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Creating Leadership Efficacy Through Digital Media in the Electricity Supply Industry

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This is to certify that the doctoral study by

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2017

Abstract

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by

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MBA, University of De Montfort, 2000

B. Eng., University of Pretoria, 1998

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

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Abstract

Business leaders lack transformational leadership strategies to promote the use of digital communication in the electricity supply industry. The purpose of this multiple case study was to explore transformational leadership strategies to promote the use of digital communication to mitigate electricity-related shutdowns and other electricity-related product recalls. The conceptual framework for this study aligns with general systems theory. The participants recruited in the study were business leaders, key account electricity consumers, and electricity consumers located in Johannesburg, South Africa. The rationale for the target population was their success in implementing transformational leadership strategies to promote the use of digital communication to mitigate the risk of electricity-related shutdowns. Data collection included semistructured interviews, direct observations with 14 participants, archival records/materials, and documents. Saldana's sequence of coding and data analysis technique using thematic coding and content analysis were used to determine specific themes and patterns derived from the 3 data sources. Based on methodological triangulation, 4 emergent themes evolved: business sustainability, digital media, electricity-related product recall crisis, and leadership efficacy that would assist leaders in growing a sustainable business in the electricity supply industry. The results of this study may contribute to positive social change by providing leaders with transformational leadership strategies for embracing digital media to ensure the industry's sustainability. This in turn would encourage improved economic activity, broad-based black economic empowerment, investments in health, education, environmental issues, and business opportunities for small businesses.

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Dedication

To my loving wife, Mala and daughter, Nikayla, I will forever treasure your continued strength, support, understanding, love, and sacrifice during this doctoral journey. You both remain an inspiration and an emotional tower to me. I love you both with all my heart.

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No words can express my heartfelt joy and gratitude for my committee chair, Dr. Ronald Black. You remained an inspiration and a pillar of strength to me during my doctoral journey. Your timeless coaching, guidance, and encouragement, kept me moving forward to the end line.

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To my mother, Thangamutoo; sister, Veloshnee, and brother, Jade-Hawke: Your confidence in me attaining my dream remains kindled close to my heart. To my father-in-law Hurrisanker, special thanks for those warm words to keep me motivated in achieving my DBA goal. To my late mother-in-law, Sonapathy, how I wish you were here to share this moment of my graduation. Your words of encouragement remain close to my heart, and in your absence, this acknowledgement is for you looking down on me from your seat in heaven.

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Section 1: Foundation of the Study

Leadership never received as much attention in the 20th century as it has already received in the 21st century (Tu & Lu, 2016). The reason for this increased leadership attention is digital media, specifically Facebook and Twitter (Vinerean, Cetina, Dumitrescu, & Tichindelean, 2013). Facebook is an online social-networking service (Lee, 2013). Twitter is an online social-networking service and microblogging service in which users send and read text-based messages of up to 140 characters, known as tweets (Ingerson & Bruce, 2013), which offers a virtual space for consumer socialization (Vinerean, Cetina, Dumitrescu, & Tichindelean, 2013). Ironically, business leaders have not embraced digital word-of-mouth communication (Coulter & Roggeveen, 2012), although online emotional relationships originated with leadership (Awad Alhaddad, 2015). Digital media enhances the intimacy and self-connection a consumer has toward an organization's objective that can lead to an emotionally based attachment and bond or adequate commitment (Turri, Smith, & Kemp, 2013). The survival of companies depends on leadership efficacy to ensure the efficiency of the value chain, the fulfillment of the proliferation of societal aspirations, and the transformation of stakeholder expectations into a credible corporate response without undermining the viability of the business (Visser & Kymal, 2015). Organizational leaders should refocus activities within the value chain to embrace digital media, create innovative value chains, and generate superior value, competitive advantage, and supreme differentiation (Singla & Apoorv, 2015; Srinivasan, 2014).

Background of the Problem

The Electricity Supply Commission (ESCOM) of South Africa, founded in 1923, has a massive local social impact, and it is one of the largest contributors to the country's gross domestic product through the development of skills and the creation of employment (Vorster & Marais, 2014). Twenty years into South African democracy, government representatives introduced two formidable competitors, City of Tshwane Metropolitan Municipality and City Power Johannesburg SOC Ltd., into the electricity industry, which are both independent power producers (Helliker, 2014). Leaders in the electricity industry have demonstrated the impact of the industry on the economic landscape through its programs of investing in new generating capacity and transmission systems for South Africa (Eskom Holdings SOC Ltd., 2015). Moreover, commodities such as food, water, and energy have become equally less reliable (Streimikiene & Siksnelyte, 2014). In the absence of a sustainable solution, the electricity industry remains plagued by quick fixes that fail to address the deeper imbalance that includes a decrease in natural resources, an increase in waste, and greater electrical consumer demand (Michael, 2014; Streimikiene & Siksnelyte, 2014).

The survival of the electricity industry depends on electricity sales; however, in 2008, because of Eskom's inability to satisfy the required South African electricity demand, representatives of the company recalled the use of electricity (Eskom Holdings SOC Ltd., 2015). This unplanned recall of electricity resulted in the state and other producers experiencing the first electricity-related shutdowns or loss of power for 72

hours (Eskom Holdings SOC Ltd., 2015). The incident resulted in a negative reputation and poor financial position for the company (Eskom Holdings SOC Ltd., 2015).

Problem Statement

On March 6, 2014, South African consumers reduced their consumption of electricity for the first time to avoid a national electricity blackout by heeding a call to action on digital media (Eskom Holdings SOC Ltd., 2015). Digital media has since permanently shifted the balance of power among consumers (Abbas & Singh, 2014). More than 24,900,000 active digital media accounts exist in South Africa, with users spending more than 3 hours and 10 minutes on average per day engaging in this environment (Shezi, 2015). The general business problem is the failure to embrace digital media resulting in lower performance, lower profitability, and solvency risk (Coulter & Roggeveen, 2012). The specific business problem is that some electricity industry leaders lack transformational leadership strategies to promote the use of digital communication strategies to mitigate electricity-related shutdowns and other electricity-related product recall crises.

Purpose Statement

The purpose of this qualitative multiple case study was to explore transformational leadership strategies to promote the use of digital communication to mitigate electricity-related shutdowns and other electricity-related product recalls. The targeted population for this study was business leaders and key account electricity consumers located in Johannesburg, South Africa. The rationale for the target population was their success in implementing transformational leadership strategies to promote the

use of digital communication to mitigate the risk of electricity-related shutdowns. The results of this study may contribute to positive social change by providing leaders with transformational leadership strategies for embracing digital media to ensure the industry's sustainability. This in turn would encourage improved economic activity, broad-based black economic empowerment (B-BBEE), investments in health, education, environmental issues, and business opportunities for small businesses.

Nature of the Study

The research methodology for this study was qualitative methodology, using a multiple case study design. The essential characteristic of qualitative methods is the ability to convey information with the detail and specificity necessary to convey the experience accurately (Yin, 2014). Individual interviews, archival records/materials, and documents relating to the activities of South African leadership in the electricity sector were the tools used to develop the themes of this study.

Qualitative Methodology

Qualitative research is a different approach than quantitative research (Patton, 2015). Researchers who use qualitative methods make use of an explicit philosophical assumption, strategies of inquiry, methods of data collection, analysis, and interpretation (Patton, 2015). Qualitative methods include a focus on generating meaning in conjunction with learning using rich description (Patton, 2015). Understanding problems within a complex social environment and the impact of people on that environment becomes an imperative in qualitative studies (Yin, 2014). The reason for selecting the qualitative methodology was to explore the use of transformational leadership and digital

communication strategies to mitigate electricity-related shutdowns and product recalls while the story remains central to its multiple case study design (Stake, 2010). The use of alternative methodologies such as quantitative and mixed methods was not suitable for the study because there is no existing numerical data on this topic (Stake, 2010). Additionally, the most appropriate unit of measurement is not precise, the researcher will have to determine the transferability of themes, concept assessment will take place on a nominal scale with no clear demarcation points, and the study was exploratory.

Case Study Design

The research design for the study was a multiple case study. Patton (2015) suggested that qualitative methods include questions rather than objectives and hypotheses. The study's research question determined the case study design, and the focus was on the impact of digital media on business successes during the electricity-related product-recall crisis. The case study design in the study was both exploratory because the study involved an attempt to create new knowledge on digital communication strategies, and constructive, because the study involved an attempt to explore the identified business problem. The chosen design included multiple sources of data from primary data collected through individual interviews, and from secondary data that included archival records/materials and documents relating to the activities of South African leadership in the electricity sector. Using a qualitative multiple case study was suitable for making complex technology such as digital media accessible and interesting to both scientific and nonscientific leaders in industry. The potential scope of this research design was flexible and broad and ranged from brief descriptive summaries to

long, detailed accounts on how some South African electricity industry leaders lack transformational leadership skills (Yin, 2014). These leaders fail to promote the use of digital communication strategies to avoid electricity-related product-recall crises such as electricity-related shutdowns. Therefore, using a storytelling approach through case studies (Stake, 2010), I presented a synthesis of ideas to explore various aspects of what happened in the South African electricity industry and why it occurred (Yin, 2014). The study involved an attempt to generate an interpretation of industry leaders' perspectives, explain industry goals, explore the electricity industry dynamics, and present study outcomes in their complexity without facing the confines that exist in some other studies, such as phenomenological or grounded theory studies (Patton, 2015).

Research Question

In 2014, the South African electricity industry faced the same scenario as in 2008. The industry experienced insufficient electricity capacity to meet the electricity demand of the growing South African economy (Browdie, 2015; Eskom Holdings SOC Ltd., 2015). The catalyst in reducing electricity demand was digital media that drove brand-consumer interactions (Vinerean et al., 2013). The central research question for this study was: What transformational leadership strategies do South African electricity industry leaders use to promote the use of digital communication to mitigate electricity-related shutdowns and other electricity-related product recalls?

Interview Questions

Targeted Concept Questions

1. What is your view on transformational leadership within the electricity industry adopting a wider paradigm change from mechanistic to wholly systematic thinking to avoid electricity-related product recall crises or electricity-related shutdowns?

2. The electricity industry has adopted the use of digital media, specifically Facebook and Twitter, since 2012. As a leader in the electricity industry, what value do you envision when leaders adopt the use of digital media?

3. How has the use of digital media influenced your leadership behavior at work and consumers' behaviors at home in Johannesburg, South Africa?

4. Leadership often failed to embrace new technology such as digital media or electronic word of mouth (WOM) when communicating electricity-related product recalls. What were your experiences and your observations during an electricity related crises?

Targeted Follow-up Questions

1. Eskom and other electrical suppliers experienced several electricity-related product recall crisis in 2014. Leadership in these organizations all managed the crisis differently. Eskom leaders, for instance, integrated platforms such as Facebook and Twitter, City Power leaders relied on their call centers, and the City of Tshwane leaders used Short Message Service (SMS). Each supplier

experienced varied outcomes. What are your views on these communication strategies?

2. How did the use of technology influence leadership during the electricity-related product recall?

3. What would be the impact on business should leadership in the electrical industry adopt or not adopt new technologies during electricity-related product recall exercises in your area?

Wrap-up Questions

1. As we near the end of the interview, please share your view on the impact digital media, specifically Facebook and Twitter, has on any one of the following areas in the electricity industry in South Africa:

   (a) Business success

   (b) Leadership efficacy

   (c) Sustainability

   (d) Technology

2. What information can you share that has not been asked regarding the use of digital media during electricity related crises?

3. Finally, if you as a leader think of digital media and secretly knew how to apply digital media more effectively, what would it be?

Conceptual Framework

Conceptual support for the study originated from von Bertalanffy (1974) and later from Boulding's (1991) general systems theory. The electricity industry, a complex adaptive system in relation to general systems theory, is an aggregation of leadership in inter-dependent relationships and the interaction of these leaders with the internal and external environments, underpinned by the principles of equilibrium and digital communication strategies, drives sustainability (Boulding, 1991; Coulter & Roggeveen, 2012; von Bertalanffy 1974). In a complex adaptive system, transformational leadership tends to include change and the evolution of followers (Livermore & Rippa, 2014). Employees feel disengaged in the absence of an efficient complex adaptive system (Weisberg, 2014). The realization by employees in the electricity industry that leadership has no real intent to foster enduring relationships has resulted in disengaged employees, high threshold to change, poor organizational performance, and high contractor and employee job fatalities (Dartey-Baah, 2015).

Leaders should realize that in a rapidly changing world, organizations are less likely to experience a high degree of predictability to assist in setting long-term plans (Weisberg, 2014). Barjaktarovic, Latinovic, and Milosavljevic (2014) noted a benefit such as long-term financial prosperity might be the result of three successful performance parts: talent, efficiency, and innovative adaptation. The introduction of technology into a complex adaptive system could affect team performance and improved sales, and lower absenteeism and cohesion may be beneficial (Demirtas & Akdogan, 2014; Nasomboon, 2014; Ziek & Smulowitz, 2014).

Operational Definitions

The terms defined to ensure a better understanding of the research study are:

Digital media: Digital media refers to communication or marketing media stored in a digital format rather than an analog format (Abbas & Singh, 2014).

Online communities: Online communities are platforms where people share the same cyberspace by using different digital media such as Facebook and Twitter, but not the same geographical space (Cloete, 2015).

Product-harm crisis: Product-harm crises connected to defective or even dangerous products are among the most common threats to a company. The threats can include a sudden break in a product's life cycle, variously caused by such problems as a manufacturer's negligence or product misuse. Product-harm crises could result in immense financial costs for a company (Vassilikopoulou, Siomkos, Chatzipanagiotou, & Pantouvakis, 2009).

Product recall: Product recalls are one of the possible ways a company can confront a product-harm crisis (Vassilikopoulou et al., 2009).

Assumptions, Limitations, and Delimitations

Discussing the assumptions, limitations, and delimitations may lead to a better understanding of the research study. Assumptions are the elements of a study often taken for granted (Marshall & Rossman, 2015). Researchers may propose that a study will be the most useful for a unique population, assuming that the population is similar to the population other researchers have studied (Marshall & Rossman, 2015). Limitations refer to factors or compromises that limit the study, are beyond the control of a researcher, and

the researcher specifically excludes from the study (Marshall & Rossman, 2015).

Included are the problems, exceptions, qualifications, reservations, and weaknesses

related to the research (Marshall & Rossman, 2015). Delimitations are aspects of a study

a researcher can control but chooses not to due to a lack of resources or other reasons that

limit the ability to transfer the results of a study to the greater population (Marshall &

Rossman, 2015).

Assumptions

Leedy and Ormrod (2015) indicated that it is essential that others know what a

researcher assumes to be true with respect to a particular study. Knowing what a

researcher believes is important to a particular study is of vital importance in evaluating

the quality of a study. The research study included four main assumptions:

- All participants had access to the Internet.

- I had the technical proficiency to complete the interviews successfully.

- Participants provided candid responses.

- The targeted sample was 10 business leaders and 10 key account electricity
  consumers.

Moreover, an ancillary assumption in my study is that the 10 electricity consumers will

be located in Johannesburg, South Africa and the targeted electricity utilities have

implemented or are in the process of implementing digital media.

Limitations

The first limitation of the study was that the study was limited to leaders who will

have implemented digital media solutions in South African electricity utilities identified

as business leaders, key account electricity consumers, or electricity consumers. To embark on a study that includes the entire population would require resources, time, money, and personnel beyond the capacity of a single researcher (Patton, 2015). An ancillary limitation was that respondents may seek to portray themselves according to their perceptions of my expectations or may misrepresent data by providing socially desirable answers to sensitive questions (Patton, 2015).

The second limitation of the study was the selected sample might limit the ability to transfer the results of the study (Patton, 2015). I would be prone to hindsight bias, which refers to the difference between two judgments whereby personal data collected during the interview session introduces limitations in the form of reliability and bias (Yin, 2014). Researchers who are aware of limitations such as researcher bias and reliability can better understand their benefits (Browning, Thompson, & Dawson, 2014). Due to the small population size, the third limitation of the study was the lack of transferability of the research finding to a broader population (Patton, 2015). I would have selected the population of the study by convenience and not randomly, which will require a call for further research on the topic of the study.

Delimitations

A delimitation of the study is that the targeted population constitutes only ten business leaders, five key account electricity consumers, and five electricity consumers located in Johannesburg, South Africa. The study included at least one of the top three electricity producers in South Africa: Eskom Holdings SOC Ltd., City Power, and the

City of Tshwane. The study did not include business leaders, key account electricity consumers, and electricity consumers that do not belong to this category.

Significance of the Study

The electricity industry employs systems thinking (Weisberg, 2014) similar to the general systems theory illustrated by Boulding (1956) and von Bertalanffy (1974). The tendency to adopt general systems theory may be due to homeostasis, as some businesses within the electricity industry have a robust, self-regulating tendency to move toward stability or equilibrium when boundaries set by the South African government are open to engaging with other systems (Weisberg, 2014). This homeostatic process resulted in Eskom, City of Tshwane Metropolitan Municipality, and City Power Johannesburg SOC Ltd. systems becoming mechanistic, where leaders behaved as autonomous individuals observing, understanding, and changing the values that drive operations within the system (Weisberg, 2014). The significance of the contribution to business and implications for social change follow.

Contribution to Business Practice

A study on the impact of digital media on business successes during electricity-related shutdowns was significant for several reasons. Understanding the impact of digital media on leadership effectiveness may strengthen the ability of business to analyze the conditions and trends affecting its sustainability (Northouse, 2013). Businesses need leaders to ensure success in the current business environment (Demirtas & Akdogan, 2014) possessed by an organizational culture or subcultures that require constant change, adaptation, and the creation of customized leadership strategies (Weisberg, 2014).

Effective teams affect the levels of employee engagement associated with increased

return on assets, higher earnings per employee, higher performance, improved sales, and

lower absenteeism (Nasomboon, 2014). Organizational leaders may use the outcomes of

the study to refocus activities within the value chain to generate superior value,

competitive advantage, and supreme differentiation (Weisberg, 2014). Success in

developing and sustaining a complex adaptive system model depends not only on the

organizations value chain but also on its ability to manage the various subsystems of an

even larger environmental suprasystem (Weisberg, 2014).

Implications for Social Change

The focus of the study was improving work environments and creating highly

motivated and knowledgeable employees in a technological era using digital media as a

communication platform. Leadership efficacy leads to financial stability that affects

payments to independent power producers and debtors (Coulter & Roggeveen, 2012). As

a social imperative, electricity utilities promoted B-BBEE and invested more than 132.9

million rand in health, education, environmental issues, and small businesses annually

(Eskom Holdings SOC Ltd., 2015). The leaders of Eskom, City of Tshwane Metropolitan

Municipality, and City Power Johannesburg SOC Ltd. continuously strive to transform

their organizations internally by promoting women into senior executive positions to

affect social change (Eskom Holdings SOC Ltd., 2015). Positive social change would

affect the behavior of electricity consumers toward using electricity sparingly in

Johannesburg, South Africa (Vinerean et al., 2013).

A Review of the Professional and Academic Literature

The literature review includes peer-reviewed works from published materials in online databases, professional organization websites, and online research databases that include Emerald, Google Scholar, ProQuest, SAGE, and Science Direct. The selection of seminal books and reference materials supported the conceptual framework and serve as the foundation for the research study. Keywords include the following: (a) *digital media*, (b) *electricity-related product-recall crisis*, (c) *leadership efficacy*, (d) *digital-media-driven brand-consumer interactions*, (e) *business-to-business (B2B) segmentation technology*, and (f) *sustainability*. I used current research to build, support, and complement the purpose of the study and ensure 85% of the total sources were peer-reviewed, with a minimum of 60 peer-reviewed sources in the literature review; the older peer-reviewed and published references provided the contextual and conceptual framework for the study. Table 1 details the number of sources in the literature review.

Table 1

Literature Review Resources

Literature review content	Total no. of resources	No. of resources 5 years or newer (2013-2017)	% of peer-reviewed resources 5 years or newer (2013-2017)
Peer-reviewed journal articles	108	99	91
Seminal books	14	14	100
Total sources in literature review	122	113	92

Digital Media Impact

The theory behind leadership with technology through which individuals communicate, work, play, and engage needs to have a clear understanding (Colette, 2015). Leaders who embrace technology imply a constant presence of digital media as an

integral part of everyday life (Colette, 2015). The implication of living in a digital culture

is vast; therefore, the focus should include only how electricity-related product recalls

affect digitally led communities. Leaders should analyze the conditions and trends in

business to produce a movement seeking adaptive and constructive change (Northouse,

2013). The leaders of B2B and business-to-consumer (B2C) organizations need to

harness leaders' abilities to ensure success in an enterprise environment to drive products

and services through WOM in a market driven by a digitally led culture (Coulter &

Roggeveen, 2012). The popularity of social network sites such as Facebook, MySpace,

MeetUp, LinkedIn, and Twitter has grown since inception and has changed how WOM or

online digital media affect businesses (Piskorski, 2014). Traditional WOM is a powerful

force in shaping consumer attitudes and behavior, and digital media are following closely

(Purvanova, 2014). Leaders need to internalize and understand the configuration of the

B2C digital culture (Colette, 2015).

The process of motivating leaders to use digital media remains a challenge

(Colette, 2015). Marketers previously achieved their marketing communications goals

through unilateral and one-to-many channels such as print, radio, and television (O'Cass,

Heirati, & Ngo, 2014). Business leaders have made use of the Internet and broadcasting

through carefully controlled messages of persuasion with limited opportunity for

reciprocity (O'Cass et al., 2014). However, due to digital media, such out-of-date

marketing communication channels have lost their effectiveness and efficacy and have

become undesirable ways to market company products and services (Colette, 2015).

Flynn and Goldsmith (2015) noted that the advent of digital media has changed this

dynamic by elevated online community engagement between the marketers and

consumers, as well as providing a mechanism for customers to interact with the company

brand. Consumers can participate in creating and sharing knowledge about business

products and services, while simultaneously conveying potential risks (Colette, 2015).

External and controllable factors that affect the outcome of the proposed

electricity-related product recall are corporate social responsibility, organizational

response, external effects, and time (Duchek, 2014). Leaders who understand these four

factors may be able to manage the crisis with efficacy, thus minimizing the adverse

impacts of electricity-related shutdowns (Duchek, 2014). Another critical factor is the

media and their ability to affect the preservation or betrayal of brand trust (Pace, Balboni,

& Gistri, 2014). Syed (2014) suggested that making a good ethical decision in terms of

proactively recalling a significant product such as electricity affected the outcome of the

product recall process and allowed company leaders to avert managing the possible crisis

with efficacy, thus reducing the adverse effects. Sustainable strategies in the electricity

industry will succeed if organizational leaders create continuously monitored and

evaluated shared value throughout the organization, include real community involvement,

and incorporate environmental and financial responsibility (Visser & Kymal, 2015).

Digital media marketing on online consumer behavior, specifically Facebook and

Twitter, offers a virtual space for consumer socialization (Vinerean et al., 2013). Industry

leaders have not embraced digital media (Coulter & Roggeveen, 2012), although digital

media is replacing traditional media in terms of brand equity creation (Awad Alhaddad,

2015; Rea, Wang, & Stoner, 2014). The failure to embrace digital media will result in

South African businesses experiencing lower performance, achieving lowered profitability, or even risking solvency (Coulter & Roggeveen, 2012). Digital media enhances the intimacy and self-connection of consumers and leads to an emotionally based attachment and bond or adequate commitment to a business (Turri et al., 2013). Anker, Sparks, Moutinho, and Gronroos (2015) contended that organizational leaders should refocus activities within the value chain to generate superior value, competitive advantage, and supreme differentiation through consumer-dominant logic. In principle, service-dominant logic is unable to accommodate important ontological and semantic aspects of consumer-driven value creation, hence paving the path for consumer-dominant logic (Anker et al., 2015). Success in developing and sustaining a complex adaptive system model depends not only on its value chain, but also on its ability to manage various subsystems of an even larger environmental suprasystem (Weisberg, 2014). VanMeter, Grisaffe, and Chonko (2015) discovered that Millennials show a higher usage of interactive media compared to both Generation X and Baby Boomers across 14 different technology applications. VanMeter et al. suggested that Millennials use interactive technologies for utilitarian information and for determining entertainment needs but are less likely to purchase online compared to their older counterparts, even though mobility increases convenience. VanMeter et al. contended that Millennials are adept at using technology for research and interactive purposes but they would prefer to buy in stores. Consumers' preference to buy in stores as opposed to online mitigates the elements of customer-to-customer advocacy, customer-to-business behavior, and B2B marketing (VanMeter et al., 2015). B2B marketing is turning toward traditional

marketing approaches (Piskorski, 2014), whereas digital media are optimized when used as an integrated tool that all other communication and leadership constructs shared.

A Reflection on General Systems Theory and Leadership Theory

Leadership is a process that involves trust, influence, and commitment within a group with the aim to achieve a common goal (Xu, Caldwell, & Anderson, 2016). Leadership bears similarities to management, such as a force working with people (followers) and ensuring practical goal accomplishment (Northouse, 2013). As much as adaptive and constructive change appears to be distinctive systems, they are complementary in the 21st century, and leaders must harness both systems in tandem to ensure success in the business environment (Emery & Stone, 2014). Leadership is not effective in delivering electricity-related product-recall messages to South African consumers, as the consumers often fail to embrace techniques for electronic resource management to aid in leadership efficacy and implementing digital media solutions (Emery & Stone, 2014).

Sheppard, Sarros, and Santora (2013) suggested that 21st century leadership is calling for a greater sense of interconnectivity between innovation, leadership, and management through a common humanity. Leadership theory invariably implies a balance must exist between strong leadership and active management by organizations to ensure survival in the 21st century (Sheppard et al., 2013). Further, Sheppard et al. (2013) demonstrated that organizational leaders are facing a worldwide crisis as a result of a globalized and rapidly changing international economic environment. Appropriate

leadership competencies and skills that enable organizational leaders to deal effectively with change are thus required to overcome the worldwide crisis (Sheppard et al., 2013).

A difference exists between leadership and management, in that managers aim to achieve activities, perfect routines, and influence individuals to create change through shared visions (Demirtas & Akdogan, 2014). However, if either construct is weaker than the other, businesses will experience an organizational culture that is stifling and bureaucratic or meaningless and misdirected (Northouse, 2013). Even though leadership and management share similarities in team environments such as influence (Northouse, 2013), working with people, and practical goal accomplishment, they do so in different ways (Demirtas & Akdogan, 2014). The leaders of competitive companies considered to be learning organizations in a turbulent environment have learned to harness the strengths of management to promote stability and that of leaders to map the direction of change among obstacles and challenges (Demirtas & Akdogan, 2014).

Ingerson and Bruce (2013) suggested that another source of motivation in an organization is leadership effectiveness: a leader who is flexible, autonomous, self-directed, and independent in a changing technological environment (Purves, Stead, & Eadie, 2015). Ingerson and Bruce (2013) evaluated the impact that leaders have on employees or followers through digital media in the 21st century. Ingerson and Bruce proposed that charismatic leaders influence a higher sense of positive emotions than noncharismatic ones and often transfer these emotions to their followers with effectiveness and self-set goals.

Another key milestone in the leadership value chain is transformational leadership (Brillo, Kawamura, Dolan, & Fernández-i-Marín, 2015). Transformational leadership is a widely researched area of leadership, and Northouse (2013) elaborated that employees like transformational leaders because they are appealing and provide a vision for the future. Moreover, followers feel the change and development managed by transformational leaders as they place a significant focus on employees (Northouse, 2013). Brillo et al. (2015) further elaborated that transformational leadership can allow mutual growth between the leader and the follower to achieve high levels of morality and motivation that drive organization performance through engagement.

Some leaders feel disenchanted with results attributed to innovation in their organizations (Northouse, 2013). Moreover, some did not trust in their decision-making processes or that an organization's success had anything to do with internal drivers and factors shared by Brillo et al. (2015). Brillo et al. suggested characteristics for innovation to flourish, namely a determination to achieve a desired and envisioned end state, having high standards, and believing in the collective ability to achieve said vision. Larger organizations experience difficulties in creating new developmental processes and are usually compounded, as leaders seem to become stuck in the process and not the solution or desired result (Brillo et al., 2015). Finally, leaders need to be risk takers, as they need to demonstrate they can create progress and evaluate options that lead to certainty and growth (Northouse, 2013). Brillo et al. (2015) and Northouse (2013) suggested actions that are necessary to understand, embrace, and enhance creativity. Having a vision,

believing in the vision, and having the conviction to lead others to success are key and instrumental principles of success (Brillo et al., 2015; Northouse, 2013).

Jahmurataj (2015) suggested that in cases where transactional leaders honor their arrangements with their followers, trust begins to develop, which leads to building the foundation for a new preferred and perfect culture in business. Transactional behaviors can accomplish the leader's goals and satisfy the interests of the followers (Sheppard et al., 2013). Constructive transactions link performance and rewards to a compact of expectations by which followers will evaluate the leader (Demirtas & Akdogan, 2014). Finally, transactional leadership corrective transactions are beneficial in creating a desired change in behavior, cooperation, or attitude between the business and the employee (Sheppard et al., 2013). Conventional content analysis of the extant literature on the leadership, management, organizational development, and human resource management fields led to the identification of these core issues, their subdimensions, and associated organizational leadership effectiveness strategies (Sheppard et al., 2013). Sheppard et al. (2013) presented a conceptual model that included a consolidated scholarly understanding of the international imperatives affecting 21st century organizational leaders. Sheppard et al. described best practice leadership skills, competencies, and models that will enable managers to lead effectively in a rapidly changing globalized marketplace. May, Wesche, Heinitz, and Kerschreiter (2014) suggested that leadership challenges, global imperatives, ethics, change, crises, leadership strategies, transformation, innovation, and globalization have intensified organizational leadership complexity. May et al. (2014) and Sheppard et al. (2013) determined that

leadership complexities are due to shifts in the conventional balance of global power, the acceleration in growth in emerging and transitional economies, the creation of vast networks of technological, social, and economic interconnectedness, and the juxtaposition of territorial, religious, political, and cultural differences.

Barling (2014) challenged leadership theory by asking the fundamental questions some followers ask: Do leaders matter to their organizations, do chief executive officers (CEOs) matter the most, and what type of leadership is most effective? Although Barling focused on transformational leadership behaviors, he shared an equally strong focus on organizational commitment, wellbeing and safety, sales performance, financial performance, and environmental sustainability. Barling contended that higher levels of financial performance are dependent on three key areas: (a) the nature of high-quality leadership (e.g., transformational leadership), (b) the lingering question of whether leaders matter, (c) and an explanation of how leadership works. Moreover, Barling questioned both whether leaders are born or made and the effectiveness of leadership development interventions in organizations. Barling assisted in the consideration of the social, political, and organizational implications of an evidence-based knowledge of leadership, as well as what it means to be an everyday leader.

Leadership and Organizational Culture

An individual can easily argue that established relationships exist between leadership and organizational culture, but it is critical to note that a single organization can have a multitude of subcultures (Laschinger, Wong, Cummings, & Grau, 2014). The realization that an established relationship exists between leadership and organizational

culture resulted in leaders adapting to the most dominant organizational culture and embracing the others (Laschinger et al., 2014). The relationship between the two constructs remains twofold, in that leaders are part of the organizational culture and change agents to the leadership team (Laschinger et al., 2014). Therefore, Laschinger et al. (2014) contended that leadership remains an important element in the configuration of organizational culture. The relationship between leadership priorities and organizational culture remains vital in achieving business objectives (Laschinger et al., 2014).

Ahmed (2015) suggested that leadership relates to organizational commitment, and organizational culture is critical in moderating this relationship. Almutairi (2015) further revealed that relationships existed between leadership behaviors, organizational culture, organizational commitment, job satisfaction, and employee performance. Similarly, Sheppard et al. (2013) suggested that organization culture worldwide, as a result of a globalized and rapidly changing international economic environment, is changing the assessment of leadership competencies and skills. Appropriate leadership competencies, changed paradigms and skills that enable organizational leaders to cope effectively with change emerged during product recalls (Sherrill, 2014). Twenty-first-century organizational leaders and best practice leadership skills, competencies, and models that will enable managers to lead effectively in a rapidly changing, globalized marketplace are becoming a necessity (Sheppard et al., 2013). Leadership challenges, global imperatives, culture, ethics, change, crises, leadership strategies, transformation, innovation, and globalization have intensified organizational leadership complexity (Sheppard et al., 2013).

In modern work life, leaders must be flexible, autonomous, self-directed, and independent in a changing technological environment (Purves, Stead, & Eadie, 2015). For example, alcohol brands have become a part of in everyday life through marketing practices and amplified by an increase in new technologies such as digital media that facilitate the transference of marketing messages (Purves et al., 2015). Furthermore, brands with digital media as part of their repertoire of marketing activities, and know how users respond to these actions, are reaping successes in organizational culture and profits (Ahmed, 2015). Organizational leaders must harness leadership agility to ensure success in a business environment (Demirtas & Akdogan, 2014) and to pair up to the required organizational cultural requirements.

Disjuncture results in an organization where leaders assign individuals to leadership roles and cannot maintain a relationship with people or followers and manage practical goal accomplishment (Northouse, 2013). A derailment between the organizational objectives instilling weak corporate culture then evolves (Robertson, 2014). Therefore, the synergy of strong leadership and equally strong management will charter new vision-felt direction for individuals to shape ideas, think of possibilities, and achieve success in a hyper-turbulent environment influenced by digital culture (Potter, 2014). Both leadership and management need to coexist to avoid organizational cultures without vision, direction, alignment, planning, resourcing, organizing, staffing, and control, as such cultures would resemble a black hole capable of absorbing enormous amounts of energy and time and may result a failure to attain goals (Demirtas & Akdogan, 2014). Survival for the company is reliant on the power of the relationship that

leadership, management, and organizational culture share, with one developing mutual

relationships through vision and the other directing and coordinating resources to

complete the task at hand and allowing the business to survive and continually rejuvenate

(Sheppard et al., 2013).

Leadership Efficacy Through Healthy Organizational Digital Culture

Leadership personifies the togetherness of individuals within a team often

described as a process adopted by a leader to harness team relationships whereby

individuals on a team often feel motivated and inspired when given direction to succeed

(Demirtas & Akdogan, 2014) and provided with task management (Northouse, 2013).

However, Huang, Krasikova, and Liu, (2016) concluded that individuals are more likely

to accept these goals if they perceive them to be appropriate or desirable. Leaders need to

understand that they affect employees' commitment to the workplace and that the success

of their endeavors is dependent on the shared values and norms within the organization

(Ahmed, 2015). To improve leadership effectiveness and organizational culture, leaders

consider adapting their leadership style, characteristics, and skills to synergize with the

organization's culture or initiate changes to the culture itself (Ahmed, 2015).

The potential impact of leadership style approach would be beneficial in gaining a

healthy organizational culture and values (Gast & Lansink, 2015). Leadership style

approach further affords individuals the opportunities to discover weaknesses in their

behaviors among teams and what can change to improve the team, organizational

performance, organizational effectiveness, and productivity (Gast & Lansink, 2015).

Leadership style further affects the levels of employee engagement associated with

increased return on assets, higher earnings per employee, higher performance, improved

sales, and lower absenteeism (Demirtas & Akdogan, 2014; Gast & Lansink, 2015;

Nasomboon, 2014).

The key source of a healthy organizational culture is leadership motivation,

servant leadership (Benawa, 2015), and a new-generation leadership (Gast & Lansink,

2015) focused on the authenticity of a leader (Tu & Lu, 2016). Benawa (2015) contended

that an environment that lacks the presence of a leader with high spiritual evolution

cannot produce human evolution. A leader who is attentive to individual needs and who

can empathize, nurture, enable, and strengthen an individual's inner capacity to grow and

succeed (Laschinger et al., 2014) is an essential and critical source of motivation that

promotes a healthy organizational culture.

When leaders give up control (Northouse, 2013), they bring about a healthy

corporate culture of positive emotions that affect employee motivation to succeed within

a new digital hive (Gast & Lansink, 2015). Such leaders tend to affect individual and

team amplitude, direction, and persistence through self-efficacy and self-set goals (Gast

& Lansink, 2015). Sources such as positive emotion within a team environment influence

the level of effort, self-efficacy, performance, persistence, energy, and time put into tasks

that aid in developing effective brand commitment digitally, both internal and external to

the business (Turri et al., 2013). Laschinger et al. (2014) noted that characteristics affect

motivation level because they evoke a higher sense of charisma, inspiration, learning,

development, and performance through a new generation transformational leadership

approach such as resonant, servant, and authentic leadership.

Bolton et al. (2013) noted that the improvement in frequency and quality of conversations about performance and development resulted in the retention of the most talented people, especially in the digitally driven era and among the Millennial generation or Generation Y. Self-concepts and beliefs of Millennial or Generation Y employees' motivation, attitudes, and behaviors improved and had a significant impact on organizational culture, goals, and organizational performance (Demirtas, Hannah, Gok, Arslan, & Capar, 2015). Resonant leadership in shaping organizational culture in a digital age differs from other theories of leadership because of its foundation on emotional intelligence (Laschinger et al., 2014). Four domains comprise the emotional intelligence framework: emotional self-awareness, self-management, sociopolitical awareness, and effective management of relationships with others (Laschinger et al., 2014).

Resonant leaders are in tune with their surroundings, which results in the synchronization of the thoughts and emotions of people working around them. Resonant leaders are able to control not only their own emotions but also those of the people they lead, while concurrently building secure and trusting relationships (Bolton et al., 2013). Resonant leaders are empathetic, passionate, and committed and have the ability to read people and groups accurately (Bolton et al., 2013). Moreover, resonant leaders provide hope and courage in moving toward a new and exciting future to enable and transfer their expertise and knowledge and to empower those around them (Laschinger et al., 2014).

Colette (2015) noted the need for theological reflection into the B2B and B2C culture in a review of living in a digital age. A closer look at individuals' lives and the use of technology through communicating, working, playing, and engaging (Colette,

2015) indicated a constant presence of digital media as an integral part of everyday life. Colette explored how living in a digital age has significant implications for theological reflections and described a gap in terms of religious response to technology concerning living in a digital culture. The implications of living in a digital culture are vast; therefore, Colette focused on forming and sustaining a community and the possible implications for the church as a community. The relevance in South Africa would be influence of the digital age on Christian and similar faiths. Colette noted that digital media have certain characteristics that are good and influence individuals and their existence positively, since the community perceives technology as a liberator, an oppressor, or an instrument representing a view situated in the middle of the two perceptions. Colette (2015) reported that digital media are more than tools or technological inventions because technologies closely relate to humans, how humans live their lives, and the choices humans make.

Leadership Response to Business Crisis

Leaders of organizations continue to struggle with making ethical decisions as they weigh the cost and the impacts thereof (Northouse, 2013). Demirtas and Akdogan (2014) noted that management involves an array of various models, and company leaders must harness ethics, the ability to analyze the conditions, and trends to produce successful adaptive and constructive change.

The possibility of a crisis in particular a product-harm crisis had just one general impact to most companies, in that it could ultimately negatively affect the sustainability of the business or lead to significant financial risk (Liu, Liu, & Luo, 2016). Survival, for

some companies, is reliant on the power of mutually dependent relationships that these

leadership dimensions offer through vision, directing, and coordinating resources to

complete the task at hand and a centralized force called ethics underpinning it all (Liu et

al., 2016; Northouse, 2013). Poor moral and ethical decisions by senior management can

negatively affect a company's reputation, finances, and ability to remain in business

(Northouse, 2013), which would ultimately foster a negative organizational culture that

could spiral infinitely if not corrected (Sheppard et al., 2013).

Northouse (2013) suggested that ethics is central to the leadership process, and as

leadership involves influence. places an enormous burden on the employees to behave in

an ethical and responsible manner and to create an ethical climate with respect and

dignity Furthermore, aligning to this view, Dartey-Baah (2015) indicated that

transformational leadership can entail mutual growth between the leader and the follower

to high levels of morality and motivation that drive organization performance through

engagement in a positive culture and positive values.

Another key factor was the media and their ability to affect the preservation or

betrayal of brand trust (Pace et al., 2014). Media influenced the trusted relationship

between employees, consumers, and brands at a moment that is crucial for the survival of

the relationship during the declaration of such a crisis (Pace et al., 2014). Media becomes

a key stakeholder while managing a crisis, because media influenced how employees and

consumers perceived and interpreted the crisis and whom to blame during non-ethical

moments (Coombs, 2015; Whelan, & Dawar, 2014). The result would be maintaining

confidence in the organization among employees and leadership, in essence maintaining a healthy organizational culture based on trust (Pace et al., 2014).

In a study based on learning from the use of media in community-led design projects, Alexiou, Alevizou, Zamenopoulos, and Dredge (2015) suggested community-led design is where people take the opportunity to engage directly and creatively in the formulation of solutions for their environment. Professionals, stakeholders, and communities come together to develop sustainable solutions to complex design and planning problems, especially during a business crisis that calls for constant electricity-related product recalls (Alexiou et al., 2015). The common thread in these case studies mentioned by Alexiou et al. (2015) was the use of digital media to broadcast or communicate something outward with the aim to engage people in creative and meaningful activities from either a B2B or a B2C imperative.

French and Raven. According to White, Calantone, and Voorhees (2016), French and Raven's 1959 model indicated that one of the five forms of power is the ability to influence others in a process embarked upon by a leader that maintains a relationship whereby individuals within a team feel inspired and have a direction to succeed. As cited in White et al. (2016), Lunenburg (2012) further suggested that the five sources of power entail legitimate, reward, and coercive power, expert and referent power. These sources of power share a strong relationship to employees' job satisfaction, organizational commitment, and job performance and are not entirely independent of each other (Lunenburg, 2012). Leaders should master using the sources of power together in varying combinations, depending on the work environment (Lunenburg, 2012).

Workplace incivility has plagued organizational culture and has resulted in over

$23.8 billion in economic losses annually in the United States (Laschinger et al., 2014).

Major impacts on business have had negative correlations with organizational culture in

the form of indirect or direct costs covering incidents such as violent workplace

behaviors, absenteeism, turnover losses, lost productivity, and legal action (Laschinger et

al., 2014). Laschinger et al. (2014) determined that leaders produce and transfer power

within an organization through formal and informal systems that exist within the

organization. Formal power surfaces when positions are visible, flexible, and central,

whereas informal power appears through systems inside and outside the organization

through relationships with sponsors, peers, and other coworkers (Laschinger et al., 2014).

Leadership and ethics. Ethics inevitably plays a pivotal role in leadership, as it is

central to embracing influence, power, responsibility, and the effect on followers by

leaders (Northouse, 2013). The common thread in the discussion led by many prominent

experts is that ethics is the centralized glue that lies between the relationship of the

follower and the leader (Northouse, 2013). A healthy organization with positive values

mimics a learning organization and embraces ethics with grace and compassion

(Northouse, 2013).

A leader, who is transformational, according to Barling (2014), would naturally

engage in a process that includes ethics, change, and the transformation of followers,

where the follower ascends above his individual needs to achieve the company's

objectives first. Likewise, Northouse (2013) noted that ethics is central to the leadership

process, and as leadership involves influence, it places an enormous burden on leaders to

behave in an ethical and responsible manner while affecting follows. The creation of an ethical climate, respect, and dignity within the team environment becomes paramount in leadership success (Barling, 2014).

Good ethics and moral values reside at the center of the leader–follower relationship (Demirtas et al., 2015). Aligned to this view, Dartey-Baah (2015) elaborated that transformational leadership may allow mutual growth between the leader and follower to high levels of morality and motivation that drive organization performance through engagement.

Employees or followers see transactional leaders more positively when the leader honors the exchange and over long periods, their relationship strengthens (Dartey-Baah, 2015). When role expectations are clear, and upholding ethical and moral values results in a defined sense of direction and clear task assignments, transactional leadership matures and the relationship between the leaders and the employee increases significantly (Northouse, 2013).

Transformational leadership. In a world where change is constant, organizational leaders, even in the electricity industry, are finding that they need to adapt quickly to meet the needs of their changing environment, to remain relevant and competitive, and to maintain sustainability (Kane, 2016). A new model of leadership conducive to change needs to address the complex needs of the electricity industry (Northouse, 2013).

The leaders of some organizations have failed to adapt to their operating environment, which has resulted in bankruptcies (Coulter & Roggeveen, 2012). To

remain competitive in a world that is constantly in a state of change, a leadership model

that can cater to rapid responses to the changing business environment is a necessity

(Kane, 2016). Transformational leaders motivate and inspire followers to admire, respect,

trust, be loyal, cope with change, maintain daily operations, and provide a competitive

advantage (Effelsberg, Solga, & Gurt, 2014). Furthermore, transformational leaders

stimulate and inspire their followers by rallying them behind a collective cause, which

results in an improved output, performance, and job (Effelsberg et al., 2014).

Shadraconis (2013) reported that the transformational leadership model comprises

four behavioral components or dimensions: idealized influence, inspirational motivation,

intellectual stimulation, and individualized consideration. Transformational leaders help

build follower commitment to organizational goals and can create resonance and

innovation by articulating a shared vision. Effelsberg et al. (2014) noted that

individualized consideration is a leader's ability to identify and develop the higher order

needs of subordinates while providing the necessary feedback to achieve pro-

organizational goals. Empowerment among middle managers creates empowered

employees who are more effective; innovative, and open to trying new ideas while

exhibiting transformational behaviors that encourage upward engagement with leadership

(Effelsberg et al., 2014).

Innovation and Digital Media Technologies

Innovation. Innovation is essential for rapid change (Alexiou et al., 2015).

Innovation compliments the super 4Cs skills of the 21st century; critical thinking,

collaboration, creativity, and communication (Kivunja, 2015). Innovation may necessitate

adoption, particularly in the electricity industry used to doing business as usual. Adoption

requires developing new core competencies (Chikandiwa, Contogiannis, & Jembere,

2013). Innovation requires a clear vision of desired outcomes and a good strategy to

attain those (Yukl & Lepsinger, 2005). An individual's ability to adapt may be necessary,

rather than innovation through disruptive technologies, by encouraging a Culture Change

Management (CCM) that celebrates innovation and change, strengthens the total

organization's capability, encourages flexibility, supports continuous process, emphasizes

the importance of learning, displays openness to new ideas and risk taking, and envisions

change (James & Frank, 2015).

Alexiou et al. (2015) elevated leadership and innovation to the next level through

community-led design where people take the opportunity to engage directly and

creatively in the formulation of solutions for their environment. Leavy (2014) suggested,

professionals, stakeholders, and communities come together to develop sustainable

solutions to complex design and planning problems suggested. Web 2.0 includes digital

media that offered new opportunities for community-led initiatives, potentially

transforming the ways people take part in these processes and their ability to create a

social movement or social contract (Bruner, 2015) such as saving electricity during

electricity-related product recalls (Eskom Holdings SOC Ltd., 2017). As much as such

practices emerged in the 1960s as part of the human rights movement, people, including

South African consumers, should have the right to participate directly in shaping their

environments through community-led design (Alexiou et al., 2015). Community-led

design is a process through which people engage in innovation and become responsible

for developing their environment (Alexiou et al., 2015). The study involved exploring a variety of practices by different types of communities organized for different purposes. For instance, in communities engaged in place-making activities, people often come together due to a common interest or concern (Leavy, 2014), such as saving electricity. There are also ways in which digital-media-infused communities assume leadership in design activities and take community projects to fruition (Leavy, 2014).

Digital media technology. Due to increased globalization and a greater complexity of products, there is a higher demand by consumers for product quality and safety (Zhu & Xu, 2014). The catalyst is digital media, specifically Facebook and Twitter, offering a virtual space for consumer socialization (Vinerean et al., 2013). Vinerean et al. (2013) noted that digital media offer immense possibilities and foster relationships with customers in cyberspace. The balance of power in B2C and business-to-stakeholder organizations has shifted forever, whereby over 700,000 people join Facebook every 24 hours, people load 5,000 days of video content daily, and people post 100,000,000 tweets daily (Abbas & Singh, 2014).

Industry leaders have not embraced digital WOM communication (Coulter & Roggeveen, 2012), although research indicates that online emotional relationships originate there (Awad Alhaddad, 2015). The failure to embrace digital WOM would result in South African businesses experiencing lower performance, achieving lower profitability, or even risking solvency. Digital media enhance the intimacy and self-connection a consumer has with an organization's objective, which can lead to an emotionally based attachment and bond or adequate commitment (Turri et al., 2013). The

unprecedented growth of an organization can obscure leaders' view of the many other

parts of the macro system crucial for innovation and change required (Visser & Kymal,

2015). Visser and Kymal (2015) suggested that innovation and transformation remain

critical if business is to become part of the solution to global challenges rather than part

of the problem. Further, the effects of digital media on brand attitude during a brand

crisis can endanger companies (Pace et al., 2014; Zaglia, 2013). Pace et al. (2014)

explored whether digital media audiences and traditional mass media audiences react

differently to a brand crisis in terms of their (a) attitude toward the brand and (b) WOM.

Stakeholders mainly exposed to the brand crisis via digital media have a more negative

reaction toward the brand than do those principally exposed via traditional media (Zaglia,

2013). As to the behavior, Pace et al. suggested that digital media exposure intensifies

WOM. Pace et al. (2014) concluded that digital media amplifies the reaction of

stakeholders to a brand crisis. Weisberg (2014) noted that organization leaders should

refocus activities within the value chain to generate superior value, competitive

advantage, and supreme differentiation during a brand crisis. Likewise, success in

developing and sustaining a complex adaptive system model depends not only on its

value chain, but also on its ability to manage various subsystems of an even larger

environmental suprasystem (Weisberg, 2014).

Customer relationship management (CRM). Organizational leaders initially

used customer relationship management (CRM) to help their organizations build lasting

relationships with their customers in the 20th century (Snyder, 2013). Customer

relationship management has since changed due to computer-based applications in digital

and digital media, which has evolved into electronic CRM that enables business leaders to integrate people, processes, technology, and all B2B or B2C activities to attract and retain customers through technology (Snyder, 2013). Nassar (2015) noted that customer trust and commitment positively relate to the performance of electronic CRM in organizations.

Furthermore, Yuan, Kim, Kim, and Mattila (2014) elaborated on how parasocial relationships and customer equity in the digital media context coexist to create attitude and customer equity, as well as customer lifetime value. Digital media are an integral part of customers' daily life that make both platforms vital venues through which companies connect, retain, and acquire customers (Yuan et al., 2014). Kishor and Nagamani (2015) might have been short-sighted in believing that cross-selling, upselling, or customer-retention strategies alone could considerably enhance revenue streams without incurring the high costs associated with new client acquisition. The rapidly evolving digital and digital media landscape enables organizations to use digital media extensively to connect, engage, and maintain relationships with their customers (Yuan et al., 2014).

Internet in the new digital era. The Internet and the role it plays in B2B marketing are critical in a technological world that entails the integration of digital WOM within digital media domains (Cheung, 2014). The web has become a critical enabler or the nexus in the B2B marketing environment (L.-C. Hsu, Wang, & Chih, 2013). As a nexus of B2B marketing, the Internet facilitates innovation and customization (Cheung, 2014). The trend in adopting digital media in B2B companies is still at an early stage due to privacy, security, and content ownership concerns (Cheung, 2014). Therefore, the role

of the Internet in B2B marketing has resulted in a calling for a managerial guide for B2B companies of how to implement digital media activities and how to use social networks effectively for both communication and customer retention (Siamagka, Christodoulides, Michaelidou, & Valvi, 2015). Cognitive issues, user-generated content, Internet demographics and segmentation, online usage, cross-cultural online communities and networks, strategic use and outcomes, and consumer Internet searches become critical derivatives in the equation to successful implementation of Internet-based solutions in a B2B marketing environment (Cummins, Peltier, Schibrowsky, & Nill, 2014; Kok, 2014).

Ho, Yu, and Lai (2013) explored engaging and developing the community and suggested that the Internet creates new opportunities for government agencies to increase the extent of their community networks for B2B marketing initiatives. There is a growing trend that opinions form quickly through digital media, with its quick viral cycle and that there are occasions where the conflicts that originate are results of a lack of communication between the two parties to foster a healthy B2B and B2C relationship (Ho, Yu, & Lai, 2013). The Internet and digital and digital media affect consumer-driven value creation (value-in-use) across three different marketing logics: product dominant logic, service dominant logic, and consumer dominant logic (Anker et al., 2015). The polarization of such marketing clichés or logic; company and customer, buyer and seller, and producer and consumer may be replaced with a more contemporary B2B marketing concepts whereby value can be benefited by either business or consumer or both (Gamble & Gilmore, 2013).

Business leaders seem to have oversight when considering consumer behavior in the online context (Cummins et al., 2014). The Internet and other closely associated platforms include eight themed categories of consumer behavior on technological platforms (Cummins et al., 2014). In order of significance and ranking Cummins et al. (2014) suggested the categories as, cognitive issues, user-generated content, Internet demographics and segmentation, online usage, cross-cultural, online communities and networks, strategic use and outcomes, and consumer Internet search. Cummins et al. (2014) resolved that the aim of the user-generated themes would be to frame further research areas in the field of digital media.

Millennial has become the socially acceptable term for describing the under-35 generation (VanMeter et al., 2015). Millennials represent the most coveted customers for companies due to their immense spending power, accounted for more than 25% of the U.S. population and generated $1.3 trillion of spending suggested VanMeter et al. (2015). VanMeter et al. (2015) noted that while Millennials are adept at using technology for research and interactive purposes, they tended to buy in stores, which presented opportunities for multiple channel marketers and challenges for those who marketed online exclusively (Meyers, & Morgan, 2013). Hence, VanMeter et al. provided a realistic but comprehensive empirical model of interactive consumer behaviors across the United States.

Sharma and Lambert, (2015) suggested that industry leaders understand the importance of customer service in mature electricity industries, especially in South Africa but underestimate the importance of segmenting markets in emerging industries based on

customer service. Sharma and Lambert (2015) discussed two critical aspects of the segmentation method. The first is the segmentation method should be needs-based. The second is the segments should be externally identifiable to make segmentation an inexpensive strategy to follow (Sharma & Lambert, 2015).

Maheshwari (2013) revealed that there are approximately 80 million Millennials in the United States, so it is crucial that public companies tap into this group for both ongoing sales and stock price growth as Millennials are driving current market trends. Digital media engagement is much stronger for Millennials, as organizations' commitment to sustainable solutions is of paramount importance (Maheshwari, 2013).

Leadership sustainability in the digital age may emerge as a gap in the literature, as researchers need to understand Generation Y's community and its use of digital media (Bolton et al., 2013). Bolton et al. (2013) resolved leaders need to identify intergenerational variance arising from environmental factors such as economic, cultural, technological, political and legal, and individual factors. Individual factors include stability factors such as socioeconomic status, age, and life-cycle stage, as well as dynamic, endogenous factors. Practical insights for managers have changed due to the emergence of the Internet, as businesses constantly employ individuals from the Generation Y resource pool (Bolton et al., 2013).

Social media marketing has grown so rapidly in the B2B environment that platforms such as blogs, wikis, and social tools like Facebook and Twitter are quite common in the B2C context (Paluch & Holzmueller, 2015). The trend in the adoption of digital media in B2B companies is still at an early stage due to privacy, security, and

content ownership concerns. Therefore, the Internet and its impact on B2B companies

have resulted in calling for a managerial guide for B2B companies on how to implement

digital media activities and how to use social networks effectively for communication and

customer retention. In multicultural environments, Paluch and Holzmueller (2015)

discussed drivers of animosity against minorities and subsequently related such animosity

against minorities with the intention to buy products carrying endorsements associated

with the local minorities.

Fuller, Lizárraga, and Gray (2015) focused on how Latino children and families

use a variety of electronic devices and digital media to access a colorful array of content.

The potential benefits of children's learning are vast, as are the risks of dumping down

what passes for meaningful knowledge or weakening the socialization of children. Fuller

et al. explored various issues categorized into four distinct questions that explored the

purpose of digital media, the choice of digital content aimed at children and parents, and

the business intent of using digital media in for-profit or nonprofit organizations.

Curators of digital content in the electricity industry help separate educational apps and

programs from relatively mindless entertainment, awareness of the effects of digital tools

on learning and wider socialization, spillover impacts on the cohesion and vitality of

South African families (Fuller et al., 2015). Fuller et al. exposed a mix of digital devices

in the homes sampled and noted that television remains the dominant electronic tool in

the lives of children, but the use of smartphones to access the Internet by Latino children

and their parents is increasing. A difference of opinion persists in how people use these

tools in the home, with low-income parents reporting the less frequent use of computers,

smartphones, or tablets for educational or school-related purposes. The digital divide is steadily closing, and an outcome for most businesses using digital media is how to best use a variety of electronic platforms as producers and curators of digital content to enrich the lives of consumers and to serve them equally to create customer value suggested by Yang, Chiang, Cheng, and Huang, (2014), especially during electricity-related product-recall crisis.

Impact of Digital Media and the Bottom of the Pyramid

The most significant gap in the literature in terms of the bottom of the pyramid (BOP) is the lack of researchers refining the anthropology of BOP in modern marketing research, especially when business leaders adopt digital media. Frow, Nenonen, Payne, and Storbacka, (2015) explored a sentiment of a three-pronged assertion for companies: the existence of untapped purchasing power potential at the BOP, the opportunity for leaders of private companies to generate profits by marketing to the poor, and the onus on multinational companies to be leaders in this initiative. Effectiveness in marketing research exists if people's most basic needs are fulfilled before anyone can look at them as profitable BOP markets (Gupta, 2013). Gupta and Jaiswal (2013) noted that the overriding assumption at the BOP has been that the poor are consumers and make purchasing decisions similar to consumers in the remainder of the pyramid. Gupta (2013) criticized marketing to consumers at the BOP as exploitative and unethical, as the poor are vulnerable to marketing strategies and marketplace practices. Gupta and Jaiswal (2013) suggested that successful marketing research to the BOP will require company's products that respond to the basic needs such as health, nutrition, education, and housing.

Another gap in the literature is the intent to serve the BOP by adopting servant leadership as a model focused on sustainability as a key derivative (Gupta, 2013). Leaders marketing in BOP segments must mitigate the process that embraces the natural feeling that one wants to serve, serve first then the conscious choice to aspire to lead (Gupta, 2013). A servant leader organization serves a BOP segment in the same manner it serves its employees (Gupta, 2013). Serving customers and community with a conscious choice that measures efficacy in terms of whether those served grow as a person helps people develop, strive, and flourish, where the focus remains the concern for the BOP segment (Gupta, 2013). Gupta (2013) concluded that servant leadership is suitable for engaging in real poverty alleviation and the concept of helping those served on the hopes, aspirations, and imaginative nature of the BOP, which in turns allows organizational leaders to engage the community and grow with them.

Chandrakala and Devaru (2013) introduced a radical concept that suggested the entire market universe includes two oceans, red ocean and blue ocean, and the challenges that face marketing researchers while executing strategies during product recalls in the BOP indicates that in order to customize products and services to the needs of the local market, company leaders need to understand the local needs, which might be a significant challenge. The BOP initiative requires that business leaders create the capacity to consume and create the market for the poor (Chandrakala & Devaru, 2013). In contrast, the leaders of multinationals have always focused on creating more efficiency in existing markets such as leaders of blue oceans creating and capturing new demand, instead of competing in already saturated markets (Agnihotri, 2015). The BOP markets have

significant opportunities for companies to be market leaders that focus on long-term

strategic marketing research in the BOP segment (Agnihotri, 2015), and this should be

another key focus area in the study on attaining leadership efficacy during electricity-

related product-recall crises.

A New Leadership Model

The popularity of digital media and their role in several disasters and events

worldwide have raised new issues associated with product-recall crisis communication

strategies. Through digital media, consumer interest in peer-to-peer or citizen-centered

communication has increased sharply, and a digital media form detailed by Hsu, Park,

and Park (2013) may have replaced the top-down approach of product-recall crisis

communication. Although many researchers have studied digital media use during

product-recall crises, few have considered how the role of traditional leadership

facilitated by government organizations and mainstream media outlets transforms into the

digital media sphere (C. Hsu et al., 2013). Meister (2013) revealed the top barriers of

digital media:

- Company culture not ready for open sharing

- Lack of senior management understanding

- Security or possible leaks of confidential information

- Lack of clear communication and training on how to safely use digital media
  tools inside the organization

- Confusion about what social learning is

- Perceived loss of employee productivity

- The loss of face-to-face interaction in learning. (p. 25)

The number of challenges introduced by new technologies is inevitable. Leadership's response to such challenges will determine the success of integrating new technologies and bridging generational differences (Meister, 2013). A popular leadership model that is similar to Barling's (2014) view and included a focus on creating change and trust within organizations through a transformational approach is the practices of exemplary leadership by Braun, Peus, Weisweiler, and Frey, (2013) encouraging trust in the leader as well as trust in the team.

Leadership is action-oriented and is about behavior (C. Hsu et al., 2013). If leaders model leadership correctly and apply it consistently, they can use the leadership practices described to create an environment where they proactively assess and integrate digital media concerns, where employees feel included as part of the solution, and where change is more acceptable (Meister, 2013). As a counterargument, individuals may ask why some organizations can adapt to their changing environment yet others are unable to and ultimately fail. Leaders often find it difficult to isolate the cause of failure when an organizational fails. Meister (2013) suggested that most organizations have had a shared experience whereby each organization (a) operated during a period of significant uncertainty, (b) experienced a crisis and the organization did not survive, and (c) refused to embrace the benefits of digital media.

Mumford, Watts, and Partlow, (2015) suggested that a crisis implies a change from the standard, where this change has both positive and negative consequences for both people and business performance. Mumford et al. (2015) identified four key shared

experiences of companies during crisis events. The shared experiences were (a) limited time for solution development, (b) people induces the effect and a leader must manage it , (c) leaders must allocate resources to the crisis, and (d) the leader cannot resolve the crisis because of its complexity, but must develop a solution that incorporates others experiencing similar effects through the crisis event. Transformational leadership may have a moderating force in crises because of how the four behavioral components positively influence followers.

Motameni and Nordstrom (2014) suggested that during a crisis, leaders should provide the necessary guidance, inspiration, motivation, and a sense of shared meaning to avoid group disintegration suggested. The gravity of crises can cause group (customer) disintegration or feelings that could lead individuals to panic. Group disintegration allows both followers and consumers to question the previously accepted social roles and incite further panic (Weick, 1990). Group disintegration leads individuals to disengage and focus on activities motivated by self-interest, as opposed to the team or the organization. Exercising idealized influence and role modeling behaviors through transformational leadership that has effectively embraced digital media (Coulter & Roggeveen, 2012) controls the precipitation of such a situation (Shadraconis, 2013).

During a crisis behavioral integrity and message congruence in combination with transformational leadership (Shadraconis, 2013), leaders can send a positive signal through digital media to manage negative effects to maintain relevance (Coulter & Roggeveen, 2012). Some leaders repeat history and fail to understand when leaders have made a poor decision and when it is necessary to change course (Shadraconis, 2013).

Especially during crises, leaders draw false conclusions, resort to their ego defenses in the form of denial and idealization inhibiting good decision making, breakdown in organization communication, misplace attention and focus on unimportant issues rather than devote necessary attention to the real or current issues at hand (Shadraconis, 2013).

Transformational leaders encourage collective action, because working as a team can reduce task complexity and allow teams to make decisions when responding to a complex series of problems with efficacy (Weick, 1990), which can result in communication distortion that reinforces false premises and conclusions and middle managers hearing what they choose to hear. In hierarchal organizations, such as those in the electrical sector, subordinates may withhold information because they may mistakenly believe it is a requirement (Weick, 1990). When leaders encourage two-way communication and intellectual stimulation with subordinates, the subordinates feel engaged in a dyadic relationship with the leader and tend to propose solutions to problems during crises (Weick, 1990).

During uncertainty and crisis, information plans and structures that were once relevant may no longer be applicable; hence, purely transactional leadership may not be sufficient to meet the new demands of a hyper-turbulent environment (Weick, 1990). Organization leaders must adapt quickly and remain relevant to meet the needs of the changing environment or the organization will fail (Coulter & Roggeveen, 2012). Transformational leadership supplements transactional leadership, encourages organizational learning and provides a platform for leadership through periods of crises and stability (Weick, 1990).

Transition

In the 21st century, an increased leadership attention is due to digital media, specifically Facebook and Twitter, offering a virtual space for consumer socialization (Vinerean, Cetina, Dumitrescu, & Tichindelean, 2013). Digital media offers immense possibilities and fosters relationships with customers in cyberspace (Vinerean et al., 2013). Digital media enhances the intimacy and self-connection a consumer has toward an organization's objective that can lead to an emotionally based attachment and bond or adequate commitment (Turri, Smith, & Kemp, 2013).

The literature reviewed included articles and texts addressing digital media, electricity-related product-recall crises, leadership efficacy, transformational leadership, digital-media-driven brand–consumer interactions, and sustainability. Digital media have had a positive effect on South Africa in general, but the effects were negative in the absence of a sustainable solution in the electricity industry (Vinerean et al., 2013). Only a small amount of research exists documenting this nature of digital media and its impact on the South African electricity industry. The findings from the literature review highlighted the importance of this investigative research to understand the ways digital media affects South African society and the electricity industry as a whole.

Section 2 of the study included a reverberation of the purpose statement followed by detailed information on research methods, data collection, data analysis, data presentation, and the application of data employed for each method of analysis. Section 2 includes (a) the definition of the role of the researcher, (b) definition of the population

and sampling method of the study, (c) the reliability of the selected instruments and technique, and (d) the validity of the instruments and techniques.

Section 3 addresses the application of the study to professional practice and implications for change. Subsections of Section 3 includes an (a) overview of the study, (b) presentation of the findings, (c) applications of the study to professional practice, (d) implications of the study for social change, (e) recommendations for action that are relevant to the conclusions of the study and (f) recommendation for further research related to improved business practice.

Section 2: The Project

The literature reviewed in Section 1 provided an overview of South African electricity industry leaders and the absence of digital media strategies to advance leadership efficacy to avoid future electricity-related product-recall crises. Transformational leaders encourage collective action, as working as a team can reduce task complexity ensuring teams make decisions when responding to a complex series of problems with efficacy (Weick, 1990). The information in this section served to help have a better understanding of the phenomenon of creating leadership efficacy through digital media in the electricity supply industry in Johannesburg, South Africa.

Purpose Statement

The purpose of this qualitative multiple case study was to explore transformational leadership strategies to promote the use of digital communication to mitigate electricity-related shutdowns and other electricity-related product recalls. The targeted population for this study was business leaders and key account electricity consumers located in Johannesburg, South Africa. The rationale for the target population was their success in implementing transformational leadership strategies to promote the use of digital communication to mitigate the risk of electricity-related shutdowns. The results of this study may contribute to positive social change by providing leaders with transformational leadership strategies for embracing digital media to ensure the industry's sustainability. This in turn would encourage improved economic activity, B-BBEE, investments in health, education, environmental issues, and business opportunities for small businesses.

Role of the Researcher

The role of a researcher was to understand the paradigm of social reality as an objective entity (Patton, 2015). In this study, I am the primary data collection instrument as posited by Yin (2014). My role in the data collection process was to further uncover this objective and find the truth through selecting the participants, design the inquiry strategy, interview participants and guide them through the interview life cycle, address any concerns participants may have regarding the data collection process, and transcribe, analyze, thematize, verify, and report data (Patton, 2015). The targeted population for the study was business leaders and key account electricity consumers located in Johannesburg, South Africa. The study included one of the top three electricity producers in South Africa: Eskom Holdings SOC Ltd., City Power, and the City of Tshwane. I have over 20 years of experience in the electricity industry both internationally and in South Africa. During this period, I worked in various professional roles in Eskom Holdings SOC Ltd., but as an employee, I had no direct relationship with any of the potential participants in the study.

My role as the researcher supported both ethics and the *Belmont Report* protocol (National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research, 1979). In support of the protocol governed by the National Institutes of Health on appropriate research behavior, I safeguarded participants' identities for the study for a period not exceeding 5 years. As the researcher of the study, I protected the autonomy of participants and adhered to the informed consent process (Check, Wolf, Dame, & Beskow, 2014; Patton, 2015). All participants received equal

treatment during the data collection process while I ensured the study progressed in an ethical and responsible manner (Yin, 2014).

To mitigate bias in this study, my role as the researcher was to ensure the quality and reliability of the data (Yin, 2014). In addition to developing convergent evidence, triangulating data sources helped to strengthen the validity of the case study (Carter et al., 2014; Patton, 2015). I ensured the concurrent and convergent validity of the data while collecting the data. Data collection methods included interviews, archival records/materials, and documents. Each data set had a tag indicating the method of data collection (Patton, 2015). Identifying the data collection method serves as a way to track research fast with minimal bias. Using an alternative method that is online would further amplify the results and improve the validity of the information received. Constantly logging all results upon completion will ensure the quality and reliability of the data. When viewing data from a personal theoretical lens, Al-Ameen (2014) noted that rather than seeking to build a conclusive theory of antitrust, the personal lens approach involves a perspective that gives a broader outlook on a theory that might be incomplete and mistaken, such as antitrust theory, to accommodate a variety of interests that can be held by different researchers. My role as the researcher included developing and refining the interview protocol (see Appendix A). Treloar, Stone, McMillan, and Flakus (2015) suggested that the inclusion of an interview protocol is an important step to strengthen the reliability of research data in a qualitative case study with interviews.

Participants

The participants in the study were business leaders in the electricity industry, key account electricity consumers, and electricity consumers located in Johannesburg, South Africa. The participants were from one of the top three electricity producers in South Africa. The participants were members of the office of the chief executive Corporate Affairs Division, directly involved with product recall strategies, resilience, and the Emergency Readiness Crisis Center. I used online digital media announcements to recruit the participants. All data concerning the members and their particular organizations remained classified and private.

Prior to any research commencing, the study gained approval from Walden University's Institutional Review Board (IRB). The only data disclosed about the participants was their professional background, the particular industry they work within, their virtual team experience, their collocated team experience, and their age (Check et al., 2014). This information provided greater analytical value and potential for commonalities and threads relating to industry and demographics (Check et al., 2014). The strategy for establishing a working relationship with participants for this study was trust established through participants' transcripts (Staller, 2015). The initial email communication informed participants of the consent form of the intended outcome and purpose of the study (Patton, 2015). Open communication, the use of ethical procedures, participant anonymity, and confidentiality enhanced working relationships with participants (Yin, 2014). Participants were aware of the data collection procedures and provided consent prior to participating in the study (Patton, 2015).

Research Method and Design

The aim of this section was to provide detailed information and additional resources to explain both the research method and the design adopted for the study. The study involved an attempt to explore in detail the essential characteristic of qualitative methods, use of philosophical assumptions, strategies of inquiry, and methods of data collection, analysis, and interpretation within a complex social brand community (Balakrishnan, Dahnil, & Yi, 2014; Patton, 2015). The discussion included a rationalization for selecting the most effective study design through scholarly insight (Patton, 2015; Stake, 2010; Yin, 2014).

Research Method

The essential characteristic of the qualitative methodology was that it conveys information with the detail and specificity necessary to convey the experience of study participants accurately (Patton, 2015). The study included individual interviews, archival records/materials, and documents relating to the activities of South African leadership in the electricity sector to develop themes. The qualitative methodology entails a different approach than quantitative methodology (Patton, 2015). Qualitative methods use philosophical assumptions, strategies of inquiry, and methods of data collection, analysis, and interpretation (Patton, 2015). Qualitative methodology was equally distinctive as its focus is on generating meaning in conjunction with learning through using rich descriptions of the research problem (Patton, 2015). Understanding the research problem within a complex digital brand community in South Africa and the impact on people

within that electricity sector was imperative because the story remained central to the design methods during exploration (Yin, 2014).

A quantitative approach would have not been the best methodology to address the research problem in the study, as the study would involve an attempt to understand how leaders in the South African electricity industry use digital media strategies to advance leadership efficacy to avoid electricity-related product-recall crises. Qualitative studies lead to theory creation, instead of testing previous theories (Yin, 2014). The study involved exploring subjective realities from participants through interviews, archival records/materials, and documents (Patton, 2015).

Research Design

The qualitative study included a multiple case study design. The case study design was more appropriate than a phenomenological study or a grounded theory study because the events are recent and revolve around three fundamental categories: leadership, sustainability, and digital media. Case studies are similar to grounded theory and ethnographic methods because they involve reviewing the actions of a particular group for prolonged periods (Yin, 2014). Case studies include varied data collection techniques and take place during extended periods (Patton, 2015). Due to limited time and resources, ethnography, grounded theory, and phenomenology were not the most suitable designs for the study. Methods other than case studies can be time consuming, may require extensive resources, and may be more suitable for researchers with more experience.

QSR NVivo was the software selected for use during the interviews to determine when information begins to overlap with other data sources used (Patton, 2015). Data

saturation occurs when data collection reaches a point where no new data emerge to support the construction of a new theory (Patton, 2015). Trochim (2006) noted that this is the point of diminishing returns for a qualitative sample; that is, as the study continues, more data do not necessarily lead to more information. In the research design, I was cautious about reporting data saturation prematurely through Patton's (2015) guidance by ensuring (a) the sampling frame was not too narrow, (b) my analytical perspective was not skewed or limited, (c) the method employed did not result in rich and in-depth information, and (d) I am able to get beyond the surface with respondents. I concluded the interviews before I began the thematic analysis.

Population and Sampling

The targeted population for the study was business leaders and key account electricity consumers located in Johannesburg, South Africa. Individuals in this population were eligible to participate in the study because of their depth of experience. The rationale for the target population was their success in implementing transformational leadership strategies to promote the use of digital communication to mitigate the risk of electricity-related shutdowns. The natural assumption was to target similar populations to provide credible sources for creating leadership efficacy through digital media in the electricity supply industry in Johannesburg, South Africa (Patton, 2015). The participants had significant experience in making business decisions regarding the success or failure of businesses in the electricity sector. The leaders' experience may enhance the answers to some of the most difficult questions (Stake, 2010).

In a qualitative case study design such as this, the sample size of a minimum of 20 participants was appropriate to fulfill the requirements of extracting the appropriate information and providing better insight in the doctoral study (Cleary, Horsfall, & Hayter, 2014). The study included interviews with 14 participants to ensure the production of a holistic paradigm for the electricity industry, its leadership, and their ability to embrace digital media during electricity-related product-recall crisis. The goal of selecting leaders in the electricity sector was to select (a) participants who will best help to understand the problems associated with the lack of transformational leadership and (b) participants who are knowledgeable about digital communication platforms, specifically Facebook and Twitter, as well as product recall strategies in the South African electricity industry. The primary reason for selecting a targeted population in a case study is that cases selected this way will further illuminate the inquiry question under study (Patton, 2015). I ensured the leaders selected had the experience and insights that are critical for constructive and credible interviews.

Snowball or chain purposive sampling was suitable for selecting members among the three electricity utilities chosen for the research study (Patton, 2015). I gathered a pool of potential candidates from announcements in the digital media platforms released by the selected organizations, leaders who knew of cases that are information-rich, ideal case study examples, and ideal interview subjects (Patton, 2015). The nature and substance of strategically selecting information-rich cases enhanced the research question (Patton, 2015). The methods used to communicate to the participants included an introductory or notification e-mail to describe the background, purpose, and procedures

of the study and a link to the survey (Yin, 2014). Data saturation occurred when data collection and analysis integrated (Patton, 2015). Data saturation was not the guiding principle of the qualitative study, as it was likely to occur at any point (Cleary et al., 2014).

Ethical Research

To ensure the study took place within the ethical framework of the Walden University and the IRB guidelines, the study involved an attempt to follow the processes closely. All participants signed a letter of consent (Check et al., 2014; Stake, 2010) to grant permission to use the data they provide. The participants received an introduction letter via email that identifies me as a doctoral learner in the Walden University Doctor of Business Administration program. The participant letters ensured strict adherence to all ethical standards during this qualitative case study (Check et al., 2014; Stake, 2010).

The letters, as well as a briefing distributed at the beginning of each interview, informed participants that participation is voluntary and that they can withdraw at any time through informed consent (Check et al., 2014). Furthermore, all participants received clear instructions that indicated no incentives for any participants contributing to the study (Patton, 2015). The focus of all questions in the study was to explore the lack of transformational leadership and the integration of digital communication platforms, specifically Facebook and Twitter, in product-recall strategies in the South African electricity industry (Coulter & Roggeveen, 2012).

All participants remained anonymous in both drafts and the final write-up of the study through identification codes (Stake, 2010). As the researcher, I endeavored to keep

all doctoral research material collected for 5 years after the published research date to ensure the protection of the rights of all participants involved in the study. I encrypted the data using an Apple IOS security application with LACIE Share to ensure the data remains secure. I will destroy or delete the data after a period of 5 years in accordance with Walden University and the IRB's research protocol.

The role of the IRB at Walden University ensured all research is compliant in terms of documented ethical standards and federal laws. The identification, collection, and analysis of any data will only commence after receiving IRB approval with a certified IRB approval number. The IRB approval number appeared in the final doctoral study document. Stake (2010) recommended that researchers uphold the ethical framework through the stringent adherence to all processes and procedures to protect the participants who engage in the study.

Data Collection Instruments

The primary data collection instrument for this study was the researcher. As the researcher, I developed the interview questions (see Appendix B) and methods to collect, analyze and organize the data. The interview protocol included the guidelines for the interview, and the interview script will consist of 10 expanded questions from the research question: What transformational leadership strategies do South African electricity industry leaders use to promote the use of digital communication to mitigate electricity-related shutdowns and other electricity-related product recalls?

The essential characteristic of the qualitative methodology was that it conveys information with the detail and specificity necessary to convey the experience accurately

(Patton, 2015). Individual interviews, archival records/materials, and documents relating to the activities of South African leadership in the electricity sector were suitable for developing the themes of the study. I used a detailed interview script to explore the experiences of participants in the electrical sector. Yin (2014) encouraged the use of open-ended questions during interviews to gain the rich level of detail needed. Open-ended questions are the appropriate strategy for the study to ensure I have the necessary data. Using a digital recorder maintained reliability and validity. The study involved transferring the data from the digital recorder to a computer for further analysis. To ensure the accuracy of the audio recording, I used a pen and paper technique to capture additional high-level data. Interviews took place in a secure office selected by the participant or me. The interview questions served as a framework for the interview to proceed smoothly and for analyzing the thematic coding. I used five strategies to determine internal validity: (a) member checking, (b) clarify researcher bias, (c) negative case analysis, (d) methodological triangulation, and (e) peer debriefing.

After I received IRB approval, I used a specific process to begin the interview process. I contacted participants to schedule meetings and sent e-mails or Short Message Services (SMS) to participants that could attend the interview meeting. After the participants agreed to participate, the next step was to provide timelines and preferred contact methods (e-mail, letter, phone call, or face-to-face) to conduct the interviews (Yin, 2014). I aimed to complete the interviews within 4 weeks and take another 4 weeks to gather additional data and to follow up with participants who missed scheduled

interviews. The grouping of the questions remained the same throughout the entire process to enable a continuation of participant storytelling (Stake, 2010).

Data Collection Technique

The data collection techniques included (a) interviews, (b) archival records/materials and documents based on the following research question: What transformational leadership strategies do South African electricity industry leaders use to promote the use of digital communication to mitigate electricity-related shutdowns and other electricity-related product recalls? Yin (2014) recommended logging all interview protocols, notes, recorded materials, and any other data gathered during the study into a database or into qualitative software such as QSR NVivo and categorizing them according to topic to avoid organizational compromise. The process involved logging all data within 24 hours of an interview and organizing data by participant and subject, as all elements associated with qualitative studies are critical (Patton, 2015). QSR NVivo will be suitable for capturing the participants' interview protocols, field notes, or collected documents. QSR NVivo served as an online storage tool to assist in tracking and organizing reference materials during data collection.

Member checking and methodological triangulation maintained the internal validity of the data collected. Gaps or ambiguities found during analysis required additional contact with interviewees to clarify or strengthen responses or to enrich descriptions through new observations (Patton, 2015). Data collection involved audio tape recording interview sessions and transcribing the recordings after each session. Comparing and cross-checking the consistency of information obtained at different times

from different data sources, such as interviews, observations (Appendix C), and

document analysis, within the same qualitative method (Carter et al., 2014; Patton, 2015).

To ensure ethical compliance of interviews and data, informed consent forms all

participants in the study or sources of archival records/materials used and documents

relating to the activities of South African leadership in the electricity sector will be used

to develop themes. The aim of a consent form was to explain to each participant that

access to information is available to the researcher and the dissertation chair's eyes only

(Check et al., 2014). To ensure accuracy throughout the study, participants had access to

the recorded information and protocols (Stake, 2010). The information was shared upon

request once informed consent by the participants was acquired (Check et al., 2014). I

will keep all data for at least 5 years before I destroy or delete it. An abridged interview

protocol appendix A, and observation protocol appears in the appendix C.

Data Analysis

In qualitative studies, data collection, analysis, and interpretation of data remained

the most important constructs (Yin, 2014). I used convergent evidence and

methodological triangulation of data sources to strengthen the completeness,

dependability, validity and credibility of this case study (Carter et al., 2014; Patton,

2015). The methodological triangulation strategy for the study included (a) interviews,

(b) archival records/materials and documents to explore digital media strategies the South

African electricity industry leaders use to avoid electricity-related product recall crisis.

Denzin (2012) suggested that methodological triangulation; improves the validity of

research and data by involving more than one method to gather data, substantiates

participants' response and prevent researcher bias. Methodological triangulation comprises two types; *across method* and *within method* (Denzin, 2012). The rationale for using methodological triangulation in the study was to increase the breadth and depth of understanding and in keeping with a qualitative perspective, generate completeness (Denzin, 2012; Patton, 2015).

Concurrent and convergent validity of the data occurs while collecting the data. The primary data collection methods included (a) interviews, (b) archival records/materials and documents. Each data set collected will have a tag indicating the method of data collection (Patton, 2015). The choice of data collection methods served to track the research quickly with minimal bias. Logging all results helped to ensure the quality and reliability of the data. The interview questions were the primary source of data collection for the study. I used QSR NVivo data management software to manage all data collected from the data sources.

The central research question for the study was: What digital media strategies do South African electricity industry leaders use to avoid electricity-related product-recall crisis? To answer the research question, I asked the participants related questions in an interview setting. The multiple case study design was suitable because the focus of the research question is the impact of digital media on business successes during the electricity-related product-recall crisis. The results from the qualitative study may provide leadership in the electricity industry with knowledge on leadership efficacy and positive social change. The results may include the potential to change the behavior of

electricity consumers toward using electricity sparingly through the nature of digital-media-driven brand-consumer interactions.

The study involved using thematic categories during data collection as the structures to capture descriptions of the data to explore the participants' experiences (Yin, 2014). To capture thematic data effectively, Patton (2015) suggested researchers begin data analysis by classifying or coding text from three data sources. I analyzed the data using phrases and words used by the participants to explore the experiences in relation to the following variables: (a) digital media, (b) electricity-related product-recall crisis, (c) leadership efficacy, (d) digital-media-driven brand–consumer interactions, and (e) sustainability.

Thematic coding lead to identifying specific patterns or themes in the data collected that provided insight and a deeper understanding of the case study. The case study revolves around three fundamental categories: leadership, sustainability, digital media drawn from Boulding (1956) and von Bertalanffy's (1974) views on transformational leadership theory and Colette (2015) concept of the presence of digital media as an integral part of everyday life. Figure 1 includes an expanded view of Saldana's (2012) sequence of coding and data analysis technique using thematic coding and content analysis to determine specific themes and patterns derived from the three data sources.
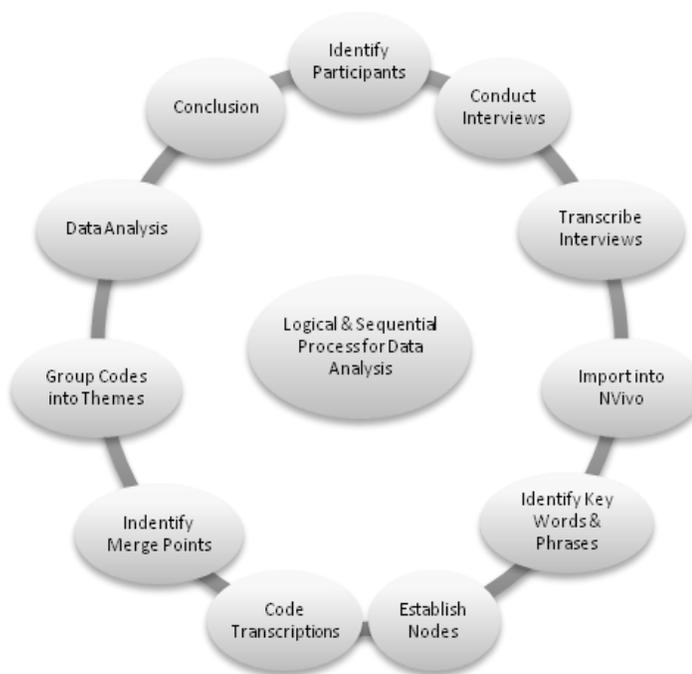
Figure 1. Sequence of coding and data analysis, permission RightsLink request (#501244409) approval appears in appendix G.

Thematic coding involves analyzing content to determine specific themes and patterns derived from the data sources used in a study (Patton, 2015). Prior to thematic precoding of the three data sources, I identified specific characteristics such as industry type, company size, gender, leadership experience, crisis classification, and customer classification and represented each characteristic by a numeric value to assist with clarity (Patton, 2015). Analysis included a word and phrase search to determine the extent of keywords that emerge consistently from the data sources. The keyword and phrase search will serve as the basis for determining nodes (Yin, 2014). To synthesize the data into meaningful concepts, I perceived a pattern, classified or encoded the pattern, and interpreted the pattern among the data sources (Patton, 2015).

Researchers triangulate data sources to increase the validity of findings by deliberately seeking evidence from the wide range of sources and by comparing findings from those different sources (Carter et al., 2014; Patton, 2015). I compared and cross-checked the consistency of information derived at different times and by different means from (a) interviews, (b) archival records/materials and documents. Member checking is necessary to ensure data analysis is congruent with participants' experiences (Koelsch, 2013). Patton (2015) noted that the process could include the following:

- comparing observations with interviews;

- comparing what people say in public with what they say in private;

- checking for the consistency of what people say about the same thing over time;

- comparing the perspectives of people from different points of view for example, in an evaluation, triangulating staff views, participants' views, funder views, and views expressed by people outside the program; and

- checking interviews against program documents and other written evidence that can corroborate what interview respondents report. (p. 662)

I intend to use the different kinds of data obtained to integrate them within a case study environment and illuminate various aspects of a phenomenon that may arise (Patton, 2015). During this process, I noted that participants talk about things very differently in different contexts: any differences that I find will be an important source of data (Stake, 2010).

Reliability and Validity

Reliability and validity often appear as separate ideas but they do relate to each other (Patton, 2015). To avoid consistently and systematically measuring the wrong value for all respondents in a study, researchers need to be accurate and obtain the right answer for the group as well for individuals (Trochim, 2006). Trochim (2006) posited that a direct relationship exists between the reliability and the variability of a study's measures.

Reliability

In the study, reliability indicated the quality of measurement; reliability is the consistency, dependability or repeatability of a study's measures (Trochim, 2006). The concept of reliability is important to the completion of a qualitative study (Patton, 2015). To enhance the dependability of the study, member checking of data interpretation, transcript review and interview protocols were used (Rodrigues, Alves, Silveira, & Laranjeira, 2012). Developing and refining the interview protocol is an important step to strengthen the reliability of this case study. The recording process was the critical first step in gathering information in a consistent and accurate manner (Patton, 2015). Through a process of constant revision and validation, researchers can create clear and concise interview questions to help improve the richness and reliability of the responses through a reliable, tested, and practical script (Patton, 2015).

Ensuring research reliability was necessary to a study's success by listening to all digital recordings before transcribing the recordings and comparing data to ensure accuracy (Yin, 2014). Patton cautioned against code drift that often occurs during the research process to ensure code consistently. The study involved using a coding table to

ensure the capture of accurate and consistent data during the data analysis process to minimize drift (Patton, 2015). Yin (2014) noted that using clear and concise instructions would strengthen relationships with participants. The strategies mentioned drove the reliability, consistency, and repeatability of the study's measures (Trochim, 2006).

Validity

Validity refers to the credibility, transferability, and confirmability of the findings of the study (Patton, 2015). Reaching data saturation helped assure validity (Patton, 2015). The validation of findings occurs throughout a study and involves carefully documenting each step in the process (Patton, 2015). The five strategies to determine internal validity are as follows:

1. Member checking: Members (participants) had the opportunity to review, interpret, and check or approve the interview transcripts and the interpretation of the data they provided (Fassinger, & Morrow, 2013; Koelsch, 2013).

2. Clarify researcher bias: Disclosed transparency regarding any researcher bias during all data collection processes (Fassinger, & Morrow, 2013; Koelsch, 2013).

3. Negative case analysis: The results included information about the study topic that may be negative, in addition to any positive recommendations (Fassinger, & Morrow, 2013; Koelsch, 2013).

4. Methodological triangulation: Compare and cross-check the consistency of information obtained at different times within the same qualitative method from different data sources, such as interviews, observations (appendix C), and document analysis (Carter et al., 2014; Patton, 2015).

5. Peer debriefing: The MyDr system, chair, and second committee member ask probing questions to confirm the accuracy of the study (Trochim, 2006).

Trochim (2006) noted that some qualitative researchers reject the framework of validity due to the rejection of the basic realist assumption that there is an external reality, and it does not make sense to be concerned with the truth or falsity of observation with respect to an external reality. Trochim (2006) noted that the four most significant criteria are credibility, transferability, dependability, and confirmability, and they are the primary concerns of external validity in a qualitative study.

Credibility

The credibility of a study involved establishing that the results of qualitative research are credible or believable from the perspective of the participant (Trochim, 2006). In the study, the participants were able to judge the credibility of the results through an exploration into the phenomena of interest from their perspective, as suggested by both Patton (2015) and Trochim (2006). The study involved the use of member checking or participant validation of the results to enhance credibility (Fassinger, & Morrow, 2013; Koelsch, 2013; Trochim, 2006). Participants received the organized results of interviews via e-mail to ensure accuracy and to ensure I do not distort or misconstrue the results (Patton, 2015). Should the participants deem the information inaccurate, they would be able to provide clarification on the actual data set to initiate a change and to limit bias (Patton, 2015). Demonstrating credibility in the study ensured that I addressed the findings from the perspective of the participants (Fassinger, & Morrow, 2013; Koelsch, 2013).

Transferability

Leaders in the electricity industry will not be able to transfer the results of the study to other contexts or settings (Trochim, 2006). Patton (2015) noted that transferability primarily remains the responsibility of the individual who is attempting to transfer the data in a qualitative case study research. Likewise, a detailed description of the research context and assumptions central to the research can significantly improve the level of transferability in a study (Yin, 2014). Leaders who wish to transfer the results of this study to a context other than electricity remain responsible for the judgment, as suggested by Trochim (2006).

Dependability

A study would be dependable if the researcher keeps detailed records of the interviews, comments, follow-ups, e-mails, and the researcher's experiences or by auditing the process and member checking (Rodrigues, Alves, Silveira, & Laranjeira, 2012). Strict accountability of the data through a digital recorder, transcribing the interviews, and comparing the data to ensure accuracy and objectivity further enhances dependability (Patton, 2015). Using a digital recorder ensured the dependability of the findings for potential future research (Yin, 2014).

Confirmability

The following strategies enhanced the degree to which others can confirm or corroborate the results of a study (Patton, 2015). Probing during interviews and follow up member checking interviews, questioning from different perspectives and triangulation are techniques that will enhance the conformability of the study (Patton, 2015). I

constantly documented the procedures used to check and recheck the data (Trochim, 2006). The chair and the second committee member of the research study acted as the devil's advocate with respect to the process, results, and documentation thereof (Trochim, 2006). The study involved documenting the strategy used to search for and describe all negative instances that contradict prior observations (Yin, 2014).

Data Saturation

Data saturation in the study was a way to ensure that I have obtained accurate and valid data (Fusch & Ness, 2015). To ensure data saturation for this study, I used QSR NVivo during the interviews so that I could determine when information begins to overlap with other data sources used (Patton, 2015). Saturation occurred when no new data, no new themes, no new coding, and when there was enough information to replicate the study suggested Fusch and Ness, (2015). Trochim (2006) indicated that this was a point of diminishing returns in a qualitative sample, such that as the study continues, more data do not necessarily lead to more information. At this stage, I concluded my interviews and completed the thematic analysis.

<div align="center">

Transition and Summary

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The focus of Section 2 was the role of the researcher, participants, research methods and designs, population and sampling, ethical research, the data collection technique, the data organization technique, data analysis, and reliability and validity of the study. Patton (2015) suggested that a researcher's role is to understand the paradigm of a social reality as an objective entity. A researcher's role in the data collection process is to uncover this objective further and to find the truth through selecting the participants,

designing the inquiry strategy , interviewing, guiding each participant through the interview life cycle, addressing any concerns participants may have regarding the data collection process, transcribing, analyzing, thematizing, verifying, reporting and visualizing (Patton, 2015; Verdinelli, 2013). Validation of the findings occurred throughout the study and required careful documenting of each step in the process (Patton, 2015). Reaching data saturation helped assure validity (Patton, 2015).

Section 3 begins with a presentation of the findings, including the study demographics. The section includes the results from the primary and secondary data collection sources: (a) interviews, and (b) archival records/materials and documents. The focus was on the impact of digital media on business successes during electricity-related product-recall crisis defined as leadership efficacy.

Section 3: Application to Professional Practice and Implications for Change

The presentation of findings in Section 3 appears as themes that are major, minor, unexpected, and/or serendipitous as a result of the answers to: interviews, archival records/materials, and documents. The section includes application to professional practice, implications for social change, and recommendations for action and further research. Section 3 ends with my study reflections and conclusion.

Introduction

The purpose of this qualitative multiple case study was to explore transformational leadership strategies to promote the use of digital communication to mitigate electricity-related shutdowns and other electricity-related product recalls. The data came from leadership interviews, archival records/materials, and documents from business leaders, key account electricity consumers, and electricity consumers located in Johannesburg, South Africa. The findings showed the positive impact digital media has on business successes during electricity-related product-recall crisis.

I conducted semistructured interviews with 14 business leaders in the electricity industry in Johannesburg, South Africa. Methodological triangulation used for the study included interviews, archival records/materials, and documents. Names of the participants or businesses were not used to ensure the confidentiality of the participants and organizations (Check et al., 2014). Probing during interviews and follow up member checking interviews, questioning from different perspectives, and triangulation techniques enhanced the conformability of the study (Patton, 2015). Data saturation occurred when information began to overlap with other data sources using QSR NVivo.

Saturation occurred when no new data, themes, and emerged, and when there was still enough information to replicate the study as suggested by Fusch and Ness, (2015). This was a point of diminishing returns in the qualitative sample such that, as the study continued, more data did not necessarily lead to more information (Trochim, 2006). At this stage, I concluded my interviews and completed the thematic analysis. I utilized QSR NVivo data analysis software to assist me in identifying emergent themes and key strategies that answered the central research question. The following themes emerged from the research, based on methodological triangulation: (a) business sustainability, (b) digital media, (c) electricity-related product recall crisis, and (d) leadership efficacy.

Presentation of the Findings

The central research question for this qualitative multiple case study was: What transformational leadership strategies do South African electricity industry leaders use to promote the use of digital communication to mitigate electricity-related shutdowns and other electricity-related product recalls? The findings from the study aligned well with Boulding (1991) and von Bertalanffy's (1974) general systems theory of a conceptual model based on interrelationships rather than individual components and patterns of change. Four community partners provided letters of cooperation (see Appendix E) granting permission for all relevant data access, access to participants, facility use, and/or use of personnel time for research purposes. All data concerning the members and their particular organizations remained classified and private (Check et al., 2014). Each interviewee signed the consent form electronically prior to the interview. The use of the online announcement determined if the participant fell within a specific

criterion: A participant must be a business leader in an organization that falls within the energy/electricity value chain. The online announcement allowed them to request an email invitation with consent forms; however, the use of community partners and snowball or purposive sampling resulted in this process becoming redundant. The primary reason for selecting a targeted population in the case study was that cases selected this way would further illuminate the question under study (Patton, 2015). I needed to ensure the leaders possessed the experience and insights critical for constructive and credible interviews.

The methods used to communicate with the participants included an introductory or notification e-mail to describe the background, purpose, and procedures of the study as well as a link to the study description webpage (Yin, 2014). The inclusion of social media such as Facebook and Twitter revealed what leaders were saying privately as compared to what they said in public during electricity-related shutdowns and other electricity-related product recall crisis. I compared and cross-checked the consistency of information derived at different times and by different means from the identified data sources. Participants and/or their personal work space were only directly observed during the interview. The case study took place in a real world setting, which created an opportunity to conduct direct observations during the interviews only. Relevant social and environmental conditions were observed.

Systematic searches for relevant documents and archival records/materials remained critical in my data collection plan for the pertinent period surrounding electricity-related shutdowns and other electricity-related product recall crises. The data

collection method refers to archival records/materials from the Internet, Facebook, and Twitter. Examples of archival records/materials would include information made available in the public domain. Due to the abundance of documentation and archival records/materials on the Internet and social media, I had a strong sense of my case study inquiry and focused on the most pertinent information with QSR NVivo.

The emergent themes in Table 2 illustrate the number of sources and references. Likewise, a QSR NVivo sunburst map is illustrated in Figure 2 and QSR NVivo tree maps are illustrated in Figure 3. The illustrations in Figure 2 and 3 used nested shapes of varying sizes and shades of black and white to assist in visualizing and comparing data and themes. The sunburst and tree map models aid in data categorization. I used them to visualize the key emergent themes in my data as I worked through my data analysis. Both models assisted in discovering the subthemes that contribute to the primary themes.

Table 2

Emergent Themes

Emergent Themes	No. of Sources	No. of References
Business SustainabilityT	76	458
Digital Media	29	434
Electricity-Related Product-Recall Crisis	94	358
Leadership Efficacy	84	479
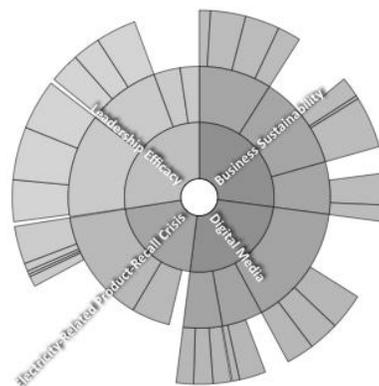
Figure 2. QSR NVivo sunburst of nodes

Figure 3. QSR NVivo treemap of nodes

Table 3 represents an overview of the four emergent themes, respective

subthemes, and number of sources in the study.

Table 3

Overview of the Findings: Emergent Themes and Subthemes

	Emergent Theme	Subthemes	No. of Sources
1	Business Sustainability		76
		Brand-Consumer Interaction	33
		Bottom of the Pyramid	15
		Consumer Behavior	21
		Culture	9

	Consumer Evolution	18
	Consumer Intimacy	14
	Financial Performance	52
	Budgets	17
	Environmental	5
	Productivity	41
	Reputation Management	24
	Transparency	16
	Transformation	18
2 Digital Media		28
	Digital Adoption	21
	Generational Differences	15
	Instantaneous	13
	Responsiveness	14
	Digital Resistance	15
	Fear	13
	Training & Skills Development	4
	Internet of Things	20
	Innovation	14
	Mobility	15
	Re-invent your Business	14
3 Electricity-Related		

(Table continued)

Product-Recall Crisis		94
	Poor Crisis Management	46
	Content Accuracy	9
	Crisis Communication	3
	Face-to-Face Engagement	5
	Traditional Media	7
	Unplanned Electrical Shutdown	27
	Disjunction	45
	Impact to Economy	40
4 Leadership Efficacy		84
	Efficiency	50

Inflexible	29
Reactive	41
Status Quo	40
Effectiveness	31
Anticipate	23
Flexible	22
Proactive	30
Ethical Behaviors	33
Governance	23

After uploading the interview transcripts, archival records/materials, and

documents into QSR NVivo, a query generating the 100 most frequently used words

yielded the following word cloud (see Figure 4). The interrelationship between digital

media, leadership, and electricity was represented equally as both rich and thick data. The

size of the words in the word cloud indicates how frequent the term was mentioned

during the data collection process.

Figure 4. QSR NVivo Word cloud.

Emergent Theme 1: Business Sustainability

The first theme to emerge was business sustainability. One hundred percent of the

participants mentioned the importance of leadership embracing digital media to create

business sustainability during an electrical-related shutdown and other electricity-related

product-recall crises. Participants' feedback in the study confirmed the possibility of a

crisis in particular and a product-harm crisis had just one general impact on most

companies, in that it ultimately negatively affected the sustainability of the business or

led to significant financial risk (Liu, Liu, & Luo, 2016). Participant 2 shared,

"Sustainability of the organization will definitely depend on technology and digital

media. Business will not be able to exist without embracing specifically Facebook and

Twitter at this moment in time." The communication strategies from electricity utilities or

distributors has been unsuccessful due to leadership's failure to recover the

organization's brand reputation since the 2008, 2010, 2014 and 2015 electricity-related

shutdowns and other electricity-related product recall crises (P1 & P2). A participant

referred to a document published recently on digital media stated that the South African

Treasury and Department of Public Enterprises at the time of the electricity-related

product recall crisis in 2014 were locked in negotiations to bail out organizations in the

electricity industry, specifically Eskom Holdings SOC, Ltd (P2). In a battle to avoid

electricity-related shutdowns and other electricity-related product recall crises, the

organization faced a devastating cash crunch (P2). The cash crunch was a result of

leadership's failure to change the behavior of electricity consumers towards using

electricity sparingly through the nature of digital media-driven brand-consumer

interactions (P1, P2, P3, P4, P5, P6, P7, P8, P10, P11, P12, P13, & P14). The findings of

the study supported Vinerean et al.'s (2013) view thatdigital media drove brand-

consumer interactions. In summary, all participants identified during an electricity-related

shutdown and other electricity-related product-recall crises, brand-consumer interactions, financial performance, and reputation management equally required a catalyst such as digital media to ensure business sustainability. Digital media presents an opportunity to understand consumers and consumer behavior to enhance business revenue and profitability (P13). Table 4 illustrates business sustainability as emergent theme 1 and the subthemes together with the frequency with which brand-consumer interaction, financial performance, and reputation management were referenced throughout the interview process.

Table 4

Subcategories of Emergent Theme 1

Business Sustainability	No. of Sources	No. of References
Brand-Consumer Interaction	33	142
Bottom of the Pyramid	16	18
Consumer Behaviors	22	39
Culture	9	15
Consumer Evolution	19	53
Consumer Intimacy	15	36
Financial Performance	52	201
Budgets	18	32
Environmental	6	6
Productivity	42	79
Reputation Management	15	113
Transparency	17	26
Transformation	19	49

Brand-Consumer Interaction. Successful marketing research to the Bottom of the Pyramid (BOP) will require a product that responds to basic needs such as health, nutrition, education, and housing (Gupta & Jaiswal, 2013). Most participants aligned to the conclusion made by Gupta (2013) suggesting that consumers in BOP require leaders, during a crisis, to first serve the community prior to aspiring to leading the community (P4, P5, P6, P8, P10 & P8). Findings in the study suggest leaders need to understand the local (BOP) needs, which might be a significant challenge. Business leaders must create the capacity for consumers and create the market for the poor (Chandrakala & Devaru, 2013). Participant 10 said, "Digital media enables two-way communication, which was not the case in the past. Digital media removed certain bureaucratic layers in communication and allowed consumers to talk directly to the Chief Executive Officer (CEO) in the electricity industry." The diverse nation in Johannesburg, South Africa and the fact that South Africa has one of the highest GENI® coefficients in the world as a unidirectional strategy is not enough to enhance brand-consumer interaction; you need to combine all platforms such as Facebook and Twitter" to serve consumers especially from the bottom of the pyramid (P10). An examination of the relationship between digital media and brand-consumer interaction through technologies specifically LinkedIn®, Facebook and Twitter indicated a significant impact on Business to Customer (B2C) digital culture, consumer attitudes and behavior (Colette, 2015; Piskorski, 2014; Purvanova, 2014). Participant 13 said, "Consumers are now going back for an end-to-end solution in terms of customer requirements." All participants agreed that consumers are

evolving constantly with the introduction of digital media. Consumers engage in innovation and directly shaping their environments through community-led design (Alexiou et al., 2015). Participant 6 supported Alexiou et al. (2015) concept of community-led design in the electricity industry as, "sitting in the office, switching off my lights at home, opening my curtains, and doing my washing from the office. I can see myself getting off the electricity grid." Alexiou et al. (2015) supported that consumer evolution is here through community-led design where people take the opportunity to engage directly and creatively in the formulation of solutions for their environment. Consumers are evolving with digital media and the irony is that leadership in the electricity industry are maintaining the status quo. Digital media enhances the intimacy and self-connection a consumer has with an organization's brand, which can lead to an emotionally based attachment and bond or adequate commitment (Turri et al., 2013). If leaders need to play to win, leaders specifically in the electricity industry need to leverage technology for the creation of intimacy with customers, to enable us to develop consumer insight and enable our customers to be able to transact more easily with the organization (P13). Participant 5 said, "companies that have a positive impact, are those that have availed themselves during a crisis on all technology platforms to succeed." This finding in the study supports Kane's (2016) suggestion that the rapid evolution of the digital era is providing opportunities for businesses to remain sustainable and focus on the needs of the consumer.

   Financial Performance. The study findings accurately provided evidence to support Barjaktarovic, Latinovic, and Milosavljevic (2014) concept on long-term

financial prosperity being the result of just three successful performance parts: talent, efficiency, and innovative adaptation. Participant 1 said, "Leadership needs to learn from other organizations that are also struggling financially. If leadership does not adopt digital media they will definitely become the dinosaurs of the electricity industry." The introduction of technology into a complex adaptive system would affect team performance, and cohesion may be beneficial to ensure business sustainability (Ziek & Smulowitz, 2014). In the study, most participants aligned to participant's 1 view that digital media, "would first enable cost savings for the electricity industry. An improvement in bottom line profits to the business provides sustainability and minimizes business losses. This would be as a result of preventative measures that can be put into place to mitigate electricity related product recall crisis or shut downs" (P2, P3, P4, P5, P7, P9 & P14).

Digital media reduces the consumption of paper, water and reduces carbon emissions (P5, P7 & P10). Due to the explosion of technology, specifically digital media leadership has allowed us to be more effective, flexible, less ambiguous, and reach larger amounts of people at any one time (P6).

Reputation Management. Participant 2 said, "In most organizations when they have a product recall or some other crisis they want to come out smelling of roses so you want your reputation to be intact. None of the utilities whether it is City Power or the City of Tshwane or even Eskom Holdings SOC Ltd came out smelling of roses. All have experienced severe reputational damage and continue to do so today." For instance, Eskom Holdings SOC Ltd. reputation study was first commissioned in 2005 and the

organization was rated 75.1% against a constant international benchmark reputational

score of 40% (P2). In 2008, at the time of the first electrical related shutdown and other

electricity related product recall crisis, the organization was rated 40.5%, 36.2% in 2012,

47.3% in 2014 and 33.2 in 2016 was recorded (P2). Eskom's reputation deteriorated since

2008 due to its inability to satisfy the required South African electricity demand (Eskom

Holdings SOC Ltd., 2015). The successive unplanned electricity-related shutdowns and

other electricity-related product recall crisis since 2008 resulted in a negative reputation

and poor financial position for the company (Eskom Holdings SOC Ltd., 2015).

Participant 5, participant 6 and participant 8 concurred that one of the industry's biggest

failures was, "leadership not being able to recover the organization's reputation."

Maintaining or trying to limit damage to your organizations, reputation would be for

leadership to become the voice of truth, especially during electricity-related shutdowns

and other electricity-related product recall crisis (P2).

In summary, the study revealed that most participants compared the electricity

industry to a dinosaur, suggesting that the industry is slow, and lacks agility during a

crisis (P4, P5, P6, P8, P10, & P8). The findings in the study confirms that the specific

business problem is some key electricity industry leaders lack transformational leadership

strategies to promote the use of digital media communication strategies to mitigate

electricity-related shutdowns and other electricity-related product-recall crises in

Johannesburg, South Africa. Often, during a product recall crisis the CEO of the

organization is the voice of truth - on the contrary in the electricity industry none of the

CEO's took to the stage proactively to take ownership and lead (P2).

The findings of the study indicated a lack in the transformation of leadership styles specifically in the electricity industry. On this note participant 6 said, "Leadership have seen that digital media it is not going to go away. In addition, leadership has to join in. Living in an information age, and if you are not part of it, you are regressing further as a leader."

Emergent Theme 2: Digital Media

The second theme to emerge was digital media. The findings of the study indicated that digital media improve business sustainability and leadership efficacy during an electrical-related shutdown and other electricity-related product-recall crisis. The study findings further aligns to Northouse (2013) suggestion that understanding the impact of digital media on leadership effectiveness may strengthen the ability to analyze the conditions and trends in business to produce change and movement seeking adaptive and constructive change. Technology is disrupting the way Business-to-Business (B2B) and Business to Customer (B2C) interacts with each other in today's new digital economy (Coulter & Roggeveen, 2012). Participant 5 said, "Although digital media is moving at a rapid pace, the low penetration rate of the internet, which stands at 10% in South Africa is restraining digital media's momentum." Leadership has not been able to inspire, lead, or convince employees and consumers to embrace digital media (P5, P8 & P9). The finding of this study indicated, that fear contributed significantly to the low adoption rates of digital media and the resistance thereof. Participant 5 said, "It will take time for leadership to adopt digital media and one of the reasons is the perceptional fear of

specifically social media's Facebook and Twitter." Table 5 illustrates digital media as

emergent theme 2 and the subcategories together with the frequency with which all

participants referenced digital adoption, digital resistance, and internet of things

throughout the interview.

Table 5

Subcategories of Emergent Theme 2

Digital Media	No. of Sources	No. of References
Digital Adoption	19	262
Instantaneous	14	47
Responsiveness	14	42
Generational Differences	16	56
Digital Resistance	13	88
Fear	13	41
Training and Development	4	12
Internet of Things	21	84
Innovation	15	28
Mobility	16	30
Re-invent your Business	15	27

Digital Adoption. Colette's (2015) theory behind leadership filled with

technology supports digital media adoption through which individuals communicate,

work, play, and engage. Participant 14 said,

Digital media is the hero of instantaneous communication. You will get a quicker

response, change of behavior and updates instantaneously. In the event of an

electrical related shutdown and other electricity related product recall crisis and

the organization requires South Africans to switch of their electricity - the

quickest way would be to use digital media. Digital media has the highest impact

and is a highly effective way of communicating to multiple consumers or

employees instantaneously. To obtain the desired impact of a message, detracted

platforms such as digital media are the future mechanism for leadership.

The findings in the study confirmed on March 6, 2014, South African consumers

reduced their consumption of electricity for the first time to avoid a national electricity

blackout through heeding a call to action on digital media (Eskom Holdings SOC Ltd.,

2015). Participant 2 mentioned that recently, an improved saving of 420 MW was

recorded in 2017, March 27 heeding the call by Earth hour to switch off electricity for an

hour (Eskom Holdings SOC Ltd., 2017). Participant 2 said, "Digital media enhances the

ability of organizations to give consumers real data, real time and instantaneously."

Participant 5 said, "leadership has embraced digital media, however, I would say that

most are still cautious about it." Although, leadership may have adopted digital media

during electricity-related product-recall crisis or shut downs the hesitance to fully

embracing this technology is aligned to Paluch and Holzmueller (2015) recommendations

that the trend in the adoption of digital media in B2B companies is still at an early stage

due to privacy, security, and content ownership concerns. Therefore, the Internet and its

impact on B2B companies have resulted in calling for a managerial guide for B2B

companies on how to implement digital media activities and how to use social networks

effectively for communication and customer retention. The findings in the study revealed

that a few leaders in the industry depended on the value chain of getting messages out as

quickly as possible and to be in control of the situation, treating digital media execution

in the same modus operandi as traditional media. Participant 12 said, "Businesses have to

adopt technology as it makes leadership more efficient." Ironically, as participants 3 and

participant 6 perceive that adoption of digital media implies messaging whilst most

participants' posited resistance to digital media still remains high (P1, P2, P4, P5, P7, P9,

P11, P12, P13, & P14). Participant 5 said, "If you look at the number of leadership in the

industry that uses social media, there are very few. Most leaders that are leaders of digital

media in industry do not use the technology themselves. They are in fact absent!" The

findings in this study are clear that the adoption of digital media specifically during an

electricity related product recall crisis or shutdowns requires developing new core

competencies (Chikandiwa, Contogiannis, & Jembere, 2013). Meister's (2013) theory on

integrating new technologies and bridging generational differences between leaders that

fail to adopt new technology and Millennials seeking transformational leadership is

evident throughout the study findings. The gap between generations in the industry

remains wide. Participant 9 said, "Our leadership has a wide generational mix and I am

sure that there are people that never go on social media." The study findings revealed that

generational differences contributes significantly to leaderships' resistance to digital

media, although some leaders appear to have embraced digital media specifically during

electricity-related shutdowns and other electricity-related product recall crisis.

Digital Resistance. The findings in the study data indicated that in the period

between January 2014 to December 2014, advertising expenses, recorded in South

Africa's were as follows: Television (TV) - R19.0 billion (50% share) radio- R5.9 billion (16% share) print- R9.3 billion (25% share) outdoor advertising- R1.6 billion (4% share) digital- R1.2 billion (3% share) (Lord, 2015, May). Likewise, if leadership in South Africa are spending as much time with digital media as they claim compared to traditional TV and radio, then the advertising spend investments of 3% is definitely not reflected in this as per the findings of this study. Similarly, most participants commented about leadership's resistance to digital media from 2012 to 2015 (P1, P2, P4, P5, P7, P9, P11, P12, P13, & P14). Participant 9 said,

> Digital media has not made us more knowledgeable about our consumers. Digital media has not been embraced, even in my organization at a leadership level, there is a mixed bunch and this is one of the problems why leadership does not have competitive advantage with digital media, there is not enough understanding of digital media to create a leadership advantage.

The findings of the study further supported Meister (2013) suggestion that mitigated the low adoption and resistance of digital media in most industries. In summary Meister (2013) suggested two reasons they contribute to the resistance to digital media is, a 'lack of clear communication and training on how to safely use digital media tools inside the organization' (P25) and the 'Confusion about what social learning is' (P25). Most participants in the study suggested another reason for the low adoption and high resistance of digital media in the industry could be as a result of the lack of training and development on the use of such technology in business (P1, P2, P4, P5, P7, P9, P11, P12, P13, & P14).

Internet of Things (IOT). The subtheme IOT strengthened later during the findings of the study and supported the suggestions of Hsu, Wang and Chih (2013) stating that the web has become a critical enabler or the nexus in the B2B marketing environment and Cheung (2014) mitigated the Internet as a facilitator of innovation and customization in business today. The references in previous literature have alluded to IOT in business and the revolution that IOT will bring to technologies such as digital media. Participant 14 said, "Technology is going to change how People relate to digital media, as in a number of years; you will be able to use your smart phone to control most things at home. In any industry that is customer centric, especially in the electricity industry leadership would have to start to embrace digital media to survive." The use of digital media is inevitable. In a matter of a few years from now, the global electrical sector, in terms of electricity worldwide will be moving to smart grids, smart metering, and smarter technologies (P6 & P14). Findings in the study indicated that the electrical industry's competition for customers is shifting to the digital online channel; the Internet of Things (IOT) promises new product and management options for the new generation electricity consumer (Booth, Mohr, & Peters, 2016). Booth et al. (2016) suggestion that the utility of the future is transforming into a digital system, introducing improved efficiency and growing customer base aligns to the finding of the study. IOT mentioned by participant 10 and participant 14 aligns to Cummins, Peltier, Schibrowsky, and Nill, (2014) prediction that the Internet and digital media has become critical derivatives in the equation to successful implementation of Internet-based solutions, referred to as IOT in a B2B marketing environment. Participant 14 said,

As a banking consumer, banks now can tell you in real time that there is a hoax. Banks can instantly talk to you via SMS to warn you about the impending danger. In online banking, the bank provides you with warning screens of impending risk or general information. Again, I think that leadership at Eskom is missing the opportunity talk to every South African every day to inform consumers what their daily consumption is. This provides you with a base community to talk to in South Africa through an app. I wish right now that the electricity industry had a place where I can log on to see my consumption like I do with online banking. In online banking, I can log on to the system to view my bank balance, investments and transactions. Imagine if this is possible to view my daily consumption of electricity and view all those messages from the industry: Important notices Ways to save electricity and reduce consumption Warnings about risk, danger, fraud with electricity Complaints Customer services online.

The study further validates Anker et al. (2015) views on the impact of IOT would create through consumer-driven value creation (value-in-use) across three different marketing logics: product dominant logic, service dominant logic, and consumer dominant logic.

Emergent Theme 3: Electricity-Related Product-Recall Crisis

The third theme to emerge was electricity-related product-recall crisis. The findings of the study indicated that the failure to use digital media during an electrical related shutdown and other electricity related product recall crisis have a negative impact

on business sustainability, profitability, and leadership efficacy. The first Electricity-Related Product-Recall Crisis occurred in 2008 (Eskom Holdings SOC Ltd., 2015), participant 1 cited this significant date and said, "The frequent recurring electricity-related product recalls and shut downs occurred from 2008 to 2015." The same participant further added,

Leadership felt exposed, instead of having a head in the sand approach, leadership had to lift their heads out of the sand and face the music due to the interaction that occurred on digital media platforms. The level of consumer frustration grew during this time. All facets of society, social structures, as well as business industries where beginning to voice negativity about the lack of service, poor response, and information. Leadership felt mentally naked in the sense that as a leader you not able to address these challenges related to various electrical related shutdowns and other electricity related product recall crisis adequately.

However, participant 1, participant 4 and participant 7 in this study did commend some leaders for embracing digital media, although the rest of the participants felt it "was with restraint or caution." Participant 1 said, "Leadership appeared more prepared even though each time an electrical related shutdown and other electricity related product recall crisis occurred the intensity and dynamics feel the same as in 2008." Then by 2014, leadership had institutional memory as well learning that has been going over the years from 2008 to 2014 (P1). The study findings further indicated that participants were of the view that a myopic or tunneled approach to embracing digital media was still not sustainable as leadership closed in and focused on traditional media and the status quo

engaging with journalist and media agencies (P5 & P7). Table 6 illustrates Electricity-Related Product-Recall Crisis as emergent theme 3 and the subthemes together with the frequency with which poor crisis management; all participants' referenced disjunction and impact to economy throughout the interview. The findings of the study confirms Shadraconis (2013) theory at the time of a crises, leaders draw false conclusions, resort to their ego defenses in the form of denial and idealization inhibiting good decision making, breakdown in organization communication, misplace attention and focus on unimportant issues rather than devote necessary attention to the real or current issues at hand.

Table 6

Subcategories of Emergent Theme 3

Electricity-Related Product-Recall Crisis	No. of Sources	No. of References
Poor Crisis Management	46	180
Content Accuracy	9	16
Crisis Communication	3	4
Face-to-Face Engagement	5	5
Traditional Media	7	12
Unplanned Electrical Shutdowns	27	57
Disjunction	45	84
Impact to Economy	40	66

Poor Crisis Management. The findings of the study indicated that during electricity-related shutdowns, other electricity-related product recall crisis, uncertainty was rife, information plans, and structures that were once relevant may no longer be applicable (Weick, 1990). Participant 1 stated that in response to the last electricity-related shutdowns and other electricity-related product recall crisis, leadership implemented a, "Slow process, and it was slow because 70% of the leadership at the time did not understand the depth and the breadth of a problem that they were facing. In addition, the few that did understand were almost constrained, in that they appeared withdrawn." However, in 2014 a portion of leadership lagged behind in terms of preparedness for emergency crisis, but then in terms of the technical specialist that manage the electricity grid was more prepared than they were in 2008 (P1 & P7). Most participants in the study concurred that during electricity-related shutdowns and other electricity-related product recall crisis the authenticity of the message drives the impact (P1, P2, P3, P4, P5, P6, P7, P9, P10, P11, P12, & P13). Leadership must be clear on who speaks during the crisis (P3, P5 & P7). If the voice of truth during a crisis were not clarified, it would jeopardize the message (P3). The findings of the study indicated that digital media was used during the 2014 electricity-related product-recall crisis however most of the participants agreed that the message was just not clearly communicated across the diverse online and traditional communities (P1, P2, P3, P 4, P5, P6, P7, P9, P10, P11, P12, & P13). This resulted in consumers constantly questioning the authenticity of messaging from the organization. Participant 9 in the study questioned the truth of messaging during the 2014 electricity-related product-recall crisis, questioned the

authenticity of current message being sent out by the electricity industry, and said, "Right now, I am hearing conflicting messages. In addition, the messages are so conflicting that in fact they are giving me pause to ask if any of the messages I am hearing are the truth."

The findings in the study aligns to the insight by Ho, Yu and Lai (2013), regarding a growing trend that opinions form quickly through digital media, with its quick viral cycle and that there are occasions where the conflicts that originate are results of a lack of communication between the two parties to foster a healthy B2B and B2C relationship. In the absence of authentic communication from the business that has called the Electricity-Related Product-Recall Crisis, everyone else becomes a voice to the consumer. Participant 4 said, "There were other mediums that I kind of used myself in the form of third party mobile apps, that was timeous and not necessarily 100% accurate. On the contrary, the lack of information from the electricity industry itself created confusion." Participant 5 said,

> Leadership was not on Facebook or Twitter instead leadership just focused on an app that was not even interactive at all. Ironically, consumers used apps of companies that were not involved in the electricity value chain to advise them about the status of the electricity-related shutdowns and other electricity-related product recall crisis at hand. These companies introduced their apps long before electricity industry. Customers continued to use available apps in various online stores to get information about the status of the crisis.

Another participant (P1) mitigated how the crisis at hand devastated leadership, and this changed consumer's view of the level of crisis communication. Participant 5

said, "They would say that the electricity industry did not communicate effectively." The reliance of leadership during the crisis on traditional media changed the relevance and authenticity of the message to the rest of the consumers in Johannesburg, South Africa. These study findings accurately provide evidence to support Ahmed (2015) views that leaders need to understand that they affect employees' commitment to the workplace and that the success of their endeavors is dependent on the shared values and norms within the organization. Participant 14 said,

> If an organization could put analytics on a dashboard for staff during a crisis. Employees would have some talking points about the crisis; through smartphones and personal interaction, they could share this to a wider audience through their networks on a scale of 1 to 10. This implies 33 000 employees would communicate such messages to 330 000 people. Similarly, the organization can use its 5 million direct customers to speak to 50 Million people daily through its electricity supply."

Disjunction. The findings in the study indicated that leadership in the electricity industry failed to adapt quickly and remained irrelevant to the needs of the changing environment during the electricity-related shutdowns and other electricity-related product recall crisis. This finding in the study aligned to Coulter and Roggeveen (2012) suggestion that organizations that become irrelevant during a crisis often fail. Participant 9 mentioned, "This is not a cohesive picture from leadership, as the message that emerged out there is that there is other hidden interest being demonstrated by leadership in the industry that is not holistic and systematic in thinking." The findings also provide

feedback to support Northouse (2013) theory suggesting that a disjuncture resulted in the

derailment of industry where leaders assigned individuals to leadership roles and did not

maintain relationships with people or followers to manage practical goal

accomplishment. The study further indicated an evolution of derailment that occurred

between the organizational objective, corporate culture, employees and the consumer

(Robertson, 2014).

      Impact to Economy. The Democratic Alliance's Natasha Michael in a statement

to the South African National Parliament said the economy was already moving slowly,

facing internal and external pressures and the announcement of an electricity product-

recall crisis should be treated as a national crisis (Michael, 2014). Participant 8 said, "The

failure to do so I think will impact on the credibility of the electricity suppliers and

investment confidence in country. As South Africa has to demonstrate that, the economy

is conducive for investment to local and foreign investors. Furthermore, the electricity

industry has put South Africa back in almost exactly the same situation we were in six

years ago (Michael, 2014). The failure to adopt technology specifically digital media

would yield-devastating results for the economy should another electrical-related product

recall occur (P14). The failure to adopt technology during a crisis will affect the

credibility of the electricity supply chain and investment confidence in country (P14).

The study findings indicated that the financial impact to the economy is reflective of

Browdie's (2015) response to the 2014 electrical-related product recall crisis suggesting

South Africa's economy lost approximately $25.4 billion (US) since 2008 and the impact

would be roughly 10% larger in 2014. The impact to the economy translates directly to

approximately one million jobs in a South Africa where unemployment remains close to 25% (Browdie, 2015).

Emergent Theme 4: Leadership Efficacy

The fourth theme to emerge was leadership efficacy. In summary, the findings of the study support Coulter and Roggeveen's (2012) conclusion that leadership efficacy leads to financial stability. The lack of leadership efficacy during electricity-related shutdowns and other electricity-related product recall crisis has a negative impact on business sustainability, profitability, and leadership efficacy. Participant 10 said, "The electricity industry, in fact the entire global business sphere has to move into the digital Era to enhance leadership." Table 7 illustrates leadership efficacy as emergent theme 4 and the subcategories together with the frequency with which efficiency, effectiveness, ethical behaviors and all participants referenced governance throughout the interview. The ability to gather information from different sources at the same time improves leadership decision-making and allows the leader to provide teams and individual with better understanding of the way forward (P11).

Table 7

Subcategories of Emergent Theme 4

Leadership Efficacy	No. of Sources	No. of References
Efficiency	50	228

Inflexible	29	64
Reactive	41	81
Status Quo	40	77
Effectiveness	31	160
Anticipate	23	47
Flexible	22	43
Proactive	30	62
Ethical Behaviors	33	58
Governance	23	42

Efficiency. The findings in the study indicated that transformational leadership is

something that is often spoke about but not often implemented (P2). Further, the

electricity industry specifically, is more transactional, the industry is more mechanistic in

its approach than transformational (P2). Most felt since leaders have not adopted digital

media, leadership was slow off the mark at the time electricity-related shutdowns and

other electricity-related product recall crisis participants (P1, P2, P3, P 4, P5, P6, P7, P8,

P9, P10, P11, P12, P13, & P14). The rate at which organizations in the electricity

industry reacted to a crisis was retarded as participant 1 highlighted, "The electricity

industry is just a dinosaur, it takes too long to change direction, and in the era that

leadership lives in - time itself does not allow that!" (P5). The study findings indicated

leaders in the industry have always focused on creating more efficiency in existing

markets as opposed to effectively serving BOP markets segments (Agnihotri, 2015).

Consumers are evolving with digital media and the irony is that leadership in the

electricity industry are maintaining the status quo (P5). The findings of the study

confirmed Visser and Kymal (2015) theory stating the survival of organizations in the

industry depends on leadership efficacy to ensure the efficiency of the value chain, the

fulfillment of the proliferation of societal aspirations, and the transformation of

stakeholder expectations into a credible corporate response without undermining the

viability of the business.

Effectiveness. The finding of the study aligns to Meister (2013) suggesting if a

leader models leadership correctly and applies it consistently, they can use the leadership

practices described to create an environment where they proactively assess and integrate

digital media concerns, where employees feel included as part of the solution, and where

change is more acceptable. Participant 11 in agreement to Meister's suggestion said that

the industry requires leadership to create an environment of proactive assessment and

integrate employees as part of the solution during electricity-related product-recall crisis

or electrical shut down. The study findings further revealed that it is no longer just a

question of how businesses are producing goods and how well leaders are performing. It

is a question of how leadership measures; what leaders do, the impact they create to the

electricity value chain (P12).

Ethical Behaviors. The study findings indicated that consumers and all

participants perceive ethics in the electricity industry pivotal to business success. This

finding aligns with Sheppard et al. (2013) suggestion that leadership challenges, global

imperatives, culture, ethics, change, crises, leadership strategies, transformation,

innovation, and globalization have intensified organizational leadership complexity.

Furthermore, poor moral and ethical decisions by senior management have negatively

affected organization's reputation, finances, and ability to remain in business (Northouse,

2013), which has ultimately fostered a negative organizational culture that spirals

infinitely (Sheppard et al., 2013). This complexity and the evolution of technology specifically digital media have placed leadership on constant scrutiny in the eye of the public. The study data further indicated that Eskom Holdings SOC Ltd. Chairman, Dr. Ben Ngubane commented on behalf of the organizations board. Dr. Ngubane replied that the allegations in the public domain regarding the organizations leadership that has a corrosive affect the social standing of Eskom, as a brand, as well as its entire leadership. The board has a constitutional mandate to probe these allegations with a view to getting to the unassailable truth of the situation (Eskom Holdings SOC Ltd., 2017). The study findings revealed constant uneasiness from the consumer regarding the Denton's report stating that Eskom has been overpaying for coal and diesel and the use of trucks is the most inefficient and expensive way to transport coal. Similarly the study findings indicated that in a Promotion of Access to Information (PAIA) case brought by National Union of Mineworkers South Africa (NUMSA), the metal workers union, against City Power, Judge Kathy Satchwell accused the utility's officials of "covering up fraud and corruption" over its refusal to hand over documents relating to the contract on solar geyser heaters. All participants in the study aligned to the suggestion of Northouse (2013) focused on the poor moral and ethical decisions by senior management can negatively affect a company's reputation, finances, and ability to remain in business. Furthermore, the study findings aligned to Sheppard et al. (2013) who suggested that poor ethical values specifically during electricity-related product-recall crisis or electrical shut down would ultimately foster negative organizational culture that could spiral infinitely if not corrected.

Governance. Digital media might in future introduce an abnormality in terms of intellectual property (P10). Digital media allows many individuals to engage in solutions online in open forums. Participant 10 said, "Intellectual property. Intellectual property around solutions - who owns the Solutions if a resident writing and provides a solution to do they have a right to claim proprietorship of the solution whatever it may be." Companies, specifically during electricity-related product-recall crisis or electrical shut down should prepare adequately for such cases and ensure that the company governance is secured to address such claims that may arise (P10 & P14).

Participant 14 said, "The first item you need to look at is the King 1V® report on corporate governance for South Africa 2016. The report now recommends that every board should have an Information Technology (IT) or Information Communication and Technology (ICT) committee. Therefore, as a first step company board has to create such a committee to help look at specifically IT, digital media and Cyber risk that the business may be faced with. Once this is in place, there should be an Information Communication and Technology (ICT) and the Information Technology (IT) policy framework that should guide the organization in terms of the use or non-use of a digital framework to guide the employees as part of the corporate culture."

Participant 14 said, "The first item leaders need to look at is the King 1V® report on corporate governance for South Africa 2016." The King IV® report on corporate governance for South Africa, (2016) confirms the governing body should govern technology and information in a way that supports the organization setting and achieving its strategic objectives.

Emergent themes tied back to the conceptual framework. The conceptual study that aligned with this study was Boulding (1991) and von Bertalanffy (1974) general systems theory. In a complex adaptive system, transformational leadership includes change and evolution of followers (Livermore & Rippa, 2014). In applying the general systems theory four emergent themes evolved; business sustainability, digital media, electricity-related product recall crisis and leadership efficacy are inter-dependent, and would assist leaders in building a sustainable business in electricity industry, in Johannesburg South Africa. The introduction of digital media into a complex adaptive system affects team performance, and cohesion positively (Ziek & Smulowitz, 2014). No individual emergent theme can alone aid the electricity industry through electricity-related shutdowns and other electricity-related product-recall crises. The inter-relationship that digital media shares with sustainability, electricity-related product recall crisis and leadership efficacy is critical in ensuring business success in the electricity industry. If a leader in the electricity industry embraces sustainability, electricity-related product recall crisis and leadership efficacy and fails to embrace digital media the result would be lower business performance, lower profitability, and solvency risk (Coulter & Roggeveen, 2012). The emergent themes identified align with general systems theory, as business leaders in the electricity industry can use all four emergent themes collectively to assist some electricity leaders who lack transformational leadership strategies to promote the use of digital communication strategies to mitigate electricity-related shutdowns and other electricity-related product recall crisis.

The research results further align to Boulding (1991) and von Bertalanffy (1974) general systems theory in that the four emergent themes comprise numerous elements illustrated in Table 3. Each element contributes to a greater sense of interconnectivity between innovation, leadership, and management through a common humanity (Sheppard et al., 2013). The alchemy of *we* invariably implies that the 4 emergent themes are interwoven (Northouse, 2013), and a balance must exist between strong leadership and active management by the organizations to ensure survival in the 21st century. In any complex adaptive system or society, the determination of how an individual leads others in an organization to achieve goals remains the prime result (Livermore et al., 2014). In this complex adaptive system transformational leadership grows mutual morality and motivation between the leader and follower driving performance through engagement (Brillo et al., 2015). The results of the study demonstrate alignment to general systems theory suggesting that the four emergent themes; business sustainability, digital media, electricity-related product recall crisis and leadership efficacy are paramount to leaders that have a vision, believe in the vision, and have the conviction to lead others to success during electricity-related shutdowns and other electricity-related product recall crisis (Brillo et al., 2015; Northouse, 2013).

Research findings and past literature. The results of this qualitative multiple case study contributes to the existing literature, as it pertains to the central research question; what transformational leadership strategies do South African electricity industry leaders use to promote the use of digital communication to mitigate electricity-related shutdowns and other electricity-related product-recalls? Sheppard et al. (2013)

identified twenty-first-century organizational leaders and best practice leadership skills, competencies, and models as key components that will enable managers to lead effectively in a rapidly changing, globalized marketplace are becoming a necessity. Furthermore, Sheppard et al. (2013) stated, leadership challenges, global imperatives, culture, ethics, change, crises, leadership strategies, transformation, innovation, and globalization have intensified organizational leadership complexity. The four emergent themes; business sustainability, digital media, electricity-related product recall crisis and leadership efficacy are aligned to the research study findings and past literature as transformational leadership strategies South African electricity industry leaders require to promote the use of digital communication to mitigate electricity-related shutdowns and other electricity-related product recalls.

In summary, the study and past literature identified during an electrical related shutdown and other electricity related product recall crisis, brand-consumer interactions, financial performance and reputation management, equally requires a catalyst such as digital media to ensure business sustainability. A participant (P5) suggested in the study that digital media presents an opportunity, a large untapped opportunity to understand consumers, consumer behavior to enhance business revenue and profitability. Barjaktarovic, Latinovic, and Milosavljevic (2014) confirmed that long-term financial prosperity is the result of just three successful performance parts: talent, efficiency, and innovative adaptation. Leadership would be able to maintain business sustainability, cohesion and team performance with the introduction of technology into a complex adaptive system (Ziek & Smulowitz, 2014).

Coulter and Roggeveen (2012) mentioned digital media disrupting the way Business-to-Business (B2B) and Business to Customer (B2C) interact with each other in today's new digital economy. Northouse (2013) further suggested understanding the impact of digital media on leadership effectiveness may strengthen the ability to analyze the conditions and trends in business to produce change and movement seeking adaptive and constructive change. The inter-relationship that digital media shares with sustainability, electricity-related product recall crisis and leadership efficacy is critical in ensuring business success in the electricity industry. Coulter and Roggeveen (2012) suggested leadership's failure to embrace digital media would result in lower business performance, lower profitability, and solvency risk.

Electricity-related product-recall crisis resulted in leaders drawing false conclusions, resorted to their ego defenses in the form of denial and idealization, inhibited good decision making, created disjunction in organization communication, misplaced attention and focused on noncritical issues as opposed to focusing on the crisis at hand (Shadraconis, 2013). Weick (1990) further suggested that during electricity-related shutdowns, other electricity-related product recall crisis, uncertainty is rife, information plans, and structures that were once relevant may no longer be applicable. When business leaders in the electricity industry opt to maintain the status quo during a crisis an evolution of derailment occurred between the organizational objective, corporate culture, employees and the consumer (Robertson, 2014). Leaderships failure to embrace digital media during electricity-related shutdowns and other electricity-related product recall crisis results in a growing trend of public opinions developing quickly due to its

quick viral cycle breaking down the B2B and B2C relationship as suggested by Ho, Yu

and Lai (2013). Singla and Apoorv (2015); Srinivasan (2014) suggested that

organizational leaders should refocus activities within the value chain to embrace digital

media; create innovative value chains; and generate superior value, competitive

advantage, and supreme differentiation.

Coulter and Roggeveen (2012) identified leadership efficacy as a key component

that leads to financial stability in organizations. Meister (2013) suggested if a leader

models leadership correctly and applies it consistently, they could use the leadership

practices described to create an environment where they proactively assess and integrate

digital media concerns, where employees feel included as part of the solution, and where

change is more acceptable. Visser and Kymal (2015) further confirmed the survival of

companies depends on leadership efficacy to ensure the efficiency of the value chain, the

fulfillment of the proliferation of societal aspirations, and the transformation of

stakeholder expectations into a credible corporate response without undermining the

viability of the business. The study findings indicated leaders in the electricity industry

have always focused on creating more efficiency in existing markets as opposed to

effectively serving BOP markets segments (Agnihotri, 2015). The study findings

confirmed that ethics and governance remain central to sustaining leadership efficacy in

the industry. Sheppard et al. (2013) suggested that poor ethical values specifically during

electricity-related product-recall crisis or electrical shut down would ultimately foster

negative organizational culture that could spiral infinitely if not corrected. The King IV®

report on corporate governance for South Africa, (2016) further confirmed the

establishment of a governing body to govern technology and information in a way that supports the organization setting and achieving its strategic objectives.

In summary, the findings of the study and past literature clearly indicates that leadership must maintain an equilibrium among the four emergent themes to assist some electricity leaders who lack transformational leadership strategies to promote the use of digital communication strategies to mitigate electricity-related shutdowns and other electricity-related product recall crisis.

Applications to Professional Practice

The findings acquired from the study have applicability to improve business practice by understanding the impact of digital media on leadership effectiveness may strengthen the ability to analyze the conditions and trends in business to produce change and movement seeking adaptive and constructive change (Northouse, 2013). The electricity utility of the future is transforming into a complex adaptive digital system, introducing improved efficiency and a growing customer base (Booth et al., 2016; Boulding, 1991 & von Bertalanffy, 1974). Technology is disrupting the way Business-to-Business (B2B) and Business to Customer (B2C) interacts with each other in today's new digital economy (Coulter & Roggeveen, 2012). However, Paluch and Holzmueller (2015) recommendations that the trend in the adoption of digital media in B2B companies is still at an early stage due to privacy, security, and content ownership concerns. The results of this study offer insights into four critical transformational leadership strategies South African electricity industry leaders should use that may promote the use of digital communication to mitigate electricity-related shutdowns and other electricity-related

product recalls is critical in maintaining business sustainability and profitability (Coulter & Roggeveen, 2012).

Businesses in the electricity industry need leaders to ensure success in the current business environment (Demirtas & Akdogan, 2014) possessed by an organizational culture or subcultures that require constant change, adaptation, and the creation of customized leadership recipes (Weisberg, 2014). Effective teams affect the levels of employee engagement associated with increased return on assets, higher earnings per employee, higher performance, improved sales, and lower absenteeism (Nasomboon, 2014). Organizational leaders may use the outcomes of the study to refocus activities within the value chain to generate superior value, competitive advantage, and supreme differentiation (Weisberg, 2014). Success in developing and sustaining a complex adaptive system model depends not only on the organizations value chain (Weisberg, 2014) but also on its ability to manage the various subsystems of an even larger environmental suprasystem (Weisberg, 2014).

The result of the study can contribute to existing literature, current research and enhanced the existing body of knowledge regarding transformational leadership strategies in the electricity industry in Johannesburg South Africa. Leadership in the electricity industry can review their ability in terms of the four inter-dependent key transformational leadership components that have emerged from this study; business sustainability, digital media, electricity-related product recall crisis and leadership efficacy.

Implications for Social Change

The implications for social change from the study include the development of

transformational leadership strategies South African electricity industry leaders can use to

promote the use of digital communication to mitigate electricity-related shutdowns and

other electricity-related product recalls. Positive social change would affect the behavior

of electricity consumers toward using electricity sparingly in Johannesburg, South Africa

(Vinerean et al., 2013). As a social imperative, successful electricity utilities strengthen

the South African economy through growing broad-based Black economic empowerment

(B-BBEE) as these organizations invest more than 132.9 million rand annually in health,

education, environmental issues, and small businesses annually (Eskom Holdings SOC

Ltd., 2015). Furthermore, the electricity industry impacts the economy positively through

its various build programs, investment into new generating capacity, distribution and

transmission systems creating sustainable employment for South Africans (Eskom

Holdings SOC Ltd., 2015). In the absence of a sustainable solution the results of this

study provides insights into transformational leadership strategies to heal and strengthen

the electricity industry that remains plagued by quick fixes, and fail to address the deeper

imbalance that includes a decrease in natural resources, an increase in waste, and greater

electrical consumer demand (Streimikiene & Siksnelyte, 2014).

The results of the study indicated that digital media offers immense possibilities

and fosters relationships with customers in cyberspace (Vinerean et al., 2013). Ironically,

most participants indicated that business leaders have not embraced digital word-of-

mouth communication (Coulter & Roggeveen, 2012), although online emotional

relationships originated with leadership (Awad Alhaddad, 2015). The findings of the study indicated that digital media enhances the intimacy, self-connection a consumer has toward an organization's objective, and this can lead to an emotionally based attachment and bond or adequate commitment (Turri, Smith, & Kemp, 2013). The results of the study indicated that organizational leaders should refocus activities within the value chain to embrace digital media; create innovative value chains; and generate superior value, competitive advantage, and supreme differentiation (Singla & Apoorv, 2015; Srinivasan, 2014). In summary, the study reveals that the survival of companies depends on leadership efficacy to ensure the efficiency of the value chain, the fulfillment of the proliferation of societal aspirations, and the transformation of stakeholder expectations into a credible corporate response without undermining the viability of the business (Visser & Kymal, 2015).

Recommendations for Action

The findings from the study mitigate additional transformational strategies South African electricity industry leaders can use to promote the use of digital communication to mitigate electricity-related shutdowns and other electricity-related product recalls. Electricity industry leaders in Johannesburg, South Africa should pay careful attention to the results of the study and refocus activities within the value chain to embrace digital media; create innovative value chains; and generate superior value, competitive advantage, and supreme differentiation (Singla & Apoorv, 2015; Srinivasan, 2014). The study results posited the inter-relationship that digital media shares with sustainability, electricity-related product recall crisis and leadership efficacy as being critical in

ensuring business success in the electricity industry. Moreover, the study findings are clear that leadership's failure, fear or resistance to embrace digital media the result would be lower business performance, lower profitability, and solvency risk (Coulter & Roggeveen, 2012).

Universities, business school professors and course instructors should pay careful attention to the research results, so they can include the findings of the study in their current and future curriculum for digital studies and its impact on leadership efficacy. The findings of the study should be incorporated as key components into leadership studies specifically geared towards the electricity industry. Formalized training and development of leadership would assist in reducing the fear and resistance current leadership in the electricity industry exhibit in adopting digital media as a key element. I intend to present the findings of the study to various universities, business schools, digital media conferences, energy utilities conferences and specific Government technology forums such as the GOVTECH® in South Africa and internationally. I further aim to publish the findings of the study in various industry trade journals such as the ESI Africa, Energize, Engineering News and various University academic journals. As the study was based on digital media, I intend to create a blog and an online forum with a strong digital presence in LinkedIn®. LinkedIn® will assist in sharing the study findings digital with the professional community on line. I aim to complete further research in the digital media environment with specific focus on the global energy market.

I will provide the participants of my study with an overview of the findings in person through the community research partners identified in this study. Participants will

further be allowed to link electronically to the findings of this study online. The findings of this study is such that the results can be shared with the energy industry globally with a strong focus on transformational strategies electricity industry leaders can use to promote the use of digital communication to mitigate electricity-related shutdowns and other electricity-related product recalls.

Recommendations for Further Research

In this qualitative multiple case study, the first limitation of the study was that the study is limited to leaders who will have implemented digital media solutions at the South African electricity utility and are identified as business leaders, key account electricity consumers, or electricity consumers. The first recommendation for further research would include conducting future research in the balance of 8 geographic provincial locations in South Africa. These geographic locations would include the following provinces in South Africa; Kwa-Zulu Natal, North West Province, Mpumalanga, Western Cape, Eastern Cape, Northern Cape, Free State and Limpopo.

The second recommendation for further research would be to conduct studies regarding the emerging themes; business sustainability, digital media, electricity-related product recall crisis and leadership efficacy creating and building a sustainable business in other industry types, South Africa, and Globally. The second limitation of the study was the selected sample size might have limited the ability to transfer the results of the study (Patton, 2015). The small population size was the third limitation of the study that could impact the transferability of the research finding to a broader population (Patton,

2015). The third recommendation for further research would be to conduct studies using a larger sample and population size to improve the transferability of the study to a population as suggested by Patton (2015).

Reflections

My doctoral study journey at Walden University was indeed a very spiritual one. The journey is indeed difficult with various challenges to overcome, as the entire DBA process is about continuous learning. Walking the footsteps of the DBA journey made me feel overwhelmed towards the end at the thought of joining the worlds 2% of academic doctors with business excellence. The journey enriched with business confidence, maturity and experiences that developed both my emotional intelligence quotient (EQ) and my intelligence quotient (IQ). My world lens has changed and as a business leader, I now have the ability to look at business problems with ease and determine sustainable and successful business solutions.

As a researcher, I entered the data collection process with a preconceived idea that the process is easy. My preconceptions about collecting data were inaccurate, as I did not realize how difficult and time consuming the following processes are: community letters, participant letters, transcription, coding and member checking. Participant's responsiveness to studies is extremely slow and securing interview data is equally challenging. I used the recommended process by Yin (2014) suggesting logging all interview protocols, notes, recorded materials, and any other data gathered during the study into qualitative software program such as QSR NVivo and categorizing them

according to topic to avoid organizational compromise. The process of data collection was most insightful and I developed a completely new level of appreciation for the QSR NVivo Version 11 software for Macintosh computers. The results of the study enhanced my personal understanding of all participants, organizations and data that was collected.

Conclusion

The purpose of this qualitative multiple case study was to explore transformational leadership strategies to promote the use of digital communication to mitigate electricity-related shutdowns and other electricity-related product recalls. I collected data using methodological triangulation of three data sources. Semistructured interviews and direct observations with 14 business leaders, key account electricity consumers, and electricity consumers in the electricity industry in Johannesburg South Africa were conducted to obtain the primary set of data. The secondary set of data consisted of archival records/materials and documents. Probing during interviews and follow up member checking interviews, questioning from different perspectives and triangulation techniques enhanced the conformability of the study (Patton, 2015). Data saturation was reached when information began to overlap with other data sources using QSR NVivo. Saturation occurred when no new data, no new themes, no new coding emerged, and when there was still enough information to replicate the study as suggested by Fusch and Ness, (2015). I utilized QSR NVivo data analysis software to assist me in identifying emergent themes and key strategies that answered the central research question.

The following themes emerged from the research, based on methodological triangulation: (1) business sustainability, (2) digital media, (3) electricity-related product recall crisis and (4) leadership efficacy. The analysis of each emergent theme was linked to past literature, the existing body of knowledge, and general system theory. The findings from the study aligned well with Boulding (1991) and von Bertalanffy (1974) general systems theory of a conceptual model based on interrelationships rather than individual components and patterns of change (von Bertalanffy, 1974). My findings of the study were clear in suggesting that business leaders in the electricity industry can use the themes collectively to assist some electricity industry leaders who lack transformational leadership strategies to promote the use of digital communication strategies to mitigate electricity-related shutdowns and other electricity-related product recall crisis.

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Appendix A: Interview Protocol

The central research question for this study reflects as follows:

What transformational leadership strategies do South African electricity industry leaders

use to promote the use of digital communication to mitigate electricity-related shutdowns

and other electricity-related product recalls?

Interview	
Actions	Script
Instructions, process outline, digital recording instructions, preamble/consent form instructions	Instructions: Good morning (afternoon). My name is Kenny Moodley; I am currently a graduate student at Walden University pursuing a doctoral degree in business administration (DBA). I wanted to thank you for participating in my research study entitled: "Creating Leadership Efficacy Through Digital Media in the electricity supply industry" This process involves two parts (a) individual interview, and (b) member checking. (a) The first part is a 60-minute individual interview, in which I will ask you about your experiences as a business leader from the top three electricity producers in South Africa. The

	purpose is to get your perceptions of your
	experiences inside and outside of the business
	environment. There is no right or wrong,
	desirable, or undesirable answers. I would like
	you to feel comfortable with saying what you
	really think and how you really feel.
	(b) The second part is member checking. I will send
	you a copy of the transcript prior to our
	scheduled follow on individual interview. We
	will review all transcripts during the follow on
	individual interview. There is no wrong or right
	answer so please just answer each question with
	your own response.
	Digital recording instructions:
	If it is okay with you, I will be recording our
	conversations during the entire process outlined earlier.
	The purpose of this is so that I can get all the details but
	at the same time be able to carry on an attentive
	conversation with you. I assure you that all your
	comments will remain confidential. I will be compiling

	a report, which will contain all leaders' comments without any reference to individuals or organizations. Consent form: Before we get started, please take a few minutes to review this consent form approved by email. Hand consent form to participant. Turn digital recorder on. Thank you. We can commence with the first question.
	Interview Questions
	Targeted concept questions
a. Listen for verbal queues b. Paraphrase as needed c. Ask follow-up probing questions to get more in depth responses	1. What is your view on transformational leadership within the electricity industry adopting a wider paradigm change from mechanistic to wholly systematic thinking to avoid electricity-related product recall crises or electricity-related shutdowns?
	2. The electricity industry has adopted the use of digital media, specifically Facebook and Twitter, since 2012. As a leader in the electricity industry, what value do you envision when

	leaders adopt the use of digital media?
	3. How has the use of digital media, influenced your leadership behavior at work and consumers' behaviors at home in Johannesburg, South Africa?
	4. Leadership often failed to embrace new technology such as digital media or electronic word of mouth when communicating electricity-related product recalls. What were your experiences and your observations during electricity related crises?
Targeted follow-up questions	
	5. Eskom and other electrical suppliers experienced several electricity-related product recall exercises in 2014. Leadership in these organizations all managed the crisis differently. Eskom leaders, for instance, integrated platforms such as Facebook and Twitter, City Power leaders relied on their call centers, and the City of Tshwane leaders used Short Message Services (SMS). Each supplier experienced varied outcomes. What are your views on these?

	6. How did the use of technology influence leadership during the electricity-related product recall?
	7. What would be the impact on business should leadership in the electrical industry adopt or not adopt new technologies during electricity-related product recall exercises in your area?
Wrap up questions	

	8. As we near the end of the interview, please share your view on the impact digital media specifically Facebook and Twitter, have on any one of the following areas in the electricity industry in South Africa:
	
	    (a) Business success
	
	    (b) Leadership efficacy
	
	    (c) Sustainability
	
	    (d) Technology

	9. What information can you share, that has not been asked, and regarding the use of digital media during electricity related crises?

	10. Finally, if you as a leader think of digital media and secretly knew the way forward, what would it be?
Wrap up individual interview. Thanking all participants.	Thank you for your time and consideration, do you have any additional questions or comments?
Schedule follow-up member checking individual interview sessions.	I would like to schedule the follow-up member checking for both the individual interviews sessions. Kindly indicate preferable dates and times to meet next week? I require dates for both the individual interview sessions.
Member Checking	
Introduce member checking	Hello and thank you again for your participation. In this follow on interview, we will review the interview questions with the synthesis of your responses. Typically, this is one paragraph per question response; in some instances, it may be slightly less or more. Before we get started, do you have any questions or concerns? Let us get started.
Share a targeted concept, targeted follow-up and wrap up questions and the succinct	Please open up your copy of the questions and responses from the first interview. As we move thru the questions and responses, I will ask questions as needed

synthesis thereof	to clarify on responses or as other related information might apply.
Bring in probing questions related to other information that may have been found— information must be related so that probing and adhering to the IRB approval. Always take participants through the: • Succinct synthesis of responses • Process of enquiry to ensure if I had omitted/misinterpreted anything • Process of enquiry to ensure if the participant would like to add anything?	Targeted concept questions/Succinct synthesis 1. What is your view on transformational leadership within the electricity industry adopting a wider paradigm change from mechanistic to wholly systematic thinking to avoid electricity-related product recall crises or electricity-related shutdowns? a. Succinct synthesis of response b. Enquire if I had omitted/misinterpreted anything c. Enquire if the participant would like to add anything? 2. The electricity industry has adopted the use of digital media, specifically Facebook and Twitter, since 2012. As a leader in the electricity industry, what value do you envision when leaders adopt the use of digital media? a. Succinct synthesis of response b. Enquire if I had

	omitted/misinterpreted anything c. Enquire if the participant would like to add anything?

	3. How has the use of digital media, influenced your leadership behavior at work and consumers' behaviors at home in Johannesburg, South Africa?
	
	    a. Succinct synthesis of response
	
	    b. Enquire if I had omitted/misinterpreted anything
	
	    c. Enquire if the participant would like to add anything?

	4. Leadership often failed to embrace new technology such as digital media or electronic word of mouth when communicating electricity-related product recalls. What were your experiences and your observations during electricity related crises?
	
	    a. Succinct synthesis of response
	
	    b. Enquire if I had omitted/misinterpreted anything
	
	    c. Enquire if the participant would like

	to add anything?
	Targeted follow-up questions

	5. Eskom and other electrical suppliers experienced several electricity-related product recall exercises in 2014. Leadership in these organizations all managed the crisis differently. Eskom leaders, for instance, integrated platforms such as Facebook and Twitter, City Power leaders relied on their call centers, and the City of Tshwane leaders used Short Message Services (SMS). Each supplier experienced varied outcomes. What are your views on these?
	
	    a. Succinct synthesis of response
	
	    b. Enquire if I had omitted/misinterpreted anything
	
	    c. Enquire if the participant would like to add anything?

	6. How did the use of technology influence leadership during the electricity-related product recall? a. Succinct synthesis of response

	b. Enquire if I had omitted/misinterpreted anything
	c. Enquire if the participant would like to add anything?

	7. What would be the impact on business should leadership in the electrical industry adopt or not adopt new technologies during electricity-related product recall exercises in your area?
	
	    a. Succinct synthesis of response
	
	    b. Enquire if I had omitted/misinterpreted anything
	
	    c. Enquire if the participant would like to add anything?

	Wrap up questions

	8. As we near the end of the interview, please share your view on the impact digital media specifically Facebook and Twitter, has on any one of the following areas in the electricity industry in South Africa:
	
	    (a) Business success
	
	    (b) Leadership efficacy
	
	    (c) Sustainability

	(d) Technology

	9. What information can you share, that has not been asked, and regarding the use of digital media during electricity related crises?
	
	    a. Succinct synthesis of response
	
	    b. Enquire if I had omitted/misinterpreted anything
	
	    c. Enquire if the participant would like to add anything?

	10. Finally, if you as a leader think of digital media and secretly knew the way forward, what would it be?
	
	    a. Succinct synthesis of response
	
	    b. Enquire if I had omitted/misinterpreted anything
	
	    c. Enquire if the participant would like to add anything?

Closure of Session/s	Thank you for your time and consideration. Do you have any additional questions or comments? All transcripts from this individual interview process

	will be forwarded to all participants once the study is completed.
	I may require reaching out to participants to clarification responses?
	Thank you for your participation.
	Kindly contact me should you have any questions regarding the individual interview or the study.
End	

Appendix B: Interview Questions

Research Question

In 2014, the South African electricity industry faced the same scenario as in 2008. The industry experienced insufficient electricity capacity to meet the electricity demand of the growing South African economy (Eskom Holdings SOC Ltd., 2015). The catalyst in reducing electricity demand was digital media that drove brand-consumer interactions (Vinerean et al., 2013). The central research question for this study is: What transformational leadership strategies do South African electricity industry leaders use to promote the use of digital communication to mitigate electricity-related shutdowns and other electricity-related product recalls?

Interview Questions

Targeted Concept Questions

5. What is your view on transformational leadership within the electricity industry adopting a wider paradigm change from mechanistic to wholly systematic thinking to avoid electricity-related product recall crises or electricity-related shutdowns?

6. The electricity industry has adopted the use of digital media, specifically Facebook and Twitter, since 2012. As a leader in the electricity industry, what value do you envision when leaders adopt the use of digital media?

7. How has the use of digital media, influenced your leadership behavior at work and consumers' behaviors at home in Johannesburg, South Africa?

8. Leadership often failed to embrace new technology such as digital media or electronic word of mouth when communicating electricity-related product

recalls. What were your experiences and your observations during an electricity related crises?

Targeted Follow-up Questions

9. Eskom and other electrical suppliers experienced several electricity-related product recall exercises in 2014. Leadership in these organizations all managed the crisis differently. Eskom leaders, for instance, integrated platforms such as Facebook and Twitter, City Power leaders relied on their call centers, and the City of Tshwane leaders used Short Message Services (SMS). Each supplier experienced varied outcomes. What are your views on these communication strategies?

10. How did the use of technology influence leadership during the electricity-related product recall?

11. What would be the impact on business should leadership in the electrical industry adopt or not adopt new technologies during electricity-related product recall exercises in your area?

Wrap-up Questions

12. As we near the end of the interview, please share your view on the impact digital media specifically Facebook and Twitter, have on any one of the following areas in the electricity industry in South Africa:

    (e) Business success

    (f) Leadership efficacy

(g) Sustainability

(h) Technology

a. What information can you share, that has not been asked, regarding the use of digital media during electricity related crises?

b. Finally, if you as a leader think of digital media and secretly knew the way forward, what would it be?

The End

Appendix C: Observational Evidence Protocol

Length of Activity – 30 Minutes

Descriptive Notes	Reflective Notes

Condition of building or main office	

Appearances of the main reception	

Quality of employee sidewalks	

Quality of employee work spaces	

Location or furnishing of Interviewees office	

Location and the furnishings of the interviewee office	

Appendix D: Sample Study Description Webpage

Appendix E: Sample Letter of Cooperation from a Research Partner

Community Research Partner Name:

Contact Information:

Date:

Dear K. Moodley,

Based on my understanding of your research proposal, I give permission for you to conduct the study entitled creating leadership efficacy through digital media in the electricity supply industry within the … (Insert Name of Community Partner). As part of this study, I authorize you to recruit research participants, conduct interviews, perform member checking and conduct direct observations during the interview. Mr. Moodley is also permitted to receive research data/archival data during the interview for secondary analysis at our offices. Individuals' participation will be voluntary and at their own discretion.

We understand that our organization's responsibilities include: conducting interviews and member checking with participants/members/business leaders in (Insert Name of Community Partner), directly related to digital media, social media, stakeholders, communication, product recall strategies, resilience and the emergency readiness crisis

center. The total participant duration of this project should be approximately (3) hours over the course of (2) interviews and teleconferences. Interviews will be conducted in rooms made available at the discretion of the … (Insert Name of Community Partner). We reserve the right to withdraw from the study at any time if our circumstances change.

The student will be responsible for complying with our site's research policies and requirements, including … (Describe requirements). [This statement will be included in the letter of cooperation should a Partner Site have its own IRB or other ethics/research approval process. This statement will be removed if this condition does not apply to the Partner Site]

I confirm that I am authorized to approve research in this setting and that this plan complies with the organization's policies.

I understand that the data collected will remain entirely confidential and may not be provided to anyone outside of the student's supervising faculty/staff without permission from the Walden University IRB.

Sincerely,

Authorization Official:

Contact Information: _____

_____

Walden University policy on electronic signatures: An electronic signature is just as valid as a written signature as long as both parties have agreed to conduct the transaction electronically. Electronic signatures are regulated by the Uniform Electronic Transactions Act. Electronic signatures are only valid when the signer is either (a) the sender of the email, or (b) copied on the email containing the signed document. Legally an "electronic signature" can be the person's typed name, their email address, or any other identifying marker. Walden University staff verify any electronic signatures that do not originate from a password-protected source (i.e., an email address officially on file with Walden).

**IRB Approval 01-26-17-0499553**   **Expiry Date: January 25, 2018**

Appendix F: Sample Social Media Web Link to Survey Monkey

A social media web link [https://www.surveymonkey.com/r/PW2QMLG] used to

interface with digital media. This would include a smart message posted by Survey

Monkey, automatically or manually either into email or social media. A sample of an

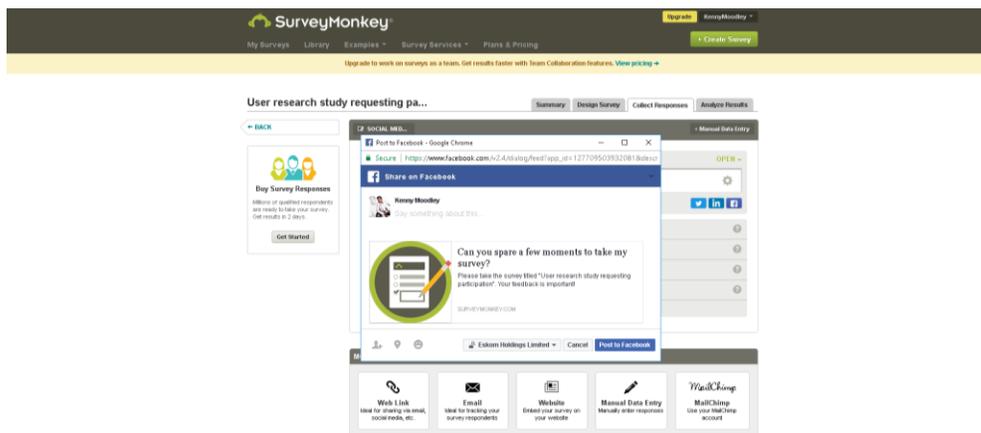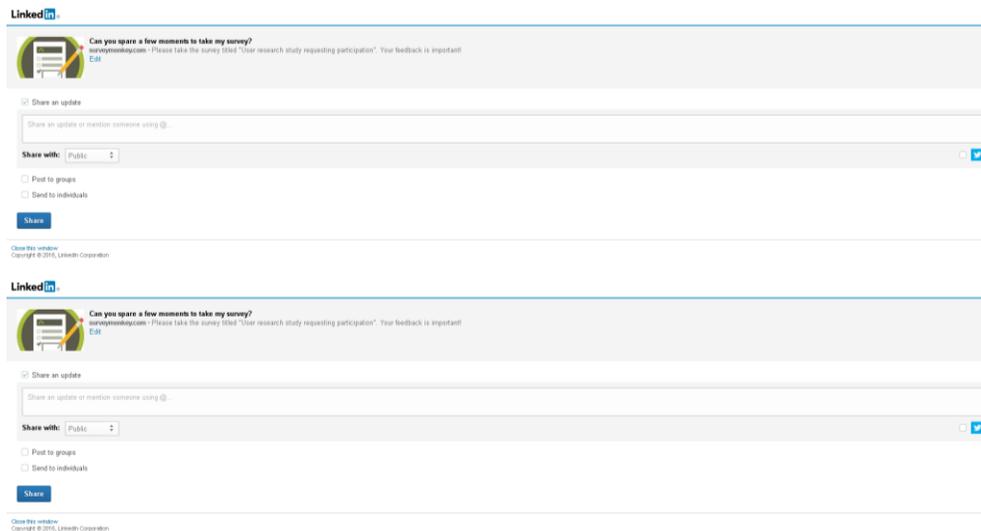email, Twitter, Facebook and LinkedIn post:

Email Post
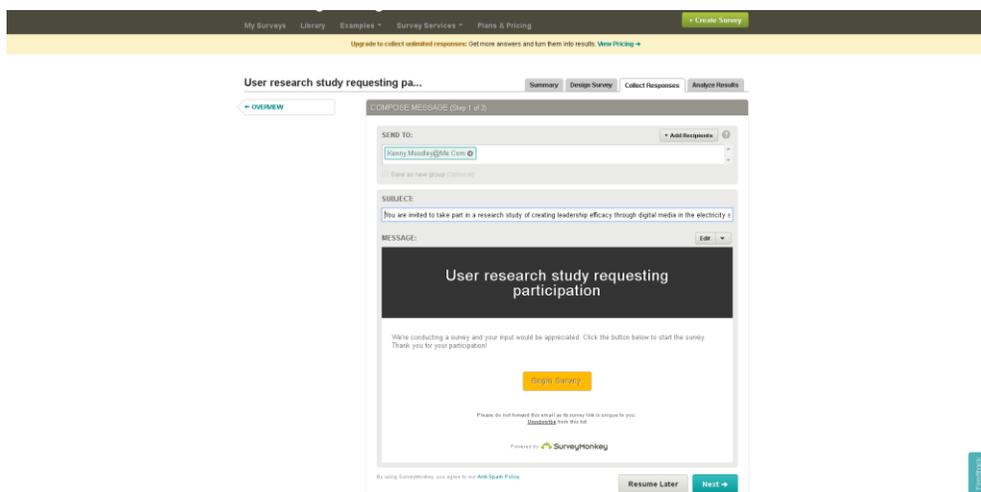
Twitter
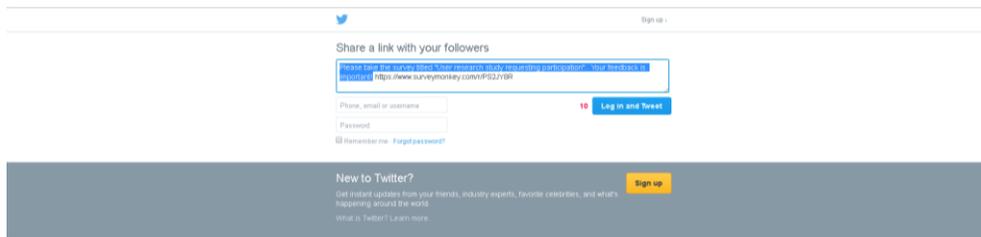
Facebook

LinkedIn® (Optional)

Appendix G: Copyright Clearance Centre Permission Approval Letter

GMail
by Google

Kenny Moodley <kenny.moodley@waldenu.edu>

Permission to use authors works and diagrmas in a DBA study

PermissionsUK <PermissionsUK@sagepub.com>   Tue, Apr 25, 2017 at 7:41 PM
To: Kenny Moodley <kenny.moodley@waldenu.edu>

Dear Kenny Moodley,

Thank you for your RightsLink request (#501244409) to reuse Figure 1 from *'The Coding Manual for Qualitative Researchers'*. I apologise for the delay in response as we are currently receiving a large number of requests. I am pleased to report we can grant your request without a fee as part of your thesis or dissertation.

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