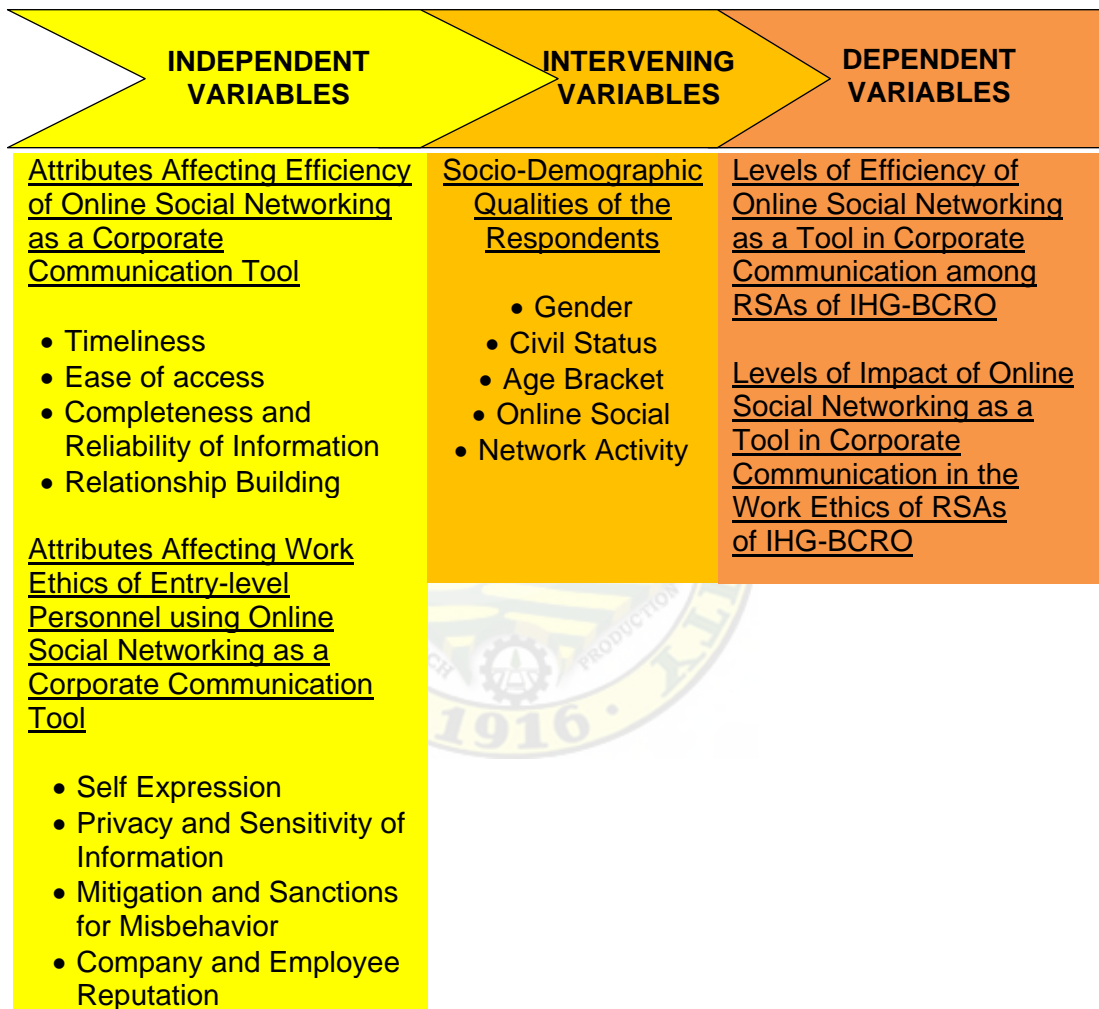


Figure 1. Paradigm of the study indicating the relationship of the variables.



Hypothesis of the Study

The researcher considered the following hypotheses for testing:

1. There is no significant difference in the levels of efficiency of Online Social Networking as a tool in Corporate Communication as perceived by the entry-level employees with respect to the following aspects:
 - a. Timeliness
 - b. Ease of Access
 - c. Completeness and Reliability of Information
 - d. Relationship Building
2. There is no significant difference in the levels of efficiency of Online Social Networking as a tool in Corporate Communication when the respondents are grouped demographically as follows:
 - a. Gender
 - b. Civil Status
 - c. Age Bracket
 - d. Online Social Network Activity
3. There is no significant difference in the levels of impact of Online Social Networking as a tool in Corporate Communication in the respondents' Work Ethics with respect to the following aspects:



- a. Self Expression
 - b. Privacy and Sensitivity of Information
 - c. Mitigation and Sanctions for Misbehavior
 - d. Company and Employee Reputation
4. There is no significant difference in the levels of impact of Online Social Networking as a tool in Corporate Communication in the respondents' Work Ethics based on:
- a. Gender
 - b. Civil Status
 - c. Age Bracket
 - d. Online Social Network Activity

Definition of Terms

The following words are defined herein to align their meanings as to how they are operationally used within the context of the study. The words followed by an asterisk (*) are capitalized as used in the study in order to differentiate with their dictionary or colloquial meanings.

Baguio Central Reservations Office also referred as IHG-BCRO, is the workplace of the Reservation Sales Agents, utilized as the locale of the study.



Company and Employee Reputation an indicator that impacts workplace ethics in corporate communication that identifies possible risks in reputation.

Completeness and Reliability of Information is an indicator of the efficiency of Online Social Networking as a tool in Corporate Communication that quantifies its comprehensive contents.

Corporate Communication refers to the internal communication processes and practices of the company.

Ease of Access is an indicator of the efficiency of Online Social Networking as a tool in Corporate Communication that measures its user-friendly features.

Efficiency is the process of utilizing resources effectively to achieve a desired effect or output.

Entry-level Employees refer to the bottom rank and file position of the company.

Facebook* refers to the online social networking site www.facebook.com, used in this study as a corporate communication tool.

Friend* in online social networking, refers to an individual or group of individuals who are accepted, added or confirmed by an account owner to his network in order to link with and have a mutual connection with one another.



Information Dissemination in corporate communication, refers to the processes how information is circulated within the company from one department to another.

InterContinental Hotels Group also referred as IHG, the company utilized as the area of study.

Internet as a tool in corporate communication, refers to a computer-based resource that links individuals and or groups through websites via connection to the world-wide-web.

Like* in Facebook, is an interactive user link that signifies positive response.

Mitigation and Sanctions for Misbehavior indicates the familiarity of employees on the applicable consequences impacting workplace ethics in information dissemination.

Online Social Networking in social media, are websites hosting internet-based communities that permit interactive relationship or connections among linked members.

Post a Comment* in Facebook, is an interactive user link that allows writing short messages on the Wall.

Privacy and Sensitivity of Information indicates how employees treat and discuss classified corporate information that impacts workplace ethics in information dissemination.



Relationship Building is an indicator of the efficiency of Online Social Networking as a tool in Corporate Communication that qualifies its role in promoting camaraderie among all members of the organization.

Reservation Sales Agent also referred as RSA, in InterContinental Hotels Group refers to the entry-level position with key roles in the operations of the company's Central Reservations Offices.

Self Expression indicates how employees convey ones opinion that impacts workplace ethics in information dissemination.

Share* in Facebook, is an interactive user link that allows sharing of Wall contents to a specific group or other users.

Social Media are internet websites that are created to allow social interaction among individuals who share common interests.

Tag* in Facebook, is an interactive user link that connects one user to another.

Timeliness is an indicator of the efficiency of Online Social Networking as a tool in Corporate Communication that measures quality use of time.

Tools in Corporate Communication refers to the instruments utilized by a company to communicate to all members of the organization.

Wall* refers to the Facebook profile interactive user interface.



Work Ethics refers to an array of accepted norms followed by all employees that are aligned in congruent with the company guidelines and regulations.

Workplace refers to the physical working environment where the respondents report to and do work.



METHODOLOGY

Research Design

This paper seeks to distinguish precisely and satisfactorily the customary impacts of Online Social Networking (Facebook) as a tool in corporate communication and how it affects the work ethics of the Reservation Sales Agents, entry-level employees of the IHG-Baguio Central Reservations Office.

The Descriptive Method of Research is the most appropriate technique to obtain a general view of the subject by distinctively determining the differences in behavioral patterns of the respondents by the way they employ Facebook as a tool in corporate communication and how it affects efficiency and work ethics.

Specifically to determine the collective position of the respondents, Normative Survey Method of Research was used to draw out their answers to the questionnaire prepared by the researcher. This technique supported the collection of the respondents' socio-demographic profiles as cross-examined against the difference in their behavioral patterns when using Online Social Networking as a communication tool.



The collected data were tabulated, reviewed, summarized and interpreted in a process aligned towards the achievement of the global objective of this study.

Locale and Time of the Study

The locale of this study was focused on one of the Central Reservations Offices (CRO) of the InterContinental Hotels Group (IHG) referred here as IHG-Baguiro CRO (IHG-BCRO). Specifically, it is located at the John Hay Special Economic Zone, Camp John Hay, Loakan Road, Baguio City, Philippines.

The study was conducted within the period of November 2010 to May 2011.

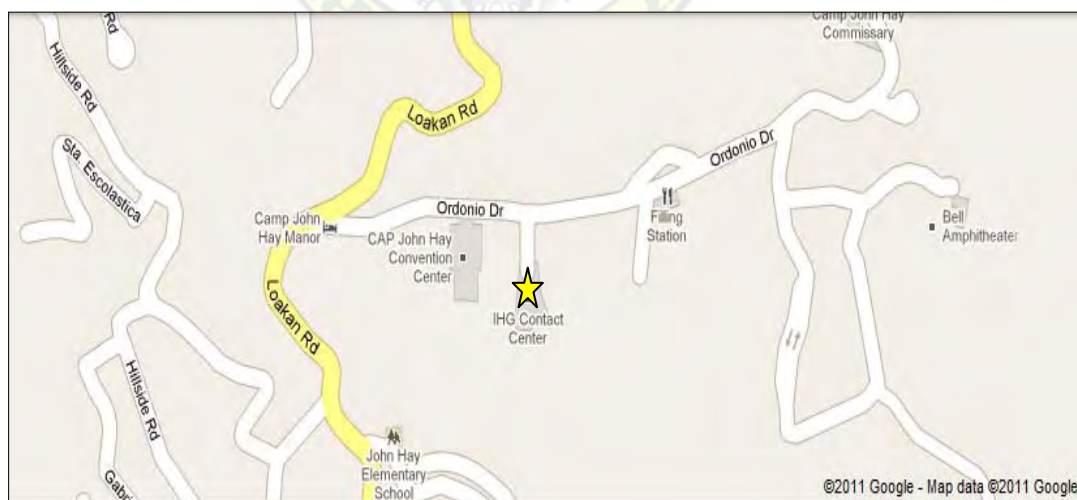


Figure 2. Location map of IHG-BCRO, Baguio City, Philippines



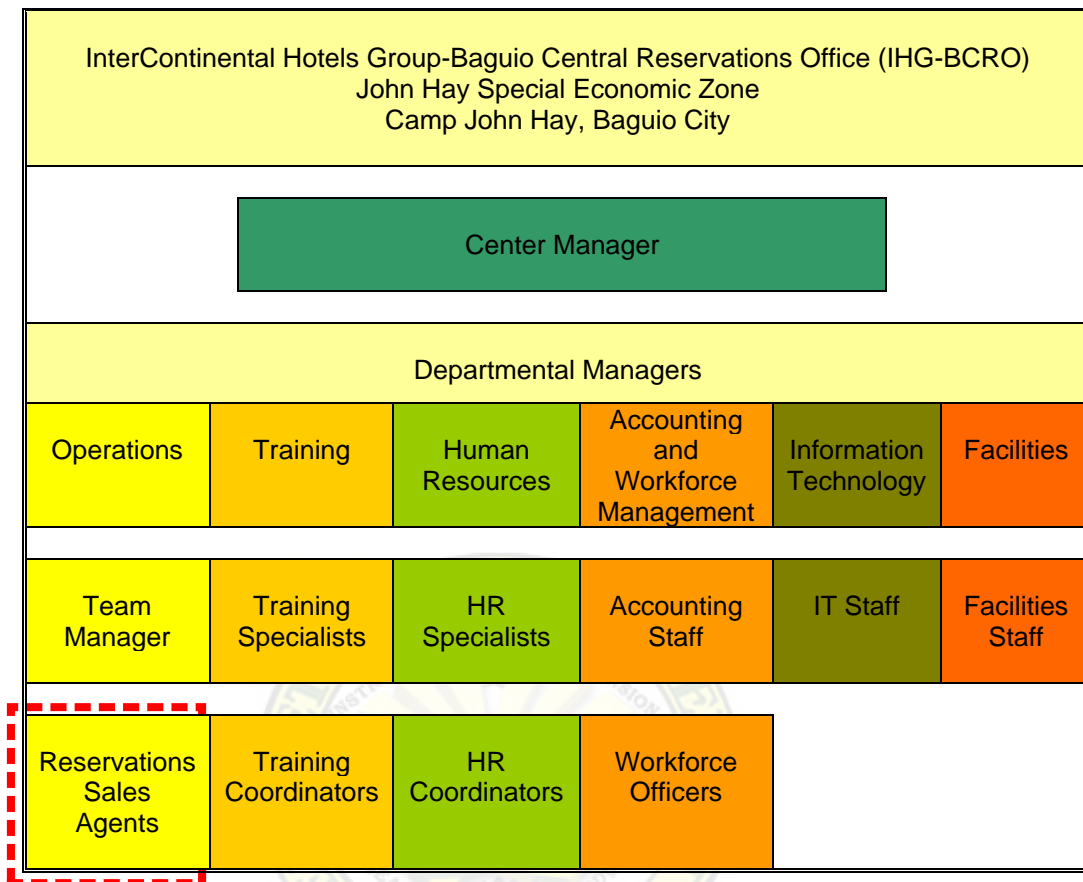


Figure 3. IHG-BCRO corporate ladder, presented here as the Locale of the Study. The Reservation Sales Agents (in broken lines) are the Respondents of the Study.

Respondents of the Study

The data were collected from the responses of the entry-level personnel referred here as Reservations Sales Agents (RSA) of the Operations Department IHG-BCRO.

The respondents are part of the population taken from the IHG-BCRO RSAs who actively maintain their personal Facebook Accounts and



who are listed as Friends with the IHG-BCRO's official Facebook Account referred as IHG-PHPRO (www.facebook.com/ihgbuguio).

As of February 2011, IHG-PHPRO (the Facebook account) listed 381 total Friends. 311 are RSAs (81.60%), 52 are non-RSAs (13.70%) and 18 are groups and other entities (4.70%). The study identified the 311 Reservation Sales Agents as the total population of this Study. Other Reservation Sales Agents who are current employees but do not belong to the pre-qualification stated herein were not included in the population of this study.

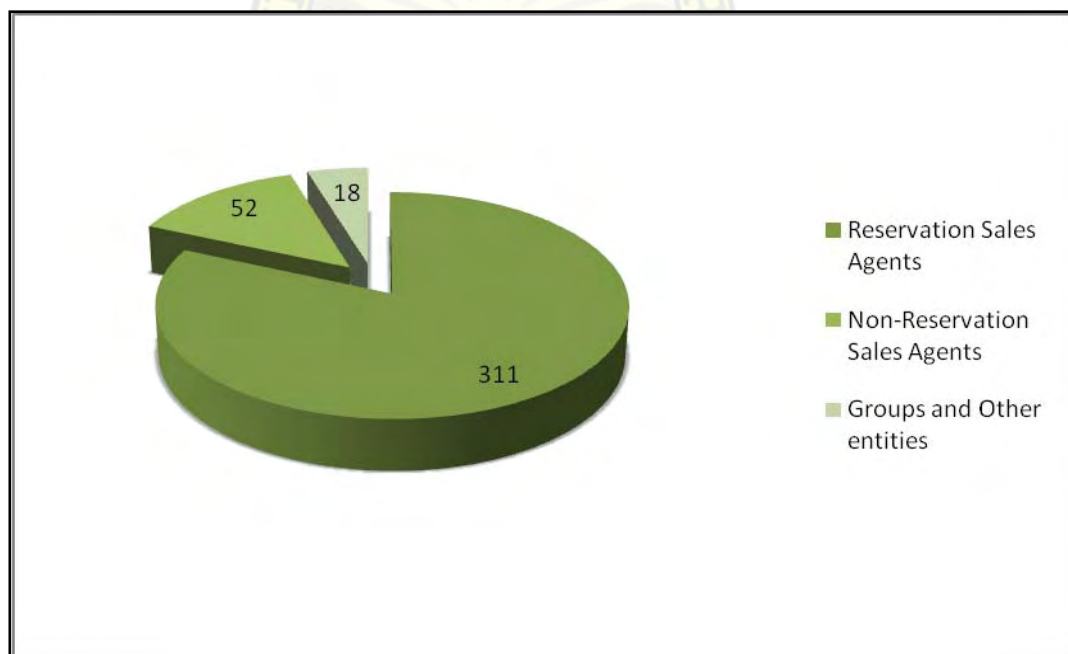


Figure 4. Friends of the IHG-BCRO Facebook account. The total number of the population is shown here as the 311 Reservation Sales Agents.



Sampling Procedure

The 311 RSAs of IHG-BCRO who are active members of Facebook and who confirmed or added the official Facebook Account of the IHG-BCRO (www.facebook.com/ihgbuguio) as a Friend constitute the total population of this study. Since the total population is specifically identified, a Consecutive Sampling Method was applied in the study. This non-probability sampling technique was used since the subjects of this study do not belong to a multi-class stratification or groupings that may result to a probable exclusion or misrepresentation in the study. The Consecutive Sampling Method was the best possible sampling procedure applied since this included all available subjects in the population to take part. This method best represented the entire population.

The minimum threshold utilized to identify the number of sample population in the study was 56.29 percent or 174 of the 311 pre-qualified Reservation Sales Agents. This was computed using a 5% error tolerance through Slovin's Sampling Formula:

$$n = N / (1 + Ne^2)$$

Legend:

n -sample population

N -total population

e -error tolerance



Data Gathering Procedure

The study adopted an indirect data gathering procedure, a four-level Likert scale questionnaire, as a primary data gathering instrument in order to suffice a descriptive-normative method of research survey. The questionnaire was designed in segmented categories, with subheadings as content clues, using first-person statements that reflect qualities essential with the topic cluster. These statements were measured by the respondents accordingly by using a 1 to 4 range scaling system expressed as follows:

<u>Level</u>	<u>Descriptive Rating</u>	<u>Symbol</u>
1	Never true	NT
2	Seldom True	ST
3	Often True	OT
4	Always True	AT

The structured questionnaire consisted of three parts. Part I dealt with the socio-demographic qualities of the respondent that included Gender, Civil Status, Age Bracket and Online Social Network Activity.

Part II categorically involved the attributes that influence the efficiency of Online Social Networking as a Tool in Corporate Communication using the sub-headings Timeliness, Ease of Access,



Completeness and Reliability of Information and Employee Relationship Building. In order to realign the levels of efficiency with the rating system developed for the questionnaire, the following descriptive translation was used in the interpretation of the collected data:

<u>Level</u>	<u>Descriptive Rating</u>	<u>Symbol</u>	<u>Translated Description</u>
1	Never true	NT	Poor
2	Seldom True	ST	Satisfactory
3	Often True	OT	Very Satisfactory
4	Always True	AT	Outstanding

Part III classified the qualities of Online Social Networking as a Tool in Corporate Communication that impacts Workplace Ethics focused on the areas of Self Expression, Privacy and Sensitivity of Information, Mitigation and Sanctions for Misbehavior and Company and Employee Reputation. Likewise, the following descriptive translation was used in the interpretation of the collected data to identify its levels of impact:

<u>Level</u>	<u>Descriptive Rating</u>	<u>Symbol</u>	<u>Translated Description</u>
1	Never true	NT	No Impact
2	Seldom True	ST	Low Impact
3	Often True	OT	Average Impact
4	Always True	AT	High Impact



The researcher conducted pilot-testing to check the efficiency of the questionnaire by randomly selecting 10 individuals who do not belong to the target population. These individuals were requested to accomplish the raw questionnaires first. After this step, in a separate sheet of paper, the researcher requested the group to discuss some areas to improve the questionnaire using the following guide: Clarity of the given instructions and answer guides, Ease of understanding the attributes, Clarity of the rating descriptions and their differences, Simplicity of the words, phrases and sentences used, Length of time needed to fully accomplish the questionnaire ranging from: A. Less than 5 minutes, B. 5-10 minutes and C. more than 10 minutes, and other Additional Comments. This method helped the researcher to restructure the questionnaire further before finally administering them to the actual respondents.

Finally, the respondents were requested to answer the revised questionnaire at their most convenient time within the duration of their shift schedule. The Researcher eventually collected the answered questionnaires on the same day. Since the researcher utilized a consecutive sampling technique, the distribution of the questionnaire, hand in hand with the gathering of data, was limited to a span of 2 weeks to cover all operational shift schedules and the difference in the



respondents' rest days and attendance patterns including all leave benefits. The researcher administered a total of 200 questionnaires and successfully retrieved and validated 181 well-accomplished responses.

Table 1. Sample Population and Respondents' Profile.

PARTICULARS	FREQUENCY	PERCENTAGE
<u>Gender</u>		
Male	66	36.50
Female	115	63.50
Total	181	100
<u>Civil Status</u>		
Single	112	61.90
Married	65	35.90
Widow/ Widower	2	1.10
Separated	2	1.10
Total	181	100
<u>Age Bracket</u>		
50 years old and above	1	0.60
41-50 years old	19	10.50
31-40 years old	42	23.20
21-30 years old	118	65.10
20 years old and below	1	0.60
Total	181	100



Table 1. Continued...

PARTICULARS	FREQUENCY	PERCENTAGE
<u>Online Social Networking Activity by average number of hours spent surfing the web per online session</u>		
Above 10 hours	4	2.00
5-10 hours	33	18.00
Less than 5 hours	144	80.00
Total	181	100
<u>Online Social Networking Activity by frequency of visit and update of Facebook Account</u>		
Daily	70	38.70
Twice or more a week	46	25.40
Once a week	32	17.70
Every other week	18	9.95
Once a month or longer	15	8.25
Total	181	100
<u>Online Social Networking Activity by access of Facebook while at work using a computer or cellphone</u>		
Never True	61	33.70
Seldom True	51	28.20
Often True	50	27.60
Always True	19	10.50
Total	181	100

Table 1 identifies sub-groups that are highly marginalized in terms of the number and percentage of respondents. These were intentionally not included in the interpretation of data since these views will not



significantly affect the outcome of the study. These sub-groups are as follows: Age Bracket: 51 years old and above and Below 20 years old, Civil Status: Separated and Widow/ Widower, and Average number of hours spent surfing the web per online session: 10 hours and above.

Statistical Treatment, Interpretation and Analysis of Data

The study utilized the following statistical tools to interpret and analyze the gathered data:

Rating scale. The four-point Likert scale used in the study is interpreted as follows:

<u>Level</u>	<u>Weighted Mean Range</u>	<u>Descriptive Rating</u>
1	1.00-1.75	Never true (NT)
2	1.76-2.50	Seldom True (ST)
3	2.51-3.25	Often True (OT)
4	3.26-4.00	Always True (AT)

Percentage. This process identified the scores and compared the sizes in magnitude towards the whole number. This statistical method determined the difference in the respondents' profile.



Weighed Mean. The Arithmetic Mean or the average value of the data. The following formula identified the weighted scores of the respondents:

$$\mu = \frac{\sum fx}{n}$$

Legend:

μ - the weighted mean

Σ - summation

x - weight assigned to the scales

n - number of respondents

f - number of respondents or frequencies under each scale

Fisher's t – test. The study utilized a 5% level of significance to test the differences on the levels of efficiency and the levels of impact of Facebook as a tool in Corporate Communication when the respondents were grouped according to Gender, Civil Status and the Average Number of Hours Spent per online Session.

The Fisher's t-test formula is as follows:

$$t = \frac{\bar{X}_1 - \bar{X}_2}{Sp (1/n_1 + 1/n_2)^{1/2}}$$

$$Sp = \frac{[(n_1-1) S1^2 + (n_2-1) S2^2]^{1/2}}{(n_1 + n_2 - 2)^{1/2}}$$



Legend:

t - Fisher's t-test statistic

X_1 - mean of the group 1

X_2 - mean of the group 2

n_1 - number of items in group 1

n_2 - number of items in group 2

S_1 - standard deviation of group 1

S_2 - standard deviation of group 2

Single-factor Analysis of Variance (ANOVA) was used to test the significant differences on the levels of efficiency and the levels of impact of Facebook as a tool in Corporate Communication when the respondents were grouped according to Age Bracket, Frequency of visit and update of Facebook account and Access of Facebook while at work using a computer or cellphone.

These are the formulas used in the study for Single Factor Analysis of Variance (ANOVA):

A. Total Sum-Of- Squares:

$$SS_t = \frac{\sum X^2 - (\sum X)^2}{N}$$

Legend:

SS_t - the total sum-of-squares

$\sum X^2$ - the total individual scores

N - the total number of responses or case

Σ – summation



B. Between Sum-of-Squares:

$$SS_b = \frac{\sum X^2 - (\sum X)^2}{N} - \frac{(\sum X_t)^2}{N}$$

Legend:

SS_b - the between sum-of-squares X - the individual scores

X_t - the total scores n - the number of rows

N - the number of total responses Σ - summation

C. Within Sum-of-Squares:

$$SS_w = SS_t - SS_b$$

Legend:

SS_w - the within sum-of-squares SS_t - the total sum-of-squares

SS_b - the between sum-of-squares

D. Between Mean Squares, Within Mean Squares and F value:

$$MS_b = \frac{SS_b}{df_T} \quad MS_w = \frac{SS_w}{df_w} \quad F = \frac{MS_b}{MS_w}$$

Legend:

df - the degrees of freedom

df_T for total groups = $N - 1$

df_b for groups between = $k - 1$

df_w for groups within = $N - k$

F - computed F value

MS_b - between mean squares

MS_w - within mean squares



RESULTS AND DISCUSSION

Levels of Efficiency of Online Social Networking as a Tool in Corporate Communication

Timeliness

Table 2 garnered an average mean response of 2.58 indicating that Facebook as a tool in corporate communication is Very Satisfactory in delivering timely information among the RSAs of IHG-BCRO.

The first three attributes on table 2 focused directly on the use of IHG-BCRO's Facebook page as a source of updated information about the company and the RSAs' colleagues. Attributes 4-6 however, assessed the processes by how RSAs utilize the information they get from Facebook in the conduct of their actual work.

The results imply that the RSAs get adequate information about the company and their colleagues via Facebook reflecting a very satisfactory rating for the first three attributes. However, the fact that the IHG-BCRO Facebook account show very limited business-process information, the RSAs rated attributes 4-6 with only a Satisfactory rating. There are also other forms of informative materials that an RSA may use while at the workplace which are readily available to keep up with work-related updates.



Table 2. Mean level of efficiency of online social networking as a tool in corporate communication according to the attribute Timeliness.

ATTRIBUTES	MEAN	RATING
My Company updates its Facebook account actively.	3.25	OT
I use Facebook to get updated and helpful information about my Company.	2.56	OT
I use Facebook to get updated and helpful information about my Colleagues.	2.85	OT
Facebook delivers faster information dissemination than other Corporate Communication tools that my Company use.	2.41	ST
I share the information I get from Facebook to update my Colleagues.	2.34	ST
The updated information I get from Facebook helps me perform my work effectively and efficiently.	2.07	ST
AVERAGE	2.58	OT

Legend:

Level	Weighted Mean Value	Descriptive Rating (Symbol)	Translated Description
1	1.00-1.75	Never true (NT)	Poor
2	1.76-2.50	Seldom True (ST)	Satisfactory
3	2.51-3.25	Often True (OT)	Very Satisfactory
4	3.26-4.00	Always True (AT)	Outstanding

The result supports the findings of Bennett, et. al (2010) that social networking enables workers to work more effectively with information about contacts which can be immediately updated. These internet tools are essential for communication and productivity where employees create, share and edit files at real time. (Kioska.net, 2009)



Ease of Access

Table 3 reveals that the Ease of Access in using Facebook as a tool in corporate communication is Very Satisfactory as it averaged at 2.82. According to the RSAs it is Often True (OT) that Facebook is efficient at delivering an easy access to information about IHG-BCRO. RSAs consider the convenience of Facebook on how the company maintains appropriate online content. It reflected that RSAs also manages to communicate with colleagues easier on Facebook, however, the fourth attribute on table 3 is singled-out with a Satisfactory rating in terms of ease of access in communicating with one's boss. This implies that RSAs have lesser tendencies of using Facebook to get information or communicate with their managers.

These findings validated the studies of Bennett, et. al (2010) on the benefits of social media in providing updated information with ease even through weak physical contacts between employees. Also, Maryott, et. al (2010) found out that through the casual nature of social networking, employees can share the most intimate details of their lives easily and according to Burns (2008) the accessibility of social media benefits all levels of the company stakeholders in a two-way communication process.



Table 3. Mean level of efficiency of online social networking as a tool in corporate communication according to the attribute Ease of Access.

ATTRIBUTES	MEAN	RATING
I find the convenience of using a computer and/or cellular phone to access Facebook.	3.25	OT
My Company maintains workstations where I can access Facebook.	2.77	OT
My Company easily manages information dissemination through its Facebook account.	2.86	OT
Facebook allows me to get appropriate information about my Company and allows me to easily communicate with my Boss anywhere.	2.42	ST
Facebook allows me to get appropriate information about my Colleagues and it allows me to easily communicate with them anywhere.	2.83	OT
AVERAGE	2.82	OT

Legend:

<u>Level</u>	<u>Weighted Mean Value</u>	<u>Descriptive Rating (Symbol)</u>	<u>Translated Description</u>
1	1.00-1.75	Never true (NT)	Poor
2	1.76-2.50	Seldom True (ST)	Satisfactory
3	2.51-3.25	Often True (OT)	Very Satisfactory
4	3.26-4.00	Always True (AT)	Outstanding

Completeness and Reliability of Information

RSAs consider the information they get from Facebook complete and reliable often true (OT). Table 4 shows a rating of 2.82 which means Facebook is a Very Satisfactory tool at delivering efficient corporate communication.



The RSAs' confidence in the use of Facebook as a source of reliable and complete information about their company and colleagues is due to the fact that the Human Resources Department maintains the account. This is mediated by updated information coming from all other departments of the company. Members of the management team are also Friends with the Facebook account and are also taking part in the interactive exchange of information. One may also get updates anywhere and anytime due to the online nature of Facebook that even during rest days or leave of absence, an RSA can go online and get information about the company and his colleagues.

The results also indicate the validity of Jackson's (2009) findings on the benefits of encouraging employees in using social media for business development. This also supports the study of Oywang (2007) on the importance of providing and receiving direct feedback from company's stakeholders through social media.



Table 4. Mean level of efficiency of online social networking as a tool in corporate communication according to Completeness and Reliability of Information.

ATTRIBUTES	MEAN	RATING
My company addresses issues related to the company-wide use of Facebook.	2.25	OT
My company maintains all Facebook information posts complete and reliable.	2.78	OT
Members of the management use Facebook to actively and effectively deliver corporate information to all members of the company.	2.58	OT
I treat all information posted on my Company's Facebook account relevant to my job.	2.61	OT
I rely on the information posted on my Company's Facebook account in getting work-related information during my rest days or whenever I am on leave-of-absence.	2.45	OT
AVERAGE	2.53	OT

Legend:

Level	Weighted Mean Value	Descriptive Rating (Symbol)	Translated Description
1	1.00-1.75	Never true (NT)	Poor
2	1.76-2.50	Seldom True (ST)	Satisfactory
3	2.51-3.25	Often True (OT)	Very Satisfactory
4	3.26-4.00	Always True (AT)	Outstanding

Relationship Building

Table 5 highlights the role of Facebook in building strong relationship between the company employees. RSAs believe that it is seldom true (ST) that this attribute is delivered in the use of Online Social



Networking as a corporate communication tool showing a 2.40 score or a Satisfactory rating.

RSAs recognize the efficiency of Facebook in relationship building Very Satisfactory by how the company implements employee engagement through facilitating events and other social affiliation via online social networking. This is reflected by how IHG-BCRO utilizes Facebook in posting company-sponsored events and activities where RSAs participate through discussions. This amplifies the nature of Facebook where a Friend can Post Comments, Like, and interact in a more collegial manner that breaks the monotony of employer-employee relationship.

RSAs view the company's role in encouraging the use of Facebook Satisfactory for the fact that cellular phones and electronic gadgets are not allowed in the production floor and there are only limited workstations that can access non-business related websites (including Facebook) that are situated at the employees' lounge. The company utilizes better means of commending high-performing employees compared to the announcements they post on Facebook. The results reflected that collaboration with fellow employees aid knowledge transfer and communication and improve innovation in the workplace (Bennett et.al, 2010). This is supported by recognizing the star performers (Pherson, 2010) in order to attract and retain talented staff (Mohmed, et.al, 2010).



Table 5. Mean level of efficiency of online social networking as a tool in corporate communication according to the attribute Relationship Building.

ATTRIBUTES	MEAN	RATING
My company encourages the use of Facebook as a tool in corporate communication.	2.17	ST
Facebook helps me balance both my personal and professional responsibilities.	2.21	ST
My company utilizes Facebook to engage with its employees.	2.52	OT
My company taps Facebook to commend good performance among its employees.	2.35	ST
My company uses Facebook to facilitate company events and other social affiliations.	2.78	OT
AVERAGE	2.41	ST

Legend:

Level	Weighted Mean Value	Descriptive Rating (Symbol)	Translated Description
1	1.00-1.75	Never true (NT)	Poor
2	1.76-2.50	Seldom True (ST)	Satisfactory
3	2.51-3.25	Often True (OT)	Very Satisfactory
4	3.26-4.00	Always True (AT)	Outstanding

Differences in the Levels of Efficiency of Online Social Networking as a Tool in Corporate Communication

Gender

Table 6 shows the summary of differences in the levels of efficiency of Facebook as a tool in corporate communication when the RSAs are grouped according to gender. The table identifies that there is no significant difference among the 66 males and 115 females, collectively, on their views.



Table 6. Summary of the Differences on Efficiency levels of Facebook as a tool in corporate communication by Gender.

ATTRIBUTES	t_{comp}	P_{value}	DECISION	INTERPRETATION
Timeliness	-0.642	0.521*	Accept Ho	No Significant Difference
Ease of Access	-1.296	0.197*	Accept Ho	No Significant Difference
Completeness and Reliability of Information	-1.769	0.079*	Accept Ho	No Significant Difference
Relationship Building	-1.223	0.223*	Accept Ho	No Significant Difference
TOTAL	-1.097	0.315*	Accept Ho	Not Significant

* Not Significant at 5% level if $P_{value} > 0.05$

Their perspective suggested that the use of Facebook in corporate communication is the same on how RSAs get information about their company and colleagues whether the RSA is male or female. This means that Facebook neither enhances nor curtails effective internal corporate communication, according to gender.

Civil Status

Table 7 presents the differences in perspective among the RSAs when they were grouped according to Civil Status and how they assessed the levels of efficiency of Facebook as a tool in corporate communication.



Table 7. Summary of the Differences on Efficiency levels of Facebook as a tool in corporate communication by Civil Status.

ATTRIBUTES	t_{comp}	P_{value}	DECISION	INTERPRETATION
Timeliness	0.642	0.522*	Accept Ho	No Significant Difference
Ease of Access	-0.096	0.927*	Accept Ho	No Significant Difference
Completeness and Reliability of Information	0.298	0.766*	Accept Ho	No Significant Difference
Relationship Building	0.171	0.864*	Accept Ho	No Significant Difference
TOTAL	0.224	0.83*	Accept Ho	Not Significant

* Not Significant at 5% level if $P_{value} > 0.05$

Table 7 shows no significant difference in viewpoints among the 65 married and 112 single respondents. The margin between these given numbers are extremely apart when compared to Widow/Widower (2) and Separated (2) that these two areas are excluded in the statistical interpretation of the collected data since these areas do not significantly affect the result or findings of the study. It appears that RSAs, either married or single, have the same level of assessment in the efficiency levels of Facebook as tool in corporate communication.



Age Bracket

Table 8 identifies the differences in views of the RSAs towards the levels of efficiency of Facebook as a corporate communication tool according to Age Bracket. The results show one respondent who is 51 years old and above, 19 respondents who are 41-50 years old, 42 respondents aged 31-40 years old, 118 are 21-30 years old and one participant who is 20 years old and below. The table indicates no significant difference in the opinions among these age groups implying that however young or old the RSAs are, they look at Facebook as a tool in corporate communication at the same level of efficiency.

It can be observed that the Age Brackets of 51 years old and above and 20 years old and below have response rates of one respondent each, the reason that these groups are excluded in the statistical interpretation so as not to misrepresent these age brackets.

While it is expected that younger individuals are more technology savvy, a required qualification for the RSA position is proficiency in the use of computer and be able navigate the internet efficiently. Given the fact that all RSAs who participated in the study are Facebook users, the result suggests that age does not matter as to how RSAs perceive the efficiency of Online Social Networking as a tool in corporate communication.



Table 8. Summary of the Differences on Efficiency levels of Facebook as a tool in corporate communication by Age Bracket.

ATTRIBUTES	F _{comp}	P _{value}	DECISION	INTERPRETATION
Timeliness	0.035	0.965*	Accept Ho	No Significant Difference
Ease of Access	0.898	0.433*	Accept Ho	No Significant Difference
Completeness and Reliability of Information	0.824	0.462*	Accept Ho	No Significant Difference
Relationship Building	1.663	0.230*	Accept Ho	No Significant Difference
TOTAL	0.065	0.938*	Accept Ho	Not Significant

* Not Significant at 5% level if P_{value} > 0.05

Online Social Networking Activity by Average Number of Hours Spent Surfing the Internet per Online Session

This presents an attribute in the RSAs' Online Social Networking Activity by average number of hours spent surfing the internet per online session that measured their difference in perspectives towards the efficiency of Facebook as corporate communication tool. In numbers, there are RSAs who spend an average of Above 10 hours (4 respondents), 5-10 Hours (33 respondents) and below 5 hours (144 respondents). Those who responded Above 10 hours are excluded in the statistical interpretation due to significant margin in numbers that will not affect the results of the study.



Table 9. Summary of the Differences on Efficiency levels of Facebook as a tool in corporate communication by average number of hours spent surfing the internet per online session.

ATTRIBUTES	t_{comp}	P_{value}	DECISION	INTERPRETATION
Timeliness	-0.282	0.778*	Accept Ho	No Significant Difference
Ease of Access	0.481	0.631*	Accept Ho	No Significant Difference
Completeness and Reliability of Information	0.155	0.877*	Accept Ho	No Significant Difference
Relationship Building	0.573	0.567*	Accept Ho	No Significant Difference
TOTAL	0.284	0.786*	Accept Ho	Not Significant

* Not Significant at 5% level if $P_{value} > 0.05$

Table 9 identifies no significant difference in the points of view of RSAs when grouped according to average number of hours spent surfing the internet per online session signifying that however short or long number of hours they spend online, the levels of efficiency of Facebook as a tool in corporate communication remain the same. While it is true that some of the RSAs take longer time surfing the web, the amount of time they use online is not concentrated on checking their Facebook accounts. They go online also to check on electronic mails, do research, shop, do online gaming and visit other websites.



Online Social Networking Activity by Frequency of Facebook account Visit and Update

This explored another area in the RSAs' online social networking activity by frequency of Facebook visit and update and how they differ in views when their responses were assessed in terms of the levels of efficiency of Online Social networking as a corporate communication tool. There were five areas tested in this attribute namely: Daily (70 respondents), Twice or more a week (46), Once a week (32), Every other week (18) and Once a month or longer (15).

In the course of the data analysis, those who responded with "Daily", "Twice or more a week", and "Once a week" have the same levels of perception (Very Satisfactory). It is also observed that those who answered "Every other week" and "Once a month or longer" collectively, have a different level of opinions (Satisfactory) when compared to the first three sub-groups. This observation resulted to the numbers presented on Table 10 indicating that there is a significant difference in the levels of efficiency of Facebook as a tool in corporate communication when the RSAs are classified according to their Facebook account frequency of visit and update.



Table 10. Summary of the Differences on Efficiency levels of Facebook as a tool in corporate communication by frequency of Facebook account visit and update.

ATTRIBUTES	F _{comp}	P _{value}	DECISION	INTERPRETATION
Timeliness	3.500	0.021 ^s	Reject Ho	There is a Significant Difference
Ease of Access	5.001	0.0059 ^s	Reject Ho	There is a Significant Difference
Completeness and Reliability of Information	8.946	0.00026 ^s	Reject Ho	There is a Significant Difference
Relationship Building	3.320	0.031 ^s	Reject Ho	There is a Significant Difference
TOTAL	10.30	0.00032^s	Reject Ho	Significant

* Not Significant at 5% level if P_{value} > 0.05

^s Significant at 5% level if P_{value} < 0.05

The result implies that one may only get updated information about the company through Facebook if the RSA is active at visiting or updating his or her own Facebook account. This is supported by the fact that there are more chances for these RSAs to visit the company's account or get updates from their Facebook Friends through their Walls via Top News or Most Recent tabs. It is also consistently evident that those who visit or update Facebook more frequently rated this attribute higher as opposed to those who do the other way.



Online Social Networking Activity by Access of Facebook account while at Work

Another component of the online social networking activity of the RSAs was tested by access of Facebook while at work and how they differ in opinion on the levels of efficiency of online social networking as a tool in corporate communication.

The respondents were asked if they access their Facebook account while at work using a computer or cell phone, where: 61 answered Never True, 51-Seldom True (I can, but I intend not to), 50-Often True (only during breaks) and 19-Always True. Table 11 presents an interesting twist when it averaged to a significant difference in the opinions of the respondents.

All attributes show No Significant Differences but due to a noteworthy margin in the efficiency level for the attribute Completeness and Reliability of Information, where: Never True (2.54) and Always True (2.92) at a Very Satisfactory rating against Seldom True (2.50) and Often True (2.41) at Satisfactory rating).

It resulted that the RSAs believe differently in view that Facebook is an efficient tool in corporate communication when they are grouped according to access of Facebook while at work.



Table 11. Summary of the Differences on Efficiency levels of Facebook as a tool in corporate communication by access of Facebook account while at work.

ATTRIBUTES	F _{comp}	P _{value}	DECISION	INTERPRETATION
Timeliness	1.538	0.235*	Accept Ho	No Significant Difference
Ease of Access	2.824	0.072*	Accept Ho	No Significant Difference
Completeness and Reliability of Information	6.858	0.0035 ^s	Reject Ho	There is a Significant Difference
Relationship Building	1.687	0.210*	Accept Ho	No Significant Difference
TOTAL	4.18	0.031^s	Reject Ho	Significant

* Not Significant at 5% level if P_{value} > 0.05

^s Significant at 5% level if P_{value} < 0.05

In a conversation with some of the respondents, the RSAs justified that those who never access Facebook while at work observed the convenience of using Facebook off-duty since this is their most convenient way to check on both company and personal updates. Those who prefer to be always online while at work identified that their behavior is brought about by the fact that the most convenient time for them to check their Facebook accounts is during work hours. Those who Seldom (I can, but I intend not to) and Often (only during breaks) access their accounts while on-duty use the information they get from Facebook only as additional information on top of other sources at the office.



Levels of Impact of Online Social Networking as a Tool in
Corporate Communication to Work Ethics

Self Expression

Table 12 indicates that Facebook as corporate communication tool has Low Impact in the work ethics as an avenue of Self Expression among the RSAs. It rated 2.45 mean score implying that it is Seldom True (ST) that RSAs consider self expression in Online Social Networking can impact workplace ethics.

The nature of Facebook where it is easy to articulate one's Status, leave any Comments, Post and Share Photo and exchange ideas with other Friends, expressing oneself openly can impact work ethics by the way how employees project themselves and the company online. RSAs assessed that their online social networking activity have average impact to their work ethics. This implies that they are aware of the consequences of the personal impressions they project online. This is further supported by the fact that the RSAs never commented on things they do not agree with their managers or the company via Facebook.

According to the RSAs, they look at the weekly coaching with their manager and team meeting as a more appropriate opportunity to discuss the ideas they seem not to agree with.



Table 12. Mean level of impact of online social networking as a tool in corporate communication to work ethics according to the attribute Self Expression.

ATTRIBUTES	MEAN	RATING
I actively update my status messages, information, photos and videos on my Facebook account.	2.67	OT
I actively comment on the status messages, information, photos and videos of my Facebook Friends.	2.62	OT
I actively "Like" status messages, information, photos and videos of Facebook Friends that are appealing to me.	2.81	OT
I welcome comments from my Friends on Facebook.	3.20	OT
If there are things I don't agree with my Supervisor, I comment them on Facebook.	1.71	NT
If there are things I don't agree with my Company, I comment them on Facebook.	1.70	NT
AVERAGE	2.45	ST

Legend:

Level	Weighted Mean Value	Descriptive Rating (Symbol)	Translated Description
1	1.00-1.75	Never true (NT)	No Impact
2	1.76-2.50	Seldom True (ST)	Low Impact
3	2.51-3.25	Often True (OT)	Average Impact
4	3.26-4.00	Always True (AT)	High Impact

The response made by the RSAs is similar to the observations of DiMicco and Millen (2007) that the patterns of use and presentation of oneself in Facebook among Employees and Professionals is simply to keep in touch with friends outside of work; and to generate content and share opinions, insights experiences and perspective (Boyd and Ellison,



2007). Matthews (2010) also recognizes the role of public perception to the long-term success of the company in the use of social networking which according to Adamson (2009) allows employees and the public community to actively take responsibility for shaping a brand's (or company's) personality. The information and comments employees post on social networking sites is not private and is likely not protected speech. (Maryott, 2010)

Privacy and Sensitivity of Information

Table 13, assesses Privacy and Sensitivity of Information in Facebook and its impact on work ethics. It shows a mean score of 1.85 indicating that this attribute has Low Impact on the RSAs ethics at work. They believe that it is seldom true (ST) for them to share work-related information through Facebook.

The data referring to the first, fourth and fifth attribute in table 13 connote that accepting an invitation to be Friends (or adding a company's or one's boss' Facebook account as a Friend in Facebook) does not give anyone the right to exploit this mutual connection. In addition to this, the use of privacy settings on Facebook can minimize the sharing of private and sensitive company (or personal) information.



The contrast in the results for attributes 2 and 3 suggests that work-related discussions by exchange of comments are only limited to the RSAs colleagues and never to outsiders. This is due to the fact that the private settings and access of the IHG-BCRO Facebook page is only limited to the current employees. In terms of behavioral aspect, this indicates that the RSAs are actively reminded of their duty to maintain discretion on the company's business processes and other sensitive and private information as stipulated in their employment contracts.

The results signify a relationship to the studies conducted by Boyd and Li (2006) on the crucial component of social networking in the public display of connections that is identified by Acquisti and Gross (2006) as a high level of remarkable issues and concerns surrounding trust and privacy in the social media. According to the findings of Pherson (2010), postings on social networking sites can compromise company trade secrets and other information; that according to Jackson (2009) is through the external employee misuse of social media that may negatively impact the employer/ company's brand or image.



Table 13. Mean level of impact of online social networking as a tool in corporate communication to work ethics according to the attribute Privacy and Sensitivity of Information.

ATTRIBUTES	MEAN	RATING
Adding my company's Facebook Account to my Friends network gives my employer the right to monitor my Facebook activity.	1.78	ST
I actively discuss work-related information on Facebook through exchanging comments with my Friends at WORK.	1.77	ST
I actively discuss work-related information on Facebook through exchanging comments from my Friends OUTSIDE the company.	1.69	NT
My Privacy Settings on Facebook blocks my company from viewing my Wall.	1.73	NT
Privacy of work-related information can be easily managed on Facebook.	2.28	ST
AVERAGE	1.85	ST

Legend:

Level	Weighted Mean Value	Descriptive Rating (Symbol)	Translated Description
1	1.00-1.75	Never true (NT)	No Impact
2	1.76-2.50	Seldom True (ST)	Low Impact
3	2.51-3.25	Often True (OT)	Average Impact
4	3.26-4.00	Always True (AT)	High Impact

Mitigation and Sanctions for Misbehavior

Table 14 presents the result on the levels in impact of Facebook to work ethics in the formation of mitigation and sanctions for misbehavior. The RSAs consider that it is seldom true (ST) that this attribute impacts their behavior at work as reflected on their collective response average of 1.78 indicating Low Impact. The low scores acquired by table 14 strongly



suggest that the social networking activity of the RSAs is not governed by specific guideline on how one must project oneself online. It implied that RSAs are not aware of the possibility that the company monitors their use of Facebook and the possibility of imposing sanctions on inappropriate Facebook activity. This is also consistent with their response that it is never true for them that any colleague has been sanctioned due to Facebook offences. While it is true that the provision on the use of cell phone in the operations floor is solid and there are limited seats where RSAs can access Facebook while at work, the result on the creation of a new policy regulating the use of Facebook as a tool on corporate communication show low impact to the RSAs work ethics suggesting the fact that their online behavior will be the same even with the new policy.

The results show an association to the findings in the study of Jackson (2010) claiming the social networking shows both opportunities and challenges for employers towards the legal and business implications on the use and misuse of social media and supported by a study in 2009 by Herder and Ethos Business Law highlighting a 69 percent of its 438 respondents composed of executives who said that their companies do not have a written policy on social media.



Table 14. Mean level of impact of online social networking as a tool in corporate communication to work ethics according to the attribute Mitigation and Sanctions for Misbehavior.

ATTRIBUTES	MEAN	RATING
My company follows a solid guideline justifying the use of Facebook while at work.	1.91	ST
My company has set policies on the use of Facebook as an official internal corporate communication tool.	1.73	ST
The company has the right to monitor my Facebook activity and impose applicable sanctions to it	1.42	NT
I have colleagues sanctioned for Facebook-related offences.	1.86	NT
A new Company Policy may change my behavior in using Facebook as communication tool.	1.99	ST
AVERAGE	1.78	ST

Legend:

Level	Weighted Mean Value	Descriptive Rating (Symbol)	Translated Description
1	1.00-1.75	Never true (NT)	No Impact
2	1.76-2.50	Seldom True (ST)	Low Impact
3	2.51-3.25	Often True (OT)	Average Impact
4	3.26-4.00	Always True (AT)	High Impact

Company and Employee Reputation

The results presented on Table 15 reveal that it is often true (OT) that the RSAs' behavior in using Facebook affects company and employee reputation and has Average Impact to workplace ethics at 3.16 mean score.



Table 15. Mean level of impact of online social networking as a tool in corporate communication to work ethics according to the attribute Company and Employee Reputation.

ATTRIBUTES	MEAN	RATING
It is easy to damage a person's reputation through the information posted on Facebook.	3.59	AT
It is easy to damage a company's reputation through the information posted on Facebook.	3.52	AT
When posting on Facebook, I always consider what my colleagues would think.	2.87	OT
When posting on Facebook, I always consider what my boss would think.	2.66	OT
AVERAGE	3.16	OT

Legend:

Level	Weighted Mean Value	Descriptive Rating (Symbol)	Translated Description
1	1.00-1.75	Never true (NT)	No Impact
2	1.76-2.50	Seldom True (ST)	Low Impact
3	2.51-3.25	Often True (OT)	Average Impact
4	3.26-4.00	Always True (AT)	High Impact

The results show that RSAs consider what their managers and colleagues would think before they post something on Facebook. On the positive side, this means that the RSAs are cautious at conveying messages that may affect the reputation of the company or a colleague. This is consistent by how they assessed on the ease of damaging a person's reputation or the company's reputation via the online social networking. While the existing company regulations may only be limited on the use of Facebook while on duty, the results on table 15 suggests that



RSAs are aware of their responsibility in maintaining a good working environment inside or outside the workplace.

These results indicate a resemblance to the findings in the study conducted by Deloitte LLP in 2009 that highlights 74 percent of the respondents who said that it is easy to damage brand reputation via social media. 61 percent of these respondents also said that they will not change their social media behavior even when their employers are monitoring their social networking activities and 53 percent of them claimed that their social networking activity is none of their employers' business.

Differences in the Levels of Impact of Online Social Networking
as a Tool in Corporate Communication to Work Ethics

Gender

Gender, in terms of assessing the impact of Facebook as a tool in corporate communication to work ethics as charted on Table 16 differs only to their views on Self Expression and Privacy and Sensitivity of Information. Self Expression is rated by the Female participants at 2.31 (Low Impact) as compared to the Male group at 2.71 (Average Impact). Privacy and Sensitivity of Information earned 1.72 (No Impact) and 2.08 (Low Impact) according to the Females and Males, respectively.



Table 16. Summary of the Differences on Impact levels of Facebook as a tool in corporate communication to workplace ethics by Gender.

ATTRIBUTES	t _{comp}	P _{value}	DECISION	INTERPRETATION
Self Expression	-3.86	0.000157 ^s	Reject Ho	There is a Significant Difference
Privacy and Sensitivity of Information	-3.263	0.00132 ^s	Reject Ho	There is a Significant Difference
Mitigation and Sanctions for Misbehavior	0.387	0.700 [*]	Accept Ho	No Significant Difference
Company and Employee Reputation	1.031	0.304 [*]	Accept Ho	No Significant Difference
TOTAL	-0.379	0.718[*]	Accept Ho	Not Significant

* Not Significant at 5% level if P_{value} > 0.05

^s Significant at 5% level if P_{value} < 0.05

It is noted that there is no difference in the views among the two other attributes. Collectively, the data averaged to a not significant difference in the opinions between the Male and Female participants towards the impact of Facebook as corporate communication tool to their work ethics. This means that the RSAs, male or female show the same behavior in the use of Facebook as a tool in corporate communication.

It is a common notion in the Filipino culture that females are more verbally expressive as compared to men but the results in the context of using Facebook as a tool in corporate communication suggest otherwise.



This was reflected through the results indicating that men's work ethics is more affected in terms of the attributes self expression and privacy and sensitivity of information. This suggested that men have higher tendencies to publicly share what they think regardless of how private or sensitive these information are.

Civil Status

Collectively when grouped according to Civil Status, Table 17 shows no significant difference in the opinions between the Single and Married RSAs. This means that the RSAs show the same attitude towards the use of Facebook in corporate communication. One highlight of Table 18 is their difference in opinion on the attribute Mitigation and Sanctions for Misbehavior using Facebook as a corporate communication tool and how it impacts their work ethics at 1.94 (Low Impact) and 1.70 (No Impact) according to the Married and Single RSAs, respectively.

The results imply that Single individuals are more discreet and more cautious at utilizing Facebook as tool in corporate communication when assessed by the attribute Mitigations and Sanctions for Misbehavior.



Table 17. Summary of the Differences on Impact levels of Facebook as a tool in corporate communication to workplace ethics by Civil Status.

ATTRIBUTES	t _{comp}	P _{value}	DECISION	INTERPRETATION
Self Expression	1.171	0.243*	Accept Ho	No Significant Difference
Privacy and Sensitivity of Information	1.367	0.173*	Accept Ho	No Significant Difference
Mitigation and Sanctions for Misbehavior	2.136	0.034 ^s	Reject Ho	There is a Significant Difference
Company and Employee Reputation	0.580	0.562*	Accept Ho	No Significant Difference
TOTAL	0.387	0.712*	Accept Ho	Not Significant

* Not Significant at 5% level if P_{value} > 0.05

^s Significant at 5% level if P_{value} < 0.05

Age Bracket

There is no significant difference in the outlook of the respondents as to the impact of Facebook as a tool in corporate communication to their work ethics when they were grouped according to Age Bracket. Table 18 presents that their opinions encompass the same results to all the attributes that leads to accepting the null hypothesis of the study. It implied that RSAs show the same approach and behavior in using Facebook as a tool in corporate communication however young or old he/she is.



Table 18. Summary of the Differences on Impact levels of Facebook as a tool in corporate communication to workplace ethics by Age Bracket.

ATTRIBUTES	F _{comp}	P _{value}	DECISION	INTERPRETATION
Self Expression	0.042	0.959*	Accept Ho	No Significant Difference
Privacy and Sensitivity of Information	0.167	0.848*	Accept Ho	No Significant Difference
Mitigation and Sanctions for Misbehavior	0.809	0.468*	Accept Ho	No Significant Difference
Company and Employee Reputation	0.821	0.47*	Accept Ho	No Significant Difference
TOTAL	0.147	0.865*	Accept Ho	Not Significant

* Not Significant at 5% level if P_{value} > 0.05

Online Social Networking Activity by Average Number of Hours Spent Surfing the Internet per Online Session

Table 19 presents a result that there is no significant difference in the views of the RSAs on the levels of impact of online social networking as a tool in corporate communication towards their work ethics. The RSAs shared the same opinion whether or not they surf the internet for less than 5 hours, 5-10 Hours, or more than 10 hours per online session.



Table 19. Summary of the Differences on Impact levels of Facebook as a tool in corporate communication to workplace ethics by average number of hours spent surfing the internet per online session.

ATTRIBUTES	t_{comp}	P_{value}	DECISION	INTERPRETATION
Self Expression	1.566	0.119*	Accept Ho	No Significant Difference
Privacy and Sensitivity of Information	1.544	0.124*	Accept Ho	No Significant Difference
Mitigation and Sanctions for Misbehavior	-4.126	0.000057 ^s	Reject Ho	There is a Significant Difference
Company and Employee Reputation	-1.354	0.1775*	Accept Ho	No Significant Difference
TOTAL	-0.184	0.86*	Accept Ho	Not Significant

* Not Significant at 5% level if $P_{value} > 0.05$

^s Significant at 5% level if $P_{value} < 0.05$

Assessing the attribute Mitigation and Sanction for Misbehavior, table 19 shows significant difference in the perceptions between those who stay online for 5-10 hours (1.33 or no impact) and less than 5 hours (1.88 or low impact). The result signifies that those who stay online longer are more discreet and cautious at utilizing Facebook as a tool in corporate communication.



Table 20. Summary of the Differences on Impact levels of Facebook as a tool in corporate communication to workplace ethics by frequency of Facebook account visit and update.

ATTRIBUTES	F _{comp}	P _{value}	DECISION	INTERPRETATION
Self Expression	2.301	0.087*	Accept Ho	No Significant Difference
Privacy and Sensitivity of Information	1.959	0.140*	Accept Ho	No Significant Difference
Mitigation and Sanctions for Misbehavior	0.533	0.713*	Accept Ho	No Significant Difference
Company and Employee Reputation	0.391	0.812*	Accept Ho	No Significant Difference
TOTAL	0.383	0.817*	Accept Ho	Not Significant

* Not Significant at 5% level if P_{value} > 0.05

Online Social Networking Activity by Frequency of Facebook account Visit and Update

Table 20 accepts the hypothesis that there is no significant difference in the opinions of the RSAs in the levels of impact of Facebook as a corporate communication tool to their work ethics, whether they visited and updated their Facebook account daily, twice or more a week, once a week, every other week, or once a month or longer.



Table 21. Summary of the Differences on Impact levels of Facebook as a tool in corporate communication to workplace ethics by access of Facebook account while at work.

ATTRIBUTES	F _{comp}	P _{value}	DECISION	INTERPRETATION
Self Expression	2.631	0.078*	Accept Ho	No Significant Difference
Privacy and Sensitivity of Information	6.245	0.0052 ^s	Reject Ho	There is a Significant Difference
Mitigation and Sanctions for Misbehavior	0.401	0.754*	Accept Ho	No Significant Difference
Company and Employee Reputation	0.589	0.634*	Accept Ho	No Significant Difference
TOTAL	0.469	0.709*	Accept Ho	Not Significant

* Not Significant at 5% level if P_{value} > 0.05

^s Significant at 5% level if P_{value} < 0.05

Online Social Networking Activity by Access of Facebook account while at Work

RSAs believe that the access of Facebook while at work using a computer or cellular phone does not show significant impact to their work ethics as seen on Table 21. There is only one factor where they differed in opinion where the attribute Privacy and Sensitivity of Information showed the results as follows: 1.70 (No Impact) according to those who said Never True, 1.84 (Low Impact)-Seldom True, I can but I intend not to 1.86 (Low Impact)-Often True, only during breaks and 2.33 (Average Impact)-Always



True. Logically, the results reflect the restriction of sharing information via Facebook while at work leaning towards the fact that the company do not allow cellular phones in the operations floor and that it only maintains limited seats at the employees' lounge where one can access Facebook.



SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Summary

The study made an evaluation on the levels of efficiency of Facebook, an Online Social Networking site, as a tool in Corporate Communication and its impact on the Work Ethics of the Reservation Sales Agents (RSA), entry-level employees of InterContinental Hotels Group-Baguio Central Reservations Office (IHG-BCRO).

The study came up with the following salient findings:

1. The RSAs collectively evaluated the efficiency of Online Social Networking specifically Facebook as a tool in Corporate Communication as follows: Very Satisfactory at delivering timely and updated information, Very Satisfactory at conveying Ease of Access of information, Very Satisfactory at providing Complete and Reliable Information, and Satisfactory at promoting Relationship Building between the company employees.

2. There is no significant difference in the levels of efficiency of Facebook as a tool in Corporate Communication when the RSAs were grouped demographically by Gender, Civil Status and by the average number of hours spent surfing the internet per online session. However, it



reflects that there is a difference in the RSAs' views when grouped according to Online Social Networking Activity by Frequency of Facebook account visit and update and by Access of Facebook account while at work.

3. The RSAs believe that the use of Online Social Networking (Facebook) in Corporate Communication as an avenue of Self Expression has Low Impact to Work Ethics. It is Seldom True for the RSAs to share Private and Sensitive Information about the company on Facebook suggesting Low Impact to work ethics. Mitigations and Sanction for Misbehavior has Low Impact to the RSAs' work ethics signifying that the company has not implemented a solid guideline on the use of Facebook. Furthermore, the RSAs consider that it is easy to damage a company or a person's reputation via Facebook resulting to an Average Impact to work ethics in terms of Company and Employee Reputation.

4. There is no significant difference in the levels of impact of Online Social Networking as a tool in Corporate Communication in the respondents' Work Ethics when the RSAs were grouped according to Gender, Age and Civil Status. There is also no significant difference in the RSAs perceptions when grouped according to Online Social Networking Activity by the average number of hours spent surfing the internet per



online session, by frequency of Facebook account visit and update and by access of Facebook account while at work.

Conclusions

Based on the presented findings, the following are the conclusions drawn:

1. The RSAs' review on the levels of Efficiency of Facebook, an Online Social Networking Site, as a tool in corporate communication resulted to high satisfaction ratings when assessed with the attributes: Timeliness, Ease of Access, Completeness and Reliability of Information and Relationship Building. Hence, it is highly rational that the IHG-BCRO's Facebook account commits to its function as corporate communication tool and has successfully and effectively reached its target audience.

2. The levels of efficiency of Facebook as a tool in corporate communication do not differ according to gender, civil status, age bracket and Online Social Activity by average number of hours spent surfing the internet per online session, hence, the attributes Timeliness, Ease of Access, Completeness and Reliability of Information and Relationship Building has the same levels of efficiency among all the RSAs, entry-level personnel of the IHG-BCRO. However, when grouped by frequency of Facebook account visit and update, and by access of Facebook account



while at work, the RSAs show significant difference in points of view. This means that these sub-groups categorically behave differently in the use of Facebook as a corporate communication tool.

3. The attributes Self Expression, Privacy and Sensitivity of Information, and Mitigation and Sanctions for Misbehavior show Low levels of Impact while the attribute Company and Employee Reputation shows Average Impact in the work ethics of the IHG-BCRO RSAs. Therefore, the RSAs' behavior online is not governed by any solid or written guideline but rather manifested by one's judgment over the ethical use of Facebook as tool in corporate communication.

4. The findings that there are no significant differences in the views of RSAs towards the impact of Online Social Networking as a tool in corporate communication to work ethics highly implies that the RSAs' use of Facebook does not have a significant bearing on the respondents' behavior online however they are grouped demographically.

Recommendations

The researcher has the following recommendations:

1. Facebook, given its nature as an online social media, should be re-examined towards its efficacy and appropriateness to the nature of the company's business. Companies need to realign their corporate vision to



fully harness the potential of Online Social Networking as an internal corporate communication tool.

2. Employers and employees alike should be fully aware of the repercussions that may arise in their social and professional use of Facebook. In terms of self expression, it is rather easy to worm one's way out by stipulating our right to freedom of speech but one must consider the fact that reputation is larger in magnitude. Employers must present a clear view on how employees' social networking activities may affect the workplace. Effective use of Facebook privacy settings among the employees is also suggested.

3. On mitigation and sanctions for misbehavior, employers should look at the risks evolving around the nature of social networking by creating written guidelines that are appropriate and tailor-made to the company's culture and mission-vision and also must be consistent with the existing labor laws.

4. This study has fundamentally highlighted the efficiency of Facebook as a corporate communication tool and its impact to work ethics, the researcher highly recommends the conduct of future studies to focus on the development of the rules and regulations on the proper use of online social networking in the workplace. Social media is at its infancy as a corporate communication tool. However, it has successfully



penetrated and has shown both strengths and susceptibility over its functions as a communication tool. Finding means to regulate the use of Online Social Networking will help in the formation of conventions governing the possibility of future labor litigation against the use of Facebook or other forms of social media at work.



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APPENDIX A
Request Letter to the Respondent
Benguet State University
OPEN UNIVERSITY

La Trinidad, Benguet 2601, Telefax (074)309-2353
www.bsu.edu.ph

April 8, 2011

Dear Respondent:

I am currently pursuing my master's degree in Human Resource Development (MHRD) at the Benguet State University- Open University (BSU-OU) and to be able to successfully complete the course, I have proposed a thesis involving "Online Social Networking and Ethics in Corporate Communication".

I humbly request you to lend me a hand by providing answers to the attached questionnaire at your most convenient time today. Rest assured that all the information gathered are strictly for academic purposes and will be treated with utmost confidentiality.

Kindly return your accomplished questionnaire within the duration of your shift schedule.

I truly appreciate your participation!

Respectfully yours,

(Sgd.) Ruel Fronda Ramirez
Researcher

Noted by:

(Sgd.) Cornelia M. Rillera, MPA
Adviser and Panel Chairperson

APPENDIX B
Survey Questionnaire

PART I.SOCIO-DEMOGRAPHIC PROFILE

1. Name of Respondent: _____(Optional)

Instruction: Please check (✓) the appropriate answers.

2. Sex:

- Male
 Female

3. Civil Status:

- Single
 Married
 Widow/Widower
 Separated

4. Age Bracket:

- 51 years old and above
 41-50 years old
 31-40 years old
 21-30 years old
 below 20 years old

5. My Online Social Network Activity:

5.1 Average Number of hours I spend surfing the web per online session:

- Above 10 hours
 5-10 hours
 Less than an hour-5 hours

5.2 I visit and update my Facebook account:

- Daily
 Twice or more a week
 Once a week
 Every other week
 Once a month or longer

5.3 Using a computer or cellular phone, I access my Facebook account while at work:

- Never true to me
 Seldom True to me (I can, but I intend not to)
 Often True to me (only during breaks)
 Always True to me

PART II. ATTRIBUTES THAT INFLUENCE THE EFFICIENCY OF ONLINE SOCIAL NETWORKING AS A TOOL IN CORPORATE COMMUNICATION.

Instruction: Rate the following attributes of your Company's Facebook Account as a tool in corporate communication by checking (✓) the appropriate box.

<u>Level</u>	<u>Descriptive Rating</u>	<u>Symbol</u>
1	Never true (Poor)	NT
2	Seldom True (Satisfactory)	ST
3	Often True (Very Satisfactory)	OT
4	Always True (Outstanding)	AT

A. Timeliness

<i>Attributes</i>	1	2	3	4
	NT	ST	OT	AT
1. My Company updates its Facebook account actively.				
2. I use Facebook to get updated and helpful information about my Company.				
3. I use Facebook to get updated and helpful information about my Colleagues.				
4. Facebook delivers faster information dissemination than other Corporate Communication tools that my Company use.				
5. I share the information I get from Facebook to update my Colleagues.				
6. The updated information I get from Facebook helps me perform my work effectively and efficiently.				

B. Ease of Access

<i>Attributes</i>	1	2	3	4
	NT	ST	OT	AT
1. I find the convenience of using a computer and/or cellular phone to access Facebook.				
2. My Company maintains workstations where I can access Facebook.				
3. My Company easily manages information dissemination through its Facebook account.				
4. Facebook allows me to get appropriate information about my Company and allows me to easily communicate with my Boss anywhere.				
5. Facebook allows me to get appropriate information about my Colleagues and it allows me to easily communicate with them anywhere.				

Instruction: Rate the following attributes of your Company's Facebook Account as a tool in corporate communication by checking (✓) the appropriate box.

<u>Level</u>	<u>Descriptive Rating</u>	<u>Symbol</u>
1	Never true (Poor)	NT
2	Seldom True (Satisfactory)	ST
3	Often True (Very Satisfactory)	OT
4	Always True (Outstanding)	AT

C. Completeness and Reliability of Information

<i>Attributes</i>	1	2	3	4
	NT	ST	OT	AT
1. My company addresses issues related to the company-wide use of Facebook.				
2. My company maintains all Facebook information posts complete and reliable.				
3. Members of the management use Facebook to actively and effectively deliver corporate information to all members of the company.				
4. I treat all information posted on my Company's Facebook account relevant to my job.				
5. I rely on the information posted on my Company's Facebook account in getting work-related information during my rest days or whenever I am on leave-of-absence.				

D. Employee Relationship Building

<i>Attributes</i>	1	2	3	4
	NT	ST	OT	AT
1. My company encourages the use of Facebook as a tool in corporate communication.				
2. Facebook helps me balance both my personal and professional responsibilities.				
3. My company utilizes Facebook to engage with its employees.				
4. My company taps Facebook to commend good performance among its employees.				
5. My company uses Facebook to facilitate company events and other social affiliations.				

PART III.THE QUALITIES OF ONLINE SOCIAL NETWORKING AS A TOOL IN CORPORATE COMMUNICATION THAT IMPACTS WORKPLACE ETHICS.

Instruction: Rate the following attributes of your Facebook Activities by assessing how it impacts your behavior towards information dissemination. Please check (✓) the appropriate box.

<u>Level</u>	<u>Descriptive Rating</u>	<u>Symbol</u>
1	Never True (No Impact)	NT
2	Seldom True (Low Impact)	ST
3	Often True (Average Impact)	OT
4	Always True (High Impact)	AT

A. Self Expression

<i>Attributes</i>	1	2	3	4
	NT	ST	OT	AT
1. I actively update my status messages, information, photos and videos on my Facebook account.				
2. I actively comment on the status messages, information, photos and videos of my Facebook Friends.				
3. I actively "Like" status messages, information, photos and videos of Facebook Friends that are appealing to me.				
4. I welcome comments from my Friends on Facebook.				
5. If there are things I don't agree with my Supervisor, I comment them on Facebook.				
6. If there are things I don't agree with my Company, I comment them on Facebook.				

B. Privacy and Sensitivity of Information

<i>Attributes</i>	1	2	3	4
	NT	ST	OT	AT
1. Adding my company's Facebook Account to my Friends network gives my employer the right to monitor my Facebook activity.				
2. I actively discuss work-related information on Facebook through exchanging comments with my Friends at WORK.				
3. I actively discuss work-related information on Facebook through exchanging comments from my Friends OUTSIDE the company.				
4. My Privacy Settings on Facebook blocks my company from viewing my Wall.				
5. Privacy of work-related information can be easily managed on Facebook.				

Instruction: Rate the following attributes of your Facebook Activities by assessing how it impacts your behavior towards information dissemination. Please check (✓) the appropriate box.

<u>Level</u>	<u>Descriptive Rating</u>	<u>Symbol</u>
1	Never True (No Impact)	NT
2	Seldom True (Low Impact)	ST
3	Often True (Average Impact)	OT
4	Always True (High Impact)	AT

C. Mitigation and Sanctions for Misbehavior

<i>Attributes</i>	1	2	3	4
	NT	ST	OT	AT
1. My company follows a solid guideline justifying the use of Facebook while at work.				
2. My company has set policies on the use of Facebook as an official internal corporate communication tool.				
3. The company has the right to monitor my Facebook activity and impose applicable sanctions to it.				
4. I have colleagues sanctioned for Facebook-related offences.				
5. A new Company Policy may change my behavior in using Facebook as communication tool.				

D. Company and Employee Reputation

<i>Attributes</i>	1	2	4	4
	NT	ST	OT	AT
1. It is easy to damage a person's reputation through the information posted on Facebook.				
2. It is easy to damage a company's reputation through the information posted on Facebook.				
3. When posting on Facebook, I always consider what my colleagues would think.				
4. When posting on Facebook, I always consider what my boss would think.				

APPENDIX C
Sample Statistical Computation

Fisher's t-test

Female	n=115	3.31	2.61	2.88	2.33	2.27	1.94	2.556522
Male	n=66	3.13	2.48	2.78	2.56	2.45	2.30	2.621212

A. Timeliness

t-Test: Two-Sample Assuming Equal Variances
(Gender)

	<i>Female</i>	<i>Male</i>
Mean	2.556522	2.621212
Variance	0.379087	0.506449
Observations	115	66
Pooled Variance	0.425336	
Hypothesized Mean Difference	0	
Df	179	
t Stat	-0.64233	
P(T<=t) one-tail	0.260742	
t Critical one-tail	1.653411	
P(T<=t) two-tail	0.521484	
t Critical two-tail	1.973305	

Accept Ho

No Significant Difference

APPENDIX C
Sample Statistical Computation

Single Factor Analysis of Variance (ANOVA)

41-50	19	3.37	2.79	2.84	2.21	2.26	1.95	n1=19
31-40	42	3.21	2.5	2.83	2.38	2.21	1.98	n2=42
21-30	118	3.24	2.53	2.83	2.44	2.38	2.11	n3=118

A. Timeliness

Anova: Single Factor
(Age Bracket)

SUMMARY

Age	Groups	Count	Sum	Average	Variance
			15.4210	2.57017	0.27414
41-50	19	6	5	5	6
			15.1190	2.51984	0.19782
31-40	42	6	5	1	7
			15.5254	2.58757	0.15540
21-30	118	6	2	1	6

ANOVA

Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	0.01484	7	0.00742	0.03549		
Within Groups	3.13689	3	0.20912	7	0.965206	3.68232
Total	3.15174	17				

Accept Ho
No Significant
Difference

BIOGRAPHICAL SKETCH

The author is a tenured Reservation Sales Agent of the InterContinental Hotels Group-Baguió Central Reservations Office. He is under the Cross Training Program with the IHG Human Resource Department from August to October 2011.



As a Human Resource practitioner, Ruel is experienced at various facets in the HR field including Training and Development, Recruitment and Workforce Management.

He was a consistent honor student and a product of Binalonan South Central School class of 1998. He finished his Secondary Education as class salutatorian at the College of Saint Michael the Archangel, Binalonan, Pangasinan in 2002. Ruel pursued his tertiary education from 2002-2006 at Saint Louis University, Baguió City and graduated with the degree Bachelor of Arts in Communication.

Born on October 24, 1985, Ruel is the eldest child of Elpidio Mapili Ramirez and Ruby Ibanez Fronda-Ramirez. He and his younger siblings Ronnel and Erayda were raised in Pozorrubio, Pangasinan by their parents together with the guidance of their grandmother Mrs. Aurelia Ibanez Fronda. The family migrated to Baguió City in 2001, hometown of their father Elpidio.