DRIVERS OF POSTING STRATEGIC ORGANIZATIONAL INFORMATION ON SOCIAL MEDIA BY EMPLOYEES: A CASE OF KENYA CIVIL AVIATION AUTHORITY

BY

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DECLARATION

DECLARATION BY CANDIDATE

I declare that this thesis is my original work and it has not been presented to any institution of higher learning for the award of any degree. No part of this thesis may be reproduced in any form without prior permission of the author or Moi University.

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DEDICATION

This thesis is dedicated to my family, their encouragement and support over the years has made it possible for me to come this far and during the entire process of the study.

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ABSTRACT

This study was designed to determine the drivers of posting strategic organizational information on social media by employees at Kenya Civil Aviation Authority a state agency in Kenya. Social media though enhance efficiency in transaction of business in organizations, have also brought in challenges. Employees have been found guilty of generating content pertaining to the organization's business strategy and post it online using their internet-enabled smartphones which reside outside full control of the organizations. Such content could go viral before being noticed by management and could injure the business of the organization. Yet establishing organizations and careers require huge resources and when any organization goes under many stakeholders lose their source of livelihood. In addition, unemployment rate becomes a challenge to the government. Previous studies have demonstrated how organizations and employees suffered from the effect of social media content they post. The aim of this study was to find out why employees post strategic organizational information on social media. The research questions were: why do employees post strategic organizational information on social media? What are the effects of posting strategic organizational information on organizations and employees? What strategies were in place to mitigate posting of strategic organizational information on social media? The research approach was qualitative and the research method was a case study. The sampling technique was purposive, where twenty-two participants were sampled from a population of management and employees from the organization. Seventeen employees based at Eldoret branch, two Human resource managers (Administration and Training), Information Communication Technology (ICT) manager, Corporate Communication Manager and Manager in-charge of consumer protection based at the Head Office Nairobi participated in the study. Data was generated using interview schedules and analyzed thematically. The study established that posting of strategic organizational information through social media was driven by personality, working environment and social networking. Posting of strategic information affects both the organization and employees. A part from mainstream media regulations and firewalls within the organization, there were no social media regulations to regulate use of social media in the organization. The need for information flow was a concern to the employees in organization that the management may enhance so that employees get information on time to avoid anxiety which could be expressed in the form of grapevine and strategic information be defined clearly to every employee and be informed about the consequence of sharing such information. The management may create some forum where employees air their views without being victimized. The organization may also come up with social media regulations and communicate to the employees in order to leverage on social media. Finally, the study recommended further studies to be carried out to establish whether mainstream media regulations apply to social media use in organizations in Kenya. This study did not consider this aspect for it was necessitated by its conclusion.

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LIST OF ABBREVIATIONS

UGC/CGM	User Generated Content/Consumer Generated media
I.C	International Communication
S.M.N	Social Media Networking
CIME	Center for International Media ethics
U & G T	Uses and Gratification Theory
M	Manager(s)
SMEs	Small Medium Enterprises
NACOSTI	National Commission for Science Technology& Innovation
KCAA	Kenya Civil Aviation Authority

OPERATIONAL DEFINITION OF TERMS

Drivers: motives that cause employees in an organization to post strategic organizational information on social media

Posting: is generating and sharing information through social media.

Strategic information: this is sensitive, classified, critical or important information carefully planned to achieve a favorable environment between an organization and its publics, which when disseminated, it will damage reputation of an organization.

Social Media (S.M): they include, but not limited to: Blogs, Facebook, Twitter, YouTube & Vimeo, Flickr, Instagram and LinkedIn Groups. They support user generated content and share it which could be: skilled, social & entertainment and political content.

Professionalism: it is an occupation requiring specialized knowledge through training and practical skills which may span over long period of time. It is a source of livelihood that should not be tarnished as the person interacts on social media.

Reputation: a general belief held by constituents about an organization which determines its sustainability or existence. It is normally informed by the manner an organization conducts itself.

Organization: an entity with people organized in a structured way determined by their functions who aim at achieving a collective goal.

Regulations: policies and procedures established as a framework and set standards that guide how employees utilize social media for the common good of both the organization and the individual employees.

User-Generated Content (UGC): also known as consumer-generated media (CGM), refers to any material created and uploaded to the Internet by non-media professionals.

Employees: these are the workers of an organization who are below the cadre of management
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Management: they are the workers in an organization whose role is to supervise employees, but below the cadre of the board of director

CHAPTER ONE

1.0   BACKGROUND OF THE STUDY

1.1   Introduction

This chapter introduces the background of this study; context of the study, statement of the problem, research questions, scope of the study, limitations and rationale of the study,

1.1.1   Brief history

The invention of the worldwide web (www) in 1991 by Tim Berners-Lees where he connected hypertext technology to the internet marked a new beginning for social media in the field of communication. This move informed the formation of weblogs, list-servers and e-mail servers which aid in the formation of online communication. Groups built, but were unable to automatically connect one to others until the advent of web 2 shortly after the turn of millennium. During this period online services which used to offer channels for networked communication became interactive; two way- facilitating networked society (Castells 2007; Manovich 2009).

With the maturity of web-two (2.0), users shifted their daily activities to online platform. They were not merely channeling such activities but they programmed them with objectives in mind. This made web 2.0 to be more popular in providing customized service. Social media changed from all-purpose to devices to linear applied services, a situation referred to as "application" by Zittrain (2008). Therefore social media platform began as indeterminate services for exchange of communicative or creative content among friends.

1.2   Context of the study

This study is concerned with drivers of posting strategic organizational information on social media by employees. In particular, the study determined what drives employees to post strategic organizational information on social media, yet the latter have servers that archive messages posted to others lasting for a long period of time, hence affecting them and the organization.

In this study, social media is defined as, "Websites and other online means of communication that are employed by large groups of individuals to share information and to develop social and professional contacts" (Dictionary.reference.com). They're Web-based communication icons which include Twitter, Facebook, Youtube and linkedIn, among others and have shifted the way people communicate with each other; they generate and share content through social media. (Dilorenzo,2014).

Social media is an issue of interest in communication studies since it is a link through which communication take place, for instance, it was approximated that at least three and half billion of content was being shared each week through Facebook, twenty two million professionals were networking on LinkedIn, and a hundred and forty million tweets were posted every day (Halloran and Thies, 2012).

Social media therefore, unlike mainstream media have changed the way information is handled in Kenya today. Smart phones with internet enabled features have transformed ordinary citizens to journalists of some kind; as a result, professional journalists no longer have the monopoly of providing information to the masses (Dominick, 2013). Such generated content by citizen journalists have brought down professionals and by

extension organizations, forcing organizations to hire consultants to monitor what social media report about them (Argenti, 2013), which is an exercise in futility. The organizations monitoring information on social media platforms only advise their clients about its presence but do not deter nor ensure that such information is nipped before it is disseminated.

According to Dominick, (2013) today's world is complex since people highly depend on social media compared with the traditional media (television, print, among others) that no longer enjoy exclusion of providing audience with information due to its stringent policies and regulations, for social media liberalizes the way information is dispensed, since every citizen is capable of generating content and disseminated it. The use of social media enhances democracy; though previous research had mixed reactions on the use of information obtained through social media to determine whether an employee should be hired or disciplined based on expressions on their social media profile.

It was stated that Africans were increasingly using mobile technology to access social media tools on the internet compared to other continents in the world due to earlier constraints which hindered accessibility of the internet. By the end of 2010, It was reported that more than hundred million people in Africa were using mobile phones; despite being the least in fixed landline telephones. It was further observed that Africans spent time online as they posted messages and read online news (Essoungou, 2010) and that might be informed by cultural background where people depended on others for news.

Kenya being one of the developing countries in the world has made strides in ICT sector. The laying of fibre-optic cable infrastructure is a common site in Kenyan roads and towns. Social media is a tool for communication and networking. The population was reportedly to be active globally, with numbers increasing every day. They use platforms such as Facebook, Twitter, Linkedin, Google+ and Youtube, to communicate their brands to customers in addition to growing ones network. Ash tag Kenya at 50 commanded large following, an indication that Kenyans were embracing the social media technology to advance any political, economic and social agenda of concern to them. when Wastegate was attacked by terrorists in September 2013, Kenyans demonstrated their solidarity with the victims by coming up with an ash tag where they coordinated all kinds of assistance necessary for the people affected and also support services like the security agencies who needed food stuffs. (Mola,2014).

The use of social media is inevitable, however, embracing it will be good for some and bad for others, as observed by Weiss and Jennifer(2014) who stated that "those who learn to effectively absorb information and use new technologies in healthy ways will flourish and those who don't may feel increasingly disconnected from our technology driven world."

Organizations are at the crossroad on use of social media, which calls for strategies to mitigate negative use of social media. The strategies are expected to facilitate cordial relationship between the employees and the management in order to reap benefits out of it, rather than being a source of conflict. Poor management of social media results in litigations that plunge organizations into problems, though there is a thin line between the

fundamental rights which include the right to information and citizenry obligations (The Constitution of Kenya, 2010).

1.3   Statement of the problem

The use of social media is inevitable, organizations use it to advertise their products and services in order to maximize their sales and existence in a competitive environment, it can also be used to influence opinions among others hence, it is impossible to ignore the role of social media in the world of today. Use of social media enhances visibility and democratization hence, encouraging the philosophy of openness (Treem and Leonardi, 2012, Taylor & Francis 2012, Kimball & Rheingold 2000 Diga and Kelleher 2009, Freberg et. al., 2011).

However, according to studies done in 2009, eight percent of companies had terminated employees due to the way they generated and shared company strategic information over social media. In 2012, more than three hundred and twenty published social media cases implicated employees. These figures could be higher since most people in the world have internet enabled mobile phones presently (Armano, 2012).

Since social media unlike mainstream media is not controlled by organizations, as such it presents challenges in the way it is managed. However, the use of social media is trendy, that no organization could ignore its use and construction of too strict media policy would place organizations at competitive disadvantage, a dilemma organizations find themselves in (Walton, 2013).

In Kenya, tech-savy populace no longer searches for any information instead friends and followers push such information to others through social media in unprofessional and

unethical manner. Kinyamu (2012, 6th December) stated that "This growth of social media in business and communication in Kenya presents an opportunity as well as a serious risk to your business; whether or not you are active doing the right thing on social media the conversation goes on with or without you"

Moreover, people have been taken to court for posting messages on social media, for instance, according to Wafula (2016,⁾ a person was ordered to pay one Member of Parliament five million for defaming him on facebook. This study therefore investigated why employees post strategic organizational information on social media; in particular, their motives of posting strategic information on social media, consequences of using social media unethically and if there were regulations in place to mitigate use of social media in the organization.

1.4 Research questions

The aim of this study was to find out what drives employees to post strategic organizational information on social media. This was achieved through answering the following research questions:

1.   Why do employees post strategic organizational information on social media?

2.   What are the effects of posting strategic organizational information on organizations and employees?

3.   What strategies were in place to mitigate posting of strategic organizational information on social media?

1.5   Scope of the study

Scope, according to Oso and Onen (2011) "entail the description of boundaries in terms of content, methodology, geographical and theoretical coverage and time in a single line or paragraph" (p.46).This study was confined to the drivers of posting strategic organizational information on social media; a case of Kenya Civil Aviation Authority a state agency in Kenya which was conducted between June 2016 and January 2017, using a qualitative research approach, a case study research method and purposive sampling. The study was conducted in Eldoret branch where seventeen employees were interviewed and five managers at the Head office Nairobi. Data was generated using interviews and analyzed thematically. The study specifically determined the drivers of posting strategic organizational information, the consequences of posting strategic information, and how social media was regulated by the organization.

1.6 Limitations

Research limitations according to Price, James and Judy Murnan (2004) of Southern University of California, are unavoidable in any study. They stated that "all studies have limitations" which may be methodological or attributed to the researcher. Hence this study encountered the following challenges:

1.6.1 Attitudes of the participants

This study encountered resistance from some participants since it was done in the organization's premises where some employees were uncomfortable being interviewed. Considering that classified information was the subject of this study, accessing related information was not easy. Therefore, I sought formal approval with the help of the

University and relevant authority responsible for issuing permits for research and assured participants that information obtained during the research would be treated with strategicity. Notwithstanding these challenges, the responses obtained were genuine.

1.6.2 Technical language

Since participants were drawn from different departments where industry jargons differed, I tried to avoid using such terminologies for purpose of trying to understand one another, and where a participant could not understand a given question, I had to rephrase the question without losing the key concepts

1.6.3 Data collection

Some participants were not willing to be recorded during the interview after consent was sought and assuring them of the anonymity of their identity, they were not convinced. Considering ethical factors, I had to respect their privacy.

Nonetheless these limitations were believed to have not rendered the study shallow, for I conducted interviews on the phenomenon under study till such a moment when the processes reached at saturation.

1.7 Rationale for the study

Social media is an integral part of organizational communication, which requires all and sundry to be aware of its consequences when not utilized effectively; it can destroy careers and organizations. Hence when employees are supported through the appropriate code of ethics, such challenges can be avoided. Unemployment globally is both a social and economic concern, hence there's need to sustain existing organizations in order for

them to continue to carry out their mandate, and as they exist they also support its stakeholders in terms of service/product provision and also being source of livelihood to employees and the shareholders. Therefore based on the findings of this study the management may formulate guidelines on how to utilize social media in the organization which may enhance how employees use social media and also contribute to academic knowledge for it forms the basis for further research.

1.8 Conclusion

Social media is a major concern in the society we live in today as a result of proliferation of social media networking. Social media platforms are common due to the advancement of communication technology with portable communication gadgets available to Kenyans. The capability of every one becoming an 'author' of any message and sending it through any of the platforms is unprecedented and is real time. Therefore how social media works requires the understanding of both employees and management in organizations so that they utilize it effectively.

CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

This chapter defines key concepts placed the topic within the relevant field, discipline and subject of the study, reviews of finds related theories and literature related to the topic as follows:

2.2. Definition of key concepts

2.2.1 Posting:

According to 'http: //www.thesaurus.com/browse/posting' it has been defined as 'sending.' But this study defined it as generating & sharing strategic information in organizations through social media to a new group.

2.2.2 Strategic information

According to http://www.thesaurus.com, it defines it as 'critical or 'important.' Macmillan English dictionary for advanced learner's international student Edition (2002) defined it as "carefully planned to achieve a particular goal especially business." This study defined it as classified information in organizations that should not be shared to the general public.

2.2.3 Social media

Social media refers to the use of "Websites and applications that enable users to create and share content or to participate in social networking"(Oxford Dictionary). Dictionary.reference.com defines it as "Websites and other online means of communication that are used by large groups of people to share information and to develop social and professional contacts."

Regardless of how social media was defined one thing was for certain, it is evolving and their use keeps on expanding. At this century, it has integrated into our organizations, business and personal lives.

This study adopted the two definitions. Social Media operate on platforms that enable users to interact through a web that engage them to participate in commenting on and creating content as means of communicating with their social graph, other users and the public. It entails a wide variety of content formats, where social content is a by-product of creating content with your community. This is facilitated by social media platforms (**Blogs, Facebook, Twitter, YouTube & Vimeo, Flickr, Instagram and LinkedIn)** that enhance speed and breadth of information dissemination, provides for one-to-one, one-to-many and many-to-many communications, enables communication to take place in real time or asynchronously over time, and it can take place via a computer (Wolfson, 2013).

2.2.3.1 Profession

Profession has been defined as a paid occupation, which involves prolonged training and formal qualification. Examples: medicine, law or teaching that was not mechanical or agricultural and that requires special education (Www.Merriam-webster.com/dictionary/profession). This definition was adapted for this

study, since it emphasizes that profession takes resources in terms of training, that profession has to be formal training and it defines the personality of the holder. So that should image of such be employee is tainted then the career will also be affected.

2.2.3.2 Reputation

Reputation is defined as the opinion that people have about how good or how bad someone or something is (Macmillan English Dictionary: for advanced learners' new edition, 2007). Longman dictionary of contemporary English, the living dictionary new edition (2003), similarly defined it as the opinion that people have about someone or something because of what has happened in the past. The definition of reputation in this study was based on the latter definition that reputation is an opinion that people have about employees and organization based on what social media report about them.

2.3 Situating the study within the relevant field, discipline and subject

This study was situated in the field of communication studies, discipline was organizational communication, subject/course was communication and media; the topic was social media. I did this purposely as a way of inviting my audience; that the topic from this study was seen from the field of communication studies. This was important because a topic could be seen from different fields and hence it was critical to situate it.

According to Dominick (2013) scholars study mass communication under organizational communication for various reasons. First, to better understand the process and to develop theories that predict and explains how the mass media works, secondly it offers critics an opportunity to study and give improvements, and thirdly, media consumers study it to become media literate; in order to comprehend the elements involved in the mass

communication process, and finally in order to critically evaluate information presented in the mass media. Social media being a link in communication, it would be appropriate to situate under this key topic.

Therefore, this study was situated in the field of communication where it considers communication as a message transmission process where elements of psychological model were considered. This model depicts employees as senders who encode meanings. They generate content which goes through social media channel which link their receivers (Trenholm 2001). Hence social media in the context of communication serves as a conduit within which communication take place.

2.4 Review of the relevant theories

This section reviewed theories related to the study and understanding of the nature of social media. The theories were as follows:

2.4.1 McLuhan's Media Theory

A Canadian philosophers and educator, McLuhan stated that "the media is the message" (McLuhan 1995). His argument was that though the content of the media, transform people and society, the media was crucial. This theory implies that the messages people communicate were not affected by the new media, but the way people interacted using the new communication patterns is what would change our behavior forever. Therefore, the media's effect on society is much greater than the content of the media. He separated media into "cool" media and "hot" media.

The "cool" media required people to actively engage and participate in order for them to understand messages in television, seminars, or cartoons; however, the "hot" media

referred to those media that enhance one sense, and in this case the viewers do not need to exert much effort, such as films, radio, and photography. Though there was no mention of social media in the category of 'hot media' this definition accommodates it (McLuhan 1995).

This theory, when applied on social media transforms the users not because of the content it carried, but due to the channel of communication used. This could be demonstrated in the way users use twitter; a micro-blogging service limited to 140 characters. A user could perform all the functions of Twitter through a blog service. But, it is exactly its limiting factor which makes Twitter livelier and real-time, hence breaking news stories in most cases are disseminated on Twitter for instance, in Chuan earthquake and Mumbai's terrorist attack in 2008 (Parr 2009). As business managers and consumers, one needs to realize the changing behavior due to the usage of new social media services and adopt an attitude of acceptance toward those technologies and behavior. This theory has been applied in this study in order to ground it, but not to confirm the theory.

2.4.2 Uses and gratifications theory

It was argued that Uses and Gratification (U &G) began in the 1940s when researchers became interested in why audiences engage in various forms of media behavior (Wimmer& Dominick, 1994). Uses and gratifications approach was later rediscovered by Elihu Katz, Gurevitch and Haas (1973), who served as sociologist and communication researchers. They discovered that media served the functions of surveillance, correlation, entertainment and cultural transmission for both society and individuals (Roggiero, 2003).

Uses and Gratifications theorists explain why people choose and use certain media forms. The theory emphasized a limited effect position; that was, the media had a limited effect on their audiences because audiences were able to exercise control over their media. Uses and Gratifications Theory attempts to answer the following: What do people do with the media?

Dominick (2013, p.40) suggested that more research was needed to be done in connection with this theory; particularly in defining and categorizing media-related needs or drives and relating those needs to media usage. In addition, research was needed to understand the functions performed by social media. This study was interested in finding why employees post strategic information on social media.

Based on the findings of the study, employees used social media to meet their needs for instance to inform as one of the ways of gratifying their needs, secondly on the effect of social media, employees and organizations struggle to utilize the new media in the sense that social media is yet to be considered to be one of the official channels of communication in the country, yet of late cases relating to social media use were adjudicated in Kenyan courts. While this was the situation, regulations on use of social media were yet to be established in the country. Therefore, this theory initially provided a framework or lenses within which the research was done, like any other previous literature. But after concluding the study, the findings affirmed that this theory was concerned with what people do with the media.

2.5 Review of the relevant previous research

Literature review was carried out in order to know what answers were available about a topic and to find answers for similar topic that were unknown. According to Yin (2003) the purpose of a literature review is to "determine the answersabout what is known on a topic; in contrast, experienced investigators review previous research to develop sharper and more insightful questions about the topic". In this section relevant previous literature based on key concepts of the research questions were reviewed as follows:

2.5.1 Drivers of posting strategic organizational information on social media

The following concepts were reviewed under this topic:

2.5.1.1 Social media

Though many organizations implement social media, it was still at its initial stages, due to challenges which include: internal challenges (economic, resource-related and attitudinal challenges) and external challenges (company reputation, legal issues and technical or system challenges) (Parveen, Farzana, (2012) & Kuikka, Meri and Äkkinen, Miia 2011). These challenges demand that organizations proceed systematically. "We believe that even if social media tools are inexpensive or free, how they are used by the organization needs careful planning, and that employees need clear guidelines on what the expectations of the organization were regarding social media use" (ibid). These challenges were organizational ones, but social media resides outside an organization where employees post messages without necessarily using organizational social media due to access denial by management. Perhaps this was the dilemma the organizations find themselves in for being non-committal in giving direction on the official position on use of social media.

Nonetheless, there's a pressing need for leaders and management in organizations to embrace social media since the business environment demands that organizations need to put policies in place to guide use of social media as a way of adjusting to the new technology (Proctor 2011) by training managers and employees on how to respond to clients in an effective way, such as handling customers' questions and inquiries in a timely manner. While the organization had no social media policies in place, there were, twitter and whatsApp social media accounts where events were uploaded whenever they took place and posted to its clientele.

Considering the aforementioned, researchers had focused their studies on the challenges that impeded effective use of social media, since it appears that they had skewed their focus on media relations (Briones et al. 2011, Diga and Kelleher, 2009; Eyrich, et al, 2008; Steyn, et al, 2010; Waters, et al, 2010; 2011, Curtis, et al, 2010; Smith, 2010; Distaso et al. 2011; Sweetser and Kelleher, 2011, Taylor and Kent, 2010).

Yet according to Larsson (2009) "the new media are the most outstanding, common, and important channel for interest groups to get their messages out and influence their surroundings." While establishing relationships with journalists and telling organizations' stories in the media, is only one way to establish reputation and build awareness, media relations remained an integral part of any public relations program" The implication of this was that management in organizations are concerned with use of social media for external publics, but when employees are facilitated, the organization could enhance its reputation since it is a collective role.

This could be achieved when organizations facilitate the use of social media rather than controlling (Osch, et al., 2015). Social media requires "social know-how as well as technical expertise." Putting information archives with the hope that everyone in need of finds it does not work; instead organizations should have a means of informing the employees about the existence of such information and its importance (Kimball &Rheingold 2000) and eventually allowing employees the freedom to use social media techniques which would create trust and foster a more collaborative environment (Walton 2013).

Considering the aforementioned, the use of social media is current and trendy, hence it is a new way of communication and for that to be achieved this study was concerned with strategies organizations had in place to ensure that their reputation and professionals are not disadvantaged by social media use. Unfortunately, according to the findings employees communicate using social media in the organization, yet there were no clear guidelines on its use. Employees made some assumptions that they were aware while others said they were using commonsense when they generate and post content on social media. But according to the management responsible for communication, there were no policies in place, but the employees were expected to conduct themselves professionally as demanded by The Official Secret Act (1968).

2.5.1.2 Drivers of sharing information on social media

According to Nuxoll (2006) as cited by Matikainen (2015) peoples' intentions of producing content on social media was linked to self-expression, sharing, communication and collaboration. In addition, Huberman, Romero and Wu (2008) as also cited (ibid) introduced attention as an aspect of what makes people to produce content. This was

debatable since people are driven to produce more depending on intention of their actions. Video production for instance could be motivated by economic aspects of increasing sales-market demand.

In Africa for instance people were encouraged to use social media by their needs. The Guardian Newspaper of Friday, June 2011, carried a story by Marieme Jamme –Co Founder for Africa Gathering, that Africa's new generation were using social media to push for change such as change of regimes for instance in Egypt in 2011. For some time Africa had been misrepresented by those who tell their story, but social media had changed this narrative through user- generated content capabilities, hence enhancing its image. In the absence of internet access students used social media for both academic and social issues in Africa (Matto, G. 2015).

In Kenya one of the driving motives of using social media was profitability, where organizations engage customers online to increase sales. This was demonstrated when Airtel Kenya was awarded by Social bakers, a global social media analytics firm for outstanding performance in serving customers online in 2015, 29 July. Below is an excerpt from the CEO.

> *Our success in social media is driven by the value we place on customer satisfaction. With the growth in digital technology there is more and more conversation in social networks. The evolution of social media is truly an excellent tool to create a community where we can engage our customers to improve customer satisfaction, loyalty and value. It's great that we already have an efficient dialogue with our customers," said Airtel Kenya CEO Youssefi (2015).*

More research had been carried out on what drives people to post information on social media. These drivers have been categorized as intrinsic and extrinsic; that they reside in

people and it may also come from the environment to influence people's behavior (Matikainen 2015, May). But there was a thin line between these two categories in practice that was what caused people to participate in social media was both the individual and communal. But it was possible that individual's behavior could be as a result of responding to the environment.

Hence this study sought to find out what drives employees in the organization to post strategic organizational information on social media. Based on this study employees post strategic information because communication channels were not working within the organization, to inform, grievances of the concerned employees; though there were regulations concerned with handling complaints the process was seen by the some employees to be time consuming compared to posting a comment on social media which sometimes provided anonymity especially where the concerned employee didn't want to be known.

2.5.1.3 Strategic organizational information

Strategic information in the context of this study is any information that an organization has classified accordingly whose release would cause exceptionally grave damage to the institution. For example the Unites States of America has the following categories of strategic information which depending on the levels of supposed damage to the national security:

Top Secret; information whose release would cause "serious damage" is classified SECRET; *Strategic*is the lowest category of classified information currently in use.

Restricted is an obsolete category that was discontinued in 1953 (Schlichter, 2016, Jan 25).

Organizations classify information for security of their customers and financial information. This was because of political pressure in the world, for instance the Middle East uprising and advancement in information technology. According to Fowler (2003) information technology like the use of internet was being targeted by terrorists to cripple economies, hence professionals warned that any transaction carried out over the internet without appropriate protection put consumers and company information at risk for fraud and theft.

It is therefore the responsibility of every employee in organizations to ensure that classified information is protected by observing policies governing classified information. Schlichter, (2016) cites18 United States Code Section 1924reads:

> (a) *Whoever, being an officer, employee, contractor, or consultant of the United States, and, by virtue of his office, employment, position, or contract, becomes possessed of documents or materials containing classified information of the United States, knowingly removes such documents or materials without authority and with the intent to retain such documents or materials at an unauthorized location shall be fined under this title or imprisoned for not more than one year, or both.*

> (b) *For purposes of this section, the provision of documents and materials to the Congress shall not constitute an offense under subsection (a).*

> (c) *In this section, the term 'classified information of the United States' means information originated, owned, or possessed by the United States Government concerning the national defense or foreign relations of the United States that has been determined pursuant to law or Executive order to require protection against unauthorized disclosure in the interests of national security.*

Unfortunately, it was alleged that Hillary Clinton flouted this clause by virtue of her privileged position and she could be guilty of violating this section (Schlichter, 2016).

Strategic information is a lifeline for organizations that should be protected in order for them to continue discharging their mandate. With the sophisticated world of ICT, it may be a delegate act to navigate in such environment without divulging such information. Therefore, this study was interested in finding out what drives employees to generate and share content that affect them. The findings of the study indicated that employees perceive strategic information differently. There were those that said strategic organizational information was the preserve of the management and at no time they could come into contact with it, while some same said commonsense guide them to know what constituted strategic information. This variance approach to handling social media is not health for any organization, there has to be a common understanding.

2.5.2 The effect of posting strategic organizational information

2.5.2.1 Professions

The use of social media by employees has become a common practice. In addition, entrepreneurs use it to enhance their careers. This being the case it is increasingly becoming important to observe professionalism while on Social Media, since one's own reputation and organization matter, even if one used own personal or professional accounts, one has to maintain professionalism in social media (Corteza, 2014).

A career suffers from inappropriate post on social media since Human Resource managers use social media to screen potential employees, yet it was almost impossible to

stay out of social media completely. This therefore calls for a delicate balancing of both personal and professional online where some avoid posting comments on social media or adopt to other strategies which are less risky, for instance, keeping professional and personal networks separate, or channel Facebook posts to linkedin to avert chances of commenting on issues and avoiding misconceptions that were constd to mean speaking for the organization.

However, employees are to be alert with understanding that no personal social media strategy is perfect, since context is paramount. Some organizations are more formal than others. Survey done on medical students found out that students exhibited unprofessional behaviors while using social media despite being aware of guidelines governing their profession and they recommended that "Medical educators should consider approaches beyond simply providing guidelines or policies, and students should be regularly prompted to reflect on their activities, to evaluate their online behaviors, and to tame them if appropriate" (Christopher et al. 2015).

Further, survey was conducted by the Institute for Employment Studies (UK) in 2009 found that there was an increase in the manner employees use social media at their place of work compared with previous period. However, fewer than 15% of skilled workers were authorized to access social media sites at their places of work. This situation may be informed by management's apprehension of social media use. In addition, cases related to dismissal of employees who posted inappropriate comments according to management were done without considering the location at which the posting was done, implying whether one had access to company's social media sites or not it did not matter.

Perhaps this calls for a clear policy on what constitutes an agreeable use of social media for an organization and employees. This study found out that there were no strategies that organization had put in place, save for the official secret act (1968) which relates to mainstream media, but not social media.

2.5.2.2 Reputation

Organizations are at risk of external publics complaints about products and service, similarly, disgruntled employees damage reputation of organization. To avert this scenario, organizations have been forced to respond to every issue raised even if it was rumors (Kimball & Rheingold 2000). Social media "obscure organizations and even disgruntled individuals with the ability to publish whatever they please, without even the limited accountability of the mainstream media. (Rodman,2012).

However, organizations have adapted the new technology despite the challenges to their advantage. South West Airline was one of those organizations which empowered its employees to respond to clients' complaints and comments through social media. This was demonstrated when an overweight passenger was told to de-embark the company's plane in accordance with the company policy of "one seat" policy. "Little did he know that the passenger was a famous writer, actor and director with millions of followers? Mr. Kevin Smith, the passenger, took to social media to express his anger" (Silverstein, 2010). Nonetheless, within a short while, the company responded to him and his followers by explaining their policies. This engagement demonstrated the company as one which was transparent and one which admitted mistakes, earning respect from customers and employees (ibid).

The reason organizations engage in social media is transparency. Since they no longer control or decide what information goes out to the public as a result of the nature of social media which is extremely amorphous. Disgruntled employees, clients or suppliers are at a position to comment on any information that might taint the image of the organization. However, successes and failures on brands could be reported within the community and it might also go viral, enhancing the brands image and eventually cushioning the organization from imminent collapse (Greenwald, 2010).

It was due to these examples that organizations could no longer opt out of engaging in social media. Not only is the opportunity lost too great, but the competition is engaging the customer in every chance they get. Some organizations might decide to delegate social media engagement to their marketing department as they block all social sites internally. That could be a flawed decision because employees are able to access them via their mobile devices. Every employee has become the face of the organization and reflects its values. Also having a centralized authority system where management gets to control the engagement and the responses on the social platforms is very unrealistic arrangement due to the speed at which information spread.

Today's technology and business environment are forcing organizations to restructure their processes and behavior. Social commerce is the new platform for doing business. Leadership and management need to embrace the change in order to succeed. This environment put pressure on organizations to adapt participatory approach on how to utilize social media.

Management could come up with good policies, but unless they are communicated well to the employees, it might not have impact, hence becoming a burden and a source of anxiety to employees. Therefore, strategic internal communication "offers a holistic approach to building engagement, performance and cultural integration. It looks at the relation between the traditional silos of internal organizational communication, HR and employee engagement and demonstrates how communication is a key factor in breaking down barriers" (David, 2014). Poor internal communication in organizations results in high rate of employee turn-over, lack of morale, leading to poor performance. Coordination of efforts to achieve goals, Trenholm (2001) stated that "part of fitting into an organization, knowing what you can and cannot say in certain situations and choosing the correct genre to correct your message" (p.221).

Therefore, the impression by many organizations that messages sent out succeed in terms of being understood is a misplaced thought and it is costly to such organizations in terms of operational excellence and customer services. But the right guiding principle tools and strategies could create a highly effective internal communication program and engage employees in the organization's success (Barton, 2014).

This study found out that while the organization was keen on sensitizing employees on government policies, it was yet to sensitize employees on how to navigate in the world of social media. Basing on the responses from the participants, there was no communication on how to use social media.

2.5.3 Strategies to mitigate posting of strategic organizational information

Strategic communication is required in organizations in order to maintain favorable reputation in an environment characterized by freelance social media, though various studies had been conducted on strategies aimed at achieving favorable organizational image, this study focused on strategies that enhance reputation of both the employees and the organization.

2.5.3.1 Strategies

Reputation in any organization is earned not given; according to Argenti & Drucken miller (2004), reputation is an outcome of interactions between stakeholders and the organization over time. The organization do not have a number of single reputation at any point in time, it has a number of reputations depending on the stakeholders of the organization. Therefore interaction with these stakeholders was very essential and use of social media networking would either enhance or damage the organizational reputation. Reputation is what sustained an organization; Firestein (2006) as cited by Abratt &Kleyn (2011) who was of the view that reputation was the strongest determinant of any organization's sustainability, and even if it (organization) changed strategies and if the reputation was gravely injured it would be difficult for an organization to recover.

However, while sometimes it might not be possible for organizations to operate without criticisms, response to such inappropriate comments dependent on the extent it could be linked to the business and also to what extent it could or potentially damage reputation of the organization. According to Porter (2001), as cited the most critical element of strategy was defining clear goals on use of social media. Whether the organizational goal was to

increase its visibility or to increase loyalty among existing customers it should be in line with business objectives.

One way of ensuring that the social media strategy is aligned with the other strategies in the organization is, to create a cross-functional team for steering the social media activities in the organization. If goals for social media adoption and use were not set, measuring results and development is difficult. Besides defining goals and how to measure them, defining resources was also critical when developing a social media strategy. For instance, where company managers indicated that employees did not know who was in charge of social media in the organization, or whether they were authorized to use social media, especially when the company has blocked social media channels from employees, then social media strategy should clearly define all of these issues, reducing confusion among employees and empowering them to use social media as a tool in their work (ibid).

In addition to the issues of defining goals, ownership, resources, authorization and dealing with attitudinal challenges, social media strategy should also discuss issues related to training and information security. As with the introduction and implementation of any ICT system, the company's employees are likely to need some training. Similarly, issues related to information security and company reputation be sensitized and the consequences of breaking these rules should be defined, in order to have a consistent policy for dealing with problems in organizations (ibdi).

According to Tomno (2012), there were no laws governing use of social media in Kenya, save for International legal framework based on the UN declaration and its various supplementary codes and conventions, as well as for Africa.

> *Under Article 17 of the UN declaration, freedom of speech and expression, equal access total channels of communication and no censorship are required, though restrictions under defamation laws are allowed. There are no known laws governing use of social media in Kenya, and therefore laws governing the use of social media by journalists in Kenya should be put in place. There should be training and workshops for journalists to learn about use of social media as a journalistic tool. Use of social media by journalists should be included in the syllabus for training journalists (ibid).*

Therefore, the study investigated the extent to which employees had been trained on the use of social media and who was responsible for media relations as envisaged in the organizational strategic communication guidelines. The findings of the study indicated that the organization was yet to come up with social media policies, therefore there was nothing to sensitize on staff with respect to social media use. However, the department responsible for media liaison was concerned about it.

2.5.3.2 Regulations on use of social media

While regulations span wide scope, this study focused on regulations related to the use of social media by employees of organizations. Regulations were never static due to the evolving nature of social media and the social norms of the society.

According to Basha (2013), social networking platforms were often referred to by lawyers as 'cowboy country,' because they seem to operate outside of normal social laws and rules" (p. 51). Therefore, practitioners were advised to adapt to this changing environment and help others make sense of it.

Regulations were cultural norms and expectations which include ethics in communication and applied to all professions (Curtin and Gaither, 2005, p.103). Social media is an aspect of a larger technology where systems were complex. With this complexity, regulations were also in place to control these aspects of technology, for instance those to control infrastructure and distribution, those to check access to technology and online access (Curtin and Gaither, 2007).

Practitioners had welcomed regulation of ethics on use of social media in a mediated society and some had written how to go about this (Matlock, 2013) and how to operate in unfriendly social environment (Pack, 2013). However, this approach was perceived to be subjective, due to difference in cultures, but practitioners should come together and vouch a common position. Social media has been perceived by scholars to be problematic to public relations.

Social media is a challenge to practitioners' role as organizational leaders since it places them in technical departments in organizations; that they should have knowledge about technical aspects (Kent and Saffer, 2014). Nonetheless practitioners should strive to learn how to use social media to enhance their roles.

> *Continued research on social media, particularly on the regulatory norms, is needed to more clearly understand how practitioners work around the traditional and nontraditional Structures of social media. The cultural approach seeks to identify meanings a culture gives to cultural objects; thus, an effective method for this study was to ask practitioners about the meanings they give to social media, particularly regarding how they perceive social media are regulated (Vardeman, 2015).*

In order to mitigate potential adverse legal consequences, employers should increasingly and carefully scrutinize their Company Social Media Policy (this includes the drafting and/or subsequent amending of such Policy), and their employment practices per Compliance. Both employers and employees should become immediately appraised of State level Legislative developments, in their associated jurisdiction(s) Kalvin (2014).

In Kenya, there was fear among the three leading telecommunications firms (Safaricom, Airtel and Telkom) of losing their businesses if the government does not come up with measures to regulate apps such as facebook, Whatsapp, and viber. This sentiment wasoccasioned by an announcement by Facebook Company that it would be using satellite to provide connectivity to people living in the rural part of Kenya (Ochieng, 2015).

Therefore, regulations as part of organizational strategy on social networking was investigated by this study and found out that there were no regulations concerning use of social media a part from the official secret act (1968) which had been domesticated in the Human Resource Manual

2.5.3.3 Awareness of regulations on use of social media

This study considered the aspect of 'ideas' that the use of social media might come to the management as an idea that needed to be explored with the aim of meeting organizations' objectives. Hence this study aimed at exploring how the employees were informed of regulations governing the use of social media. The findings of the study showed that there were no regulations governing use of social media in the organization a part from those regulations on mainstream media.

The use of effective communication is crucial through empathy as researchers believe that it was key to effective listening that lead to better relationship (Tubs, 2010). This depended on communication policy of an organization, particularly if it was an open door policy it would serve the purpose but if it was top-down policy, then it might be a challenge.

Social influence is a factor to be considered in the understanding of how individuals understood and used new technology (Schmitz&Janet Fulk, (2014). Socially constructed norms affected the way men and women perceive and use social media. While men use it for social issues, women use it for socializing and networking. Therefore she recommends "that individuals and organizations utilizing social media for their various communications need to clearly understand how men and women perceive and utilize social media so that they could restructure their communications to suit their appropriate audiences for effective communications" (Kendagor, 2014). While this might be the ideal scenario, this approach may not be received well since it might be misconstd to mean gender bias. To avert this challenge, organizations may train employees on how to effectively appreciate the use of social media.

Social media being a new concept, organizations were yet to leverage on it to enhance their operations. The implementation of this technology was a factor that management was yet to find out its rationale. Previous studies demonstrate this as:

> *Findings show that social media and their use for specific tasks have limited impact on either positive or negative outcomes. These non-findings may demonstrate that the implementation cost of social media technologies outweighs the managerial benefits they realize; that technology–task applications substitute for traditional approaches to the same task, but no effect is incurred; or that social media technologies are relatively new to local governments, and efforts to*

effectively utilize them for internal work tasks and external engagement are in their infancy (Feeney and Welch 2014).

Nonetheless, the use of social media by public professionals and scholars to enhance relationships between citizens and communication in organizations, hence there is need for public communication officers to embrace it (Graham, 2014).

Social media is used in organizations for strategic communication, for instance to enhance customer knowledge of their products. MTN Ghana and Vodafone Ghana have employed social media to manage customer knowledge. The companies engage their customers on Facebook and Twitter to access their knowledge and provide the customers with knowledge about their products and services (Boateng, 2015).

Apprehension on the use of social media was an issue of concern to many institutions including countries or states for various reasons including regulatory policy as observed in Beijing during Olympic Games in 2008, where athletes were restricted on what to say on their digital platforms (Batty, 2008).

There's an increase in demand on governments to be more transparent, more participatory and more collaborative in serving citizens and this could be achieved when social media is implemented in government institutions.

> *This was demonstrated by the president of the United on January 21, 2009—a day after his inauguration—President Obama issued the "Transparency and Open Government" memo addressed to the directors of the departments and agencies in the executive branch of the U.S. federal government (Obama, 2009). The memo was the foundation for the current administrations Open Government Initiative (OGI), and it laid out 468 Journal of Public Affairs Education.*

This move was occasioned by limited interaction in the standard information and communication technologies which include e-mail and websites which were static,

formalized and had capabilities of vetting information. This inflexibility prevented citizens from engaging with the government; hence, the president's directive sent heads rolling.

> *The General Services Administration and the Office of Science and Technology at the White House defined, for example, social media records management; the Government Accountability Office (GAO) called for directions for social media policies (GAO, 2011); and the General Services Administration (GSA) signed amended Terms of Service Agreements with many social media providers to comply with government standards (GSA, 2010). The recent use of the micro blogging service Twitter during the East Coast snow. (Gilbert, J. (2012).*

(Wiid *et al*., 2014; Kevin *et al*., 2014; Nyangeni et al., 2015) observed that majority of students in African universities embraced use of social media. They were active on social media, but they didn't use it for educational purposes, instead they used it for social purposes. These researchers were worried that if the trend continued academic programs would be alienated by social media, recommending that institutions developed strategies that would make social media attractive for educational purposes. Further recommendations were that its usage had to be monitored and guided by institutional policies so that it is used appropriately and for the right reasons.

SMEs were advised to learn and adopt social media tools that provide an opportunity for growth of the business through increased sales, profits and providing employment for Kenyans. The SMEs therefore had no option but to ensure that their employees were computer literate or could use mobile internet technology and could engage customers in social media platforms for the benefit of the business (Jagongo, and Catherine (2013).

According to Jäntti, (2015) social media use among young adults focused more on entertainment. This study focused on young adults in the capital city, it was interesting to

find how adults made use of social media, considering management in most organizations fall under this category. He alluded to the fact that qualitative research was at its infancy stage in Kenya.

Kenya having a robust internet service as illustrated by the brand 'silicon savannah' and is second to south Africa in the continent in the number of tweets they share, by 2013 there were18 million active Kenyans on Facebook, behind tweeter avatars, and online at blogs and forums. The general election of the same year witnessed use of social media and subsequent events thereafter like the attack on the West Gate and Garissa, Kenyans went viral on social media to express their feelings and frustrations. Social media has emboldened Kenyans to speak freely about the challenges faced in society (Kaigwa, 2013)

While Kenyans use social media to meet various needs, there was need to find out how they were aware of its impact on their lives. This study focused on the extent at which employees were aware of inappropriate 'comments' on use of social media in organizations in Kenya. From the finding this remained grey area since there were no common policies but people used commonsense when making comments on social media.

2.5.3.4 Effective communication

An effective communication was the one that empowered employees to deliver business strategy by supporting the beliefs, behaviors and the culture of the organization. Employees have to be optimistic about their organization so that when interacting with clients they speak positive about it-brand ambassadors. According to Tubbs and Sylvia (2010), they say that "it is a fallacy to say meaning is carried or contained by words, but

misunderstanding is inevitable" (p.10), but meaning is negotiated. Therefore, effective communication of regulations governing social media use should be supportive and nurturing instead of controlling and managing (Osch et al., 2015)

Based on the findings of the study, the organization had no regulations governing use of social media and there was no direction on how employees were using social media. There was an assumption that social media was within the confines of mass media therefore employees were expected to conduct themselves accordingly.

2.6 The rationale for the study based on the literature review

Based on the literature review, most researchers focused on benefit of using social media and challenges associated with it. But understanding the reasons that drive these 'authors' of social media messages, the way such messages are perceived with best practices in organizations and how such practices were disseminated were issues of concern. Researchers were in agreement that this aspect of social media was new and like any technology required careful navigation on how to handle it.

Literature on drivers of people using social media, in particular on generating content and sharing it were reviewed and this issue was extensively discussed by previous scholars. However, studies focused so much on extrinsic factor compared to intrinsic factors, though in practice there was a thin line between them. They recommended further research on what motivate individual's life as a whole by considering different social media platforms in order to have a deep understanding of what motivates content generation in social media (Matikainen 2015).

Secondly, the consequence of using social media unprofessionally on career development of employees was a major concern that was investigated. Olympic Games in Beijing 2008 demonstrated an aspect of resistance on use of this technology which took the intervention of the President of USA in 2009, for it to be implemented alongside the traditional media. In addition, the study focused on how organizations navigate through the process of retaining employees who make comments on social media which taint the image of their organizations; thirdly, there was a general concurrence that effective communication was key to the success of effective implementation of polices in organizations. Research in this area in particular Kenyan context was scanty.

2.7 Conclusion

Nonetheless this study focused on what drivers employees to post strategic organizational information on social media. findings indicated that employees were motivated to generate and post strategic organizational information by ignorance- that some employees were not aware of what constituted strategic organizational information, they also posted strategic information whenever they came into contact with information which they thought of as of novelty and they need to share it with their 'audience'. Grievances also motivated employees to post strategic organizational information on social media. As they post strategic organizational information they find themselves in conflict with the management which affects their career and in some cases they lose their jobs depending on the magnitude of the postings on the organization which range from mild effect to severe impact on the image and reputation of the organization. While such were the consequences of posting strategic organizational information on social media, there was no official communication on how employees were to use social media. According to the

Human Resource Management, employees were expected to observe the mainstream media regulations and should employee post strategic information, similar regulations applied.

CHAPTER THREE

3.0   RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the methodology used in this study. It entails an outline of the research paradigm, research site, population and sampling, data collection, data analysis and ethical issues. The study was designed to investigate on drivers of posting strategic organizational information on social media; a case of Kenya Civil Aviation Authority a state agency in Kenya which was conducted between June 2016 and January 2017.

Kumar (2011), states that a research design is a plan, structure and strategy of investigation that obtains answers to research questions or problem. A plan is the complete scheme or program of the research.

The study will use the research methodology. According to Jwan & Ong'ondo, (2011), research methodology entails processes, procedures, data generating techniques and data analysis. (Hasa, 2017) as opposed to the former which focus on the overall outcome of the study, with the following sub-topics: the research paradigm that guided the research, the research approach, research method, research sampling, data generating technique & process, data analysis, trustworthiness and ethical considerations of the study.

3.2 Research Paradigm

Paradigms are philosophical lenses through which researchers view their world which include assumptions and perceptual orientations that help them to understand the nature of reality. Given (2008) defined paradigm as "a set of assumptions and perceptual orientations shared by members of a research community".

Paradigms have two concepts which guide researchers: ontology and epistemology. According to Ong'ondo (2009) ontology is defined "as the nature of being or reality; while epistemology refers to the way being or reality or knowledge is studied, understood and/or interpreted". He further stated that ontology has two categories: Realism and relativism. Proponents of realism perceive the world as one that has rules and regulations that govern behavior, unlike relativist who believe that "there is no single position or reality that is not dependent on human understanding and that people construct meanings and behaviour in different ways; hence different realities" (p.92).

Ontology aligns itself with epistemology as either Positivist/post-positivist or constructivist-interpretive on the other hand (ibid). This study therefore was guided by relativism ontological view and interpretivist-constructivist epistemology since social media is perceived differently by participants in the state agency.

Paradigm gives the researcher a focus of the subject matter under study and the procedure to use in the study, as Given (2008), further states that "Paradigms determine how members of research communities view both the phenomena their particular community studies and the research methods that should be employed to study those phenomena.

The research is systematic and consistent, that procedures adhered to when conducting it have to be in conformity with either quantitative, qualitative or mixed approaches. Nature

of reality, in this case the social media phenomenon which is the subject of this study is subjective, such that people (participants) have different world views informed by their perceptions, interpretation and experience. Relativists are of the view that individuals; and for this study employees interpretations were deeply rooted in a social network that is the organizational environment could not be compared with any other setting (Jwan and Ong'ondo 2011).

The use of this paradigm in this study therefore was informed by the research approach. Kumar (2011) states that "differences in philosophical perspectives in each paradigm combined with the aims of a study, to a large extent, determine the focus, approach and mode of enquiry which, in turn, determine the structural aspects of a study design". The implication of this statement is that not any paradigm is chosen in any research study, since each has implications on the subsequent procedures of the study, which include the research approach of the study.

3.3 Research approach

This research study was guided by qualitative research approach which according to Jwan and Ong'ondo (2011), "emphasizes a naturalistic search for relativity, in meaning, multiplicity of interpretations, particularity, detail and flexibility in studying a phenomenon or the aspect(s) that a researcher chooses to focus on a given time." Similarly, Mugenda (2013), states that "it's an approach which attempts to generate various meanings on a subject by considering its naturalistic setting in order to gain in-depth understanding of events as opposed to general observations and uses procedures (research design) that give rich information" Qualitative research is a generic term which

explored research on human behavior where the researcher is significant to all (Lichman 2006).

In addition, Zoltan (2007), Stated that "Qualitative research involves data generation procedures that result primarily in open-ended non numerical data which is then analyzed mainly by non-statistical methods." And in this case thematically. The phenomenon understudy was concerned with non-numerical data.

Since, as stated by Kumar (2011), the main focus in qualitative research is to understand, explain, explore, discover and clarify situations, feelings, perceptions, attitudes, values, beliefs and experiences of a group of people … If your interest is in studying values, beliefs, understandings, perceptions, meanings, among others, qualitative study designs are more appropriate as they provide immense flexibility.

Considering the aforementioned this study adopted qualitative approach to explore the aim of the study, which was to find out what drives employees to post strategic organizational information on social media. Therefore in-depth information on the subject from participants was achieved through use qualitative approach which is concerned with non-numerical data and finally the concern for the relevant research method.

3.4 Research method

The study adopted a case study which is descriptive and holistic analysis of a single entity aimed at gaining insight into a larger case without prediction of a phenomenon with small sample to enhance an in-depth analysis (Oso and Onen, 2011).

A case study is commonly used with qualitative approach, but it may also be used in quantitative research approach as well, as Kumar (2011) states "the case study, though dominantly a qualitative study design, is also prevalent in quantitative research". Moreover, Yin, (2003), stated further that case studies are preferred strategy when "how" or "why" questions are being posed, when the investigator has little control over events, and when the focus is on a contemporary phenomenon within some real-life context. In addition, the researchers collect detailed information using a variety of data collection procedures over a sustained period of time (Creswell, (2009).

> *It is a very useful design when exploring an area where little is known or where you want to have a holistic understanding of the situation, phenomenon, episode, site, group or community. This design is of immense relevance when the focus of a study is on extensively exploring and understanding rather than confirming and quantifying. It provides an overview and in-depth understanding of a case(s), process and interactional dynamics within a unit of study but cannot claim to make any generalizations to a population beyond cases similar to the one studied (Kumar, 2011).*

The boundedness of the case therefore, was limited to the research site where this study examined what drives employees to post strategic organizational information on social media. My argument was that I was concerned with understanding the case under study, but not generalizations. Kumar (2011) states that "a case study design is based upon the assumption that the case being studied is typical of cases of a certain type and therefore a single case can provide insight into the events and situations prevalent in a group from where the case has been drawn".

The use of case study in this study therefore was informed by the need to explore the phenomenon of the study where little was known about it and there was need to have

holistic understanding, moreover the study was also concerned with understanding rather than confirming and quantifying the findings of the study.

3.5 Research site

According to Oppong (2013), identifying and negotiating access are the biggest challenges in qualitative research since the researcher is the research instrument which demands creation of good rapport from the beginning to the end of the data generation period with the participants and the site, hence the need to obtain approval.

A case could be an individual, a group, a community, an instance, an episode, an event, a subgroup of a population, a town or a city (Kumar 2011)" This is in agreement with what Gillham (2000) who said that a case "… can be an institution… All of these are single cases; but you can also study multiple cases: a number of single parents; several schools; two different professions."

Having considered the aim of this study Kenya Civil Aviation Authority was chosen as the research site. The state agency was established in the early 2000 by an Act of Parliament with the following key functions: regulation and oversight of aviation safety & security, economic regulation of air services and development of civil aviation, provision of Air Navigation services and Training of Aviation personnel.

Its head office is based in Nairobi with branches in some parts of the country. One of the branches is Eldoret; 309km N.W of Nairobi where one category of participants (employees) was interviewed thereafter the other category (management) in the Head office.

3.6 Population and sampling

Sampling in research is an important process since it enhances the credibility of research finding (Oppong 2013). In research generating data from the entire population on a given phenomenon is encouraged, however, due to constraints of resources it was not possible in this study. According to Marshall (1996), "choosing a study sample is an important step in any research project since it is rarely practical, efficient or ethical to study whole populations". In quantitative research sample size has to be representative of the population to inform generalization of the outcome of the study.

Sample size in qualitative research is determined by the aim of the study and characteristics of the population under study. "The aims of a particular research as well as the features of the study population influence the decision of which individuals and the number of individuals to select for a given research enquiry" (ibid).

3.6.1 Sampling technique

Sampling technique is crucial for the entire sampling frame. In qualitative research approach, non-probability sampling technique is used as opposed to probability sampling technique utilized in quantitative research approach which subjects stand equal chance of being selected. Purposive, also known as judgmental sampling technique was used in this study since it was concerned with obtaining in-depth understanding of the phenomenon under study which was achieved after considering the aim of the study which informed the research questions, and subsequently informed the criterion for sample that is who was able to give credible answer that could add value to the study (Given, 2008).

In qualitative research, non-probability samples are utilized. This is because a researcher's aim is thorough investigations of the respondents' way of perceiving, view point and interpretation of phenomenon under investigation rather than generalization Jwan and Ong'ondo 2011). (.

In qualitative research, issues related to defining the overall populations are generally treated as part of purposive sampling, which inherently requires an explicit definition of the kinds of data sources that are of interest. In essence, determining which data sources met the goal of purposive sampling for a qualitative study is equivalent to defining a set of eligibility requirements for the population (that is creating a sampling frame). Hence, the concept of purposive sampling falls within the broad process of defining the population of potential data sources (Given, 2008).

Eventually, targeted twenty seven participants; twenty two (employees) from Eldoret Branch and five managers from Head office Nairobi. But during the actual interview seventeen employees participated in the exercise in addition to the five managers drawn from various dockets within the organization whose functions are affected by use of social media. However, this number appears to be slightly less than what Yin (2011) suggests that for findings to be valid and credible, the sample size could be between twenty five to fifty participants, though he argues that there was no formula for arriving at a given number of participants in qualitative research but he further states that it depends on the complexity of the phenomenon under study and the depth of the data to be collected (P.92).

Employees' participation in the study was considered crucial in the understanding of the reality of the phenomenon under study since they are the ones generating content and sharing on social media. The management was also considered to be knowledgeable and have wealthy of experience. For instance the manager for human capital use social media when hiring employees and also discipline them when they don't adhere to ethical considerations as prescribed in the human resource manuals. The manager Information communication technology, prescribes guidelines on how to use ICT resources in the organization, and employees based at one of the branches were the beneficiary of the study. Media relations manager is charged with ensuring that information getting outside the organization enhances its image and comments posted on social media are major concerned with the department, and consumer Unit protection concerned with complaints.

This study therefore used purposive sampling technique which gave me the opportunity to select respondents that provided information with regard to the questions of the study. Respondents were handpicked based on their approachability and how they were considered to be informative or had the required characteristics and in this case educational level and management positions which added value to the study (Mugenda, 2013).

3.7 Data generating techniques and processes

This research study used interviews (semi-structured) as data generating technique. According to Gillham (2000), interviews are used to generate information when: the number of participants is small, accessible, and key, questions are 'open' and when the

phenomenon under investigation is sensitive. Therefore since this study was concerned with getting in-depth information on why employees share strategic information on social media, a small number was considered because of time and other resources, also access for ethical consideration, who were able to give information in relation to the research questions.

It was a one on one verbal communication in which participants were engaged and responded to the research questions as the interview was moderated and recorded their voices. This approach was aimed at obtaining information that could not be directly observed or difficult to note down for instance observation of the non-verbal cues (Oso and Onen 2011).

Interviews aim at giving information relevant to informants' attitudes, thoughts or reasons for a given behavior such that during the interview participants share views relating to the study which give more insight into it (Jwan and On'ondo 2011).

The use of interviews in this study alone was informed by the aim of the study with respect to the research questions, though Kumar (2011) advices that "you can use a single method, the use of multiple methods to collect data is an important aspect of a case study, namely in-depth interviewing, obtaining information from secondary records, gathering data through observations, collecting information through focus groups and group interviews among others. However, it is important that at the time of analysis the researcher to continue considering the case as a single entity.

3.8 Data analysis

This was the most challenging process of this study since different scholars approached this part of the research process differently. Gillham (2000) states that "there is no single way in which a research report can be made; and you are likely to use several of them."

According to Jwan and Ong'ondo (2011), data analysis in qualitative research is a "systematic process of transcribing, collating, editing, coding and reporting the data in a manner that makes it sensible and accessible to the reader and the researcher for purposes of interpretation and discussion" (ibid). This study adopted the latter approach in the process of analyzing data thematically where after data transcription, data was cleaned to get rid of repetitions and vocal sounds. The cleaned data was assigned codes, then similar codes were put together to form categories and similar categories formed themes. Therefore in analyzing the data the following process was followed (Jwan and Ong'ondo, 2011; Mugenda, 2013):

3.8.1 Transcription of data

Data was converted from verbal to written mode; converting from voice to text. Gillham (2000) states that "words can run away with you, good writing is clear writing where the reader can see your thinking, and that means stripping away non-essentials."

Transcription was done in two phases. The first phase was done immediately after each interview, where voices where converted to hand written and the second phase when the handwritten data was typed, Mugenda (2013) advices that "in qualitative research, transcription entails the transformation of handwritten responses or voices recordings from respondents to organized, typed text" (P.87).

3.8.2   Re-familiarizing with the data

Qualitative data being verbatim scripts of interviews, rich in detail, unorganized content of many pages demanded review of each data to get the gist of the content, a process which formed the foundation of the framework having in mind the research questions. This process went on to the point that the characteristics within the data were understood (Ritchie and Lewis, 2003), then this stage informed the subsequent stage; first coding.

3.8.3 First phase coding

A code can be a word, or a phrase which represents a segment of the data under analysis. "A code represents a particular element of ultimate phenomenon being investigated" (Mugenda, 2013, P.89). The aim of coding was to organize the re-familiarized data into words and phrases to avoid repetition and inform the next stage; second phase coding.

3.8.4 Second phase coding

Second phase coding involved grouping similar codes from the first phase coding together to form categories, which also informed the next stage of third phase coding.

3.8.5 Third phase coding

Third phase coding, categories from second phase coding were regrouped to further form themes and sub-themes which determined the scope within which the research findings were presented.

3.8.6 Producing the research findings

The research findings were based on themes and sub-themes generated from the participants. The themes were subjected to interpretation and voices selected from different participants were included to qualify the interpretation.

3.9 Trustworthiness of the study

Trustworthiness in a research study involves strategies used in qualitative research in general. According to Given (2008), they may include data triangulation; drawing on multiple sources of data, prolonged engagement in the community or study setting, member checking; consulting with study participants on the accuracy and validity of the data and the study findings, and maintaining an audit trail; documenting analytic decisions during the study. Although strategies for rigor are time-consuming and not always visible, their deployment enhances the study's credibility.

The researcher took the steps as to enable other researchers and readers who would probably trust this study and utilize it in making decisions that add value to the society. Jwan and Ong'ondo (2011) argue that for any research study to be considered trustworthy, it should meet the expectation of the following terminologies:

3.9.1 Credibility

The extent to which the research process goes as far as investigating and reporting the phenomenon as it occurred in the field (ibid). Credibility further gives confidence to the research findings (Anny, 2014). Credible findings of any research stems from the correct interpretation of data collected (ibid). It answers the question, how do a researcher know that the findings are true and accurate? In this study credibility was achieved through

triangulation where the employees and the management participated in responding to same research questions.

3.9.2 Transferability

The extent to which the research findings may be generalized to other cases or contexts (ibid), though in qualitative research generalization may not apply unless similar settings with similar characteristics, findings may be replicated. Transferability was achieved through use of thick description, where a detailed methodological process of: data collection, context of the study and production of the final report (Li, 2004) was outlined. In addition, the use of purposive sampling where participants with characteristics that meet the research questions was also considered in this study(Teddie and Yu, 2007). Hence the findings of this study if replicated in similar context in Kenya there's likelihood of achieving similar findings. However, it should be noted that in qualitative research the issue of generalization is elusive considering that though contexts might be similar they cannot be the same but this study tried to describe the process adopted for others to follow(Kumar 2011, Jwan and Ong'ondo 2011).

3.9.3 Dependability

Dependability entails clarity of procedure used in a given study so that if other scholars replicate it can get the same findings and conclusions (Jwan & Ong'ondo 2011). It is one of the measures that researchers apply to minimize errors and bias in a study (Yin 2003). To achieve dependability on the findings I consistently adhered to the methodology of the entire study where I consistently observed each process so that there was coherence throughout the chapter, for instance the consistency in paradigm and related research

approach, research method, sampling and data generating technique in the entire chapter on methodology.

There was also thick description in the entire process of research, voices of participants and discussion of study findings explained each stage in detail to enhance understanding (Ong'ondo 2009). However, like the case of transferability conducting research using the same procedure might not give the similar findings due to differences in contextual issues relating to any qualitative research (Jwan & Ong'ondo 2011).

3.9.4   Confirmability

Confirmability is concerned with neutrality of the researcher, participants or the research site with regard to a study so that the findings are free from influence (ibid). According to Kumar (2011), one of the most distinguishing features of qualitative research is the adherence to the concept of respondent concordance whereby a researcher makes every effort to seek agreement of the respondents with the interpretation, presentation of the situations, experiences, perceptions and conclusions.

This therefore, was achieved during the interviews schedules where researcher probe responses and sought clarity by prompting the same and confirming the interpretation with them. In addition participants voices were used in the study to qualify any claim presented therein (Ong'ondo 2009), and finally the use of audit trail where highlighted every step of data analysis before establishing the findings of the study (Jwan and Ong'ondo 2011). However, every effort was made to ensure that there was neutrality during this study, but like any other study on social sciences guaranteeing complete

neutrality was not possible since at one point I was expected to make certain decisions which I believe might have affected the study in one way or another (ibid).

3.10   Ethical considerations

This study took into account ethical considerations right from its conception throughout the entire research process. Qualitative research entails human beings who have rights that needed to be respected. These were binding morals that guided this research, and could be explicit or implicit. For example the way data was generated; questions had to be framed in a way that does not offend the participant, also to illustrate another aspect of ethics, some participant refused to carry on with an interview for one reason or another and I could not press on (Jwan and Ong'ondo 2011). The researcher sought permission to carry out the research from the research site and the relevant authorities for example NACOSTI and any information obtained would be limited to the study and also anonymity of the participants were considered in this study.

3.11 Conclusion

This chapter has therefore discussed the content of the entire study by considering the philosophical paradigm, qualitative research approach, case study research method, purposive sampling, credibility and ethical consideration.

CHAPTER FOUR

4.0 DATA ANALYSIS, INTERPRETATION AND DISCUSSION

4.1 Introduction

The aim of this study was to find out what drives employees post strategic organizational information on social media. This study therefore investigated why employees post strategic organizational information on social media which affect their organizations and career progressions yet an employment in Kenya remains a challenge, and then data was analyzed thematically.

The aim of the study was achieved when data was generated through interviews which were recorded, transcribed, edited (removing chuff), coded, categorized and finally themes and sub-themes (categories) which were analyzed and presented beginning with the employees, the management, interpretation and discussion in the order of the following research questions: why do employees post strategic organizational information on social media? What are the effects of posting strategic organizational information through social media on organizations and employees? And, what are the regulations in place to enhance effective use of social media in the organization?

Purposive sampling was used and the researcher intended to interview the entire population of twenty two employees but twenty two of them participated, while a few declined to be recorded during the interview. Nonetheless, the exercise went on and after the seventeenth participant it was noted that the respondents were giving similar responses as given out by previous participants (saturation) and the exercise was stopped for this category of participants. According to Mugenda (2013, p.65) "a researcher

continues selecting respondents until a saturation point is reached. This means that additional information provided by new respondents does not add value to the study".

4.2 Interpretation analysis and discussions of findings according to question one

The aim of this study was to find out what drives employees to post strategic organizational information on social media. To achieve this aim, employees and management were interviewed by the researcher on why they post strategic organizational information on social media? Trying to investigate if there were official social media platforms in the organization whereby, two issues emerged under categories of social media as a result of the participants' response as below:

4.2. 1 Categories of social media in the organization

Majority of the participants said that there were two major categories of social media platforms in the organization which were closed forum and open forum.

4.2.1.1 Closed social media platforms

According to most of the participants, there were social media platforms within the *organization where employees interact.*

> *'... KCAA has several platforms for staff: twitter; the official twitter account and forum for employees and facebook' and employees have an opportunity to chat on except the intranet and the staff mail which were for official use. 'Also on the organizational website, there is a provision for chatting that the organization has provided'*

However, information could leak, hence restrictions were in place; discouraging employees from utilizing the forum and eventually rendering it inactive, because employees fear posting information that could lead to sanctions which included pulling down such messages and could lead to lose of employment.

> *'Even the facebook forum that the employees have most of the time they usually take it as closed forum and usually bring some problems because information somehow if it is put outside there some times it becomes very difficult to control'*

The official communication takes place on the website where other platforms were hosted, for instance the staff mail

> *…..'Official no. we have the official social media that we have is the official email address then the other social media we have is our internet.'*

In this platform, Facebook forum is popular to majority of participants, compared to other social media platforms

> *'The most commonly used is facebook, twitter is not that popular, even though just a few people are known to be on twitter and is rarely used'*

But the staff mail is used by the management to give instructions to employees.

> *'...the email-staff email addresses which is basically the most commonly used by the management to communicate to staff where the unofficial part is facebook.'*

4.2.1.2 Open forum social media platforms

This forum was developed by individuals with common interest and departments within the organization.

> *'We have…facebook based on certain associations or Departments, so probably individuals within a department come together and create a facebook where they socialize for example in engineering we have our own facebook and even ATC and the like, have professional associations also within KCAA who created some facebook platforms for the purpose of social interaction'*

Few of the participants said it was created by the employees in their respective departments within the organization based on their associations when restrictions were put in place. So that when an employee posts information, it goes to the targeted recipient

to avoid rumors which might cause anxiety. One participant said there was free use of social media in this forum, but social media policies were not there.

> '…*But the most active one is facebook and I'm not sure if there is any'… '(He laughs heartily) I don't participate in it because I'm not sure if it's really the official one or somebody created it*'

However, some participants were not sure if the organization had official social media platforms…

> '*Social media I don't know of any other. The organization doesn't have facebook, except that staff-staff of kcaa welfare on the facebook… 'We don't have social media platforms like twitter, facebook, instagram ,whatsapp we don't have the official one I have not seen. We have the intranet…'When you say official social media platform I'm not sure'*

Therefore social media platforms exist in the organization where the closed forum according to the participants is run by the organization, while the open forum was with the employees. From the participants perspective the latter was utilized by the employees as opposed to the former which they said it was dormant.

There was much traffic on the open forum compared to the closed forum and some participants attributed this difference to employees' apprehension of being reprimanded by the management. Hence employees were free using open forum when expressing their views. The official secret act (1968) demand of them not to share any information they come across in their course of duty and thereafter when they exit service.

According to some participants the provision of social media platform in the organization is suspect; that the management established it as a way of spying on them. This perception informed the little activities taking place on the official forum.

After establishing that there were social media platforms in the organization, this study wanted to find out if the participants were aware of strategic organizational information, and their responses generated the information below:

4.1.2 Awareness of strategic organizational information

As part of answering question one the researcher further asked the participants (employees) if they were aware of social strategic information in the organization, and there were mixed reactions to this question, for example less than half of the participants said they knew strategic information through commonsense.

> *"There' is some information which you cannot actually post, things to do with politics, things to do with personal issues they don't allow in fact event these sex thing (pornography) they filter them so they don't allow. Also there are some things which an individual employee doesn't put on facebook in fact they (management) will write to you directly. They don't to the best of my knowledge."* *(Participant)*

Strategic information was clear according to some participants since it was based on departments within the organizations.

> '*…I'm very much aware of it because all these things are in black and white from the ICT section"* '*… Personally I know strategic organizational information at personal level that's for sure!* (Employee: 8, 13).

One participant further said strategic information was something s/he could not go wrong when interacting on social media since s/he was keen on what it was through common senses, and being keen (Employee: 13, 15, 8, 6, 5, and 9).

> '*...yes I can tell, though there is a thin line between what is sensitive or classified and the one which is not but there is information that by common sense you cannot post on social media."* (Employee: 6).

Therefore they could not go wrong when interacting on social media

"...I have no problem on what to put on social media and not yeah. All the times I have been sitting comfortable with whatever I have shared" **"…***Yes I can tell, though there is thin line between what is sensitive or classifies and the one which is not but there are information that by common sense you cannot post on social media."* (Employee: 15).

4.1.2.1 Strategic information was with management

Two participants said strategic information was with management.

'… *management at headquarter is the ones who deems what information is for public consumption and they are the one who disseminated that yeah* hence *employees don't access strategic information'* (Employee:9).

Therefore they don't access it and the closest they could find it was in the closed forum.

'...Now like the sensitive kind of information you might want to be talking about may be is stored in the domain of the employees of that department' (Employee: 5,6). '... I have never come across such information as much as I have been in kcaa. I have never seen it which means they are classified and they go to specific people. So i can say kcaa knows how to restrict such information because I have never seen them' (Participant 11) and corporate communication and the secretaries were custodians (Employee: 14, 5).

Posting strategic information was not allowed since it was in closed forum at the corporate department of the organization.

'…*I think there's corporate section in Nairobi concerned with all these. Everything is gotten from the manager from Nairobi. I think he has that responsibility concerning anything to do with the organization's information to be given out to the journalist' '...Strategic information is handled by the corporate section which has a director and staff there'* (Employee: 14).

After finding out if the participants were aware of strategic organizational information, further asked them to give examples of what constituted strategic organizational information, and the responses generated the following categories of information:

4.1.2.2 Strategic information

Three of the participants said strategic information was strategic information found in closed forum or websites within an organization which include documents marked accordingly as strategic (Employee: 3, 4,5).

In addition, four participants said strategic information entail privileged/operational information that employees access by virtue of their work (Employee: 13, 1, 15, 16, 17, 9). While two of them said strategic information include documents within the organization of operational nature for example licenses, interviews, strategic files and policies (Employee: 7, 17, and 1).

> *'Open, strategic, secret, and top secret, an in KCAA most of the times it ends at secret. Open is any information that is common and can be given to anybody, strategic is category of information which should not be given just given anyhow may cause an embarrassment. **S**ecret is a category of information if its leaked out it can cause a very serious damage to the organization… Top secret affects our security* (Employee: 3).

> *However, '... these entire information even open one could be Classified information you are not supposed to give that information to the public that information (privileged information) and even within the authority not everyone is supposed to have every information yeah' (participant 10). Moreover, strategic information was said remained open information unless it was labeled so. '... information shall be classified as strategic when it is labeled and stamped (participant).*

4.1.2.3 Privileged / Operational information

A number of participants said that strategic information was privileged/operational information which comprises of mandate and Policy documents of the organization.

> *'…I understand, there is information even when I work in the desk I'm not actually allowed to share with other people'* (Employee: 13).

This information was strategic which included: Flight plans, Examination, licenses, Interviews, (Employee: 15, 16, 17).

'... any information that an operator gives me I don't share it with third party so in my view all information that is disseminated between departments is strategic ...you don't share all information that everyone is asking you' (Employee: 10,11).

4.1.2.3.1 Information on security

Information on security was cited by majority of the participants to be strategic information which include the security of the country, the head of state, very important people in the society (VIPs) and system security. (Employee: 6, 16, 16, 17, 1).

In addition the rest of the participants said that strategic information was information that touched on the security of the nation, employees and systems in organizations.

'... It all depends on the internal security of the nation so it may not be legal for me to post such information (Employee: 5).

Information concerning VIP like the security of the head of state.

(information concerning the securely of our country concerning safety of our country or some persons you know if you are privy to the information on the movement of the VIPS you cannot just be posting around' (Employee: 15).

The Privacy of the employees '*... Some issues pertaining to the staff which they deem to restrict* (Employee:17) and System security of the organization '*…Information like the password of a system'* (Employee: 16).

4.1.3 Drivers of posting strategic organizational information

Employees said one of the drivers of posting strategic information was behavioral where employees were addicted to use of social media.

'...Sensitive messages sometimes of course social media are a very addictive thing And a times they might do it out of hobby, you are doing it today I have to do something you just put it so innocently' (Employee:1).

This could result in competition where employees would like to be the first to share any information '

...to be seen to have been the first to have known' (Employee: 4).

This new technology has enhanced features that employees would want to explore.

'*…also when technology is available we also want to try and see. For example in whatsApp what has made me to use it is explore sometimes features come up and you want to see how it works. Adventurous; by the way I'm learning many things from these social media when I post I also learn'* (Employee: 15).

Moreover, self-identification played a role on motivating employees to post information as a way of branding themselves since they had audience that they would like to appeal to.

'*...being on a social site, sometimes you get friends who are not necessarily well acquainted with you; or let me call the acquaintances so these people need to know who you are so you try to give them as much information as possible which is within the legal limits'* (Employee:5).

4.1.3.1 Ignorance of the new technological features

Ignorance of effect of social media was also cited by some participants as the cause of posting strategic information by employees.

'*… it happens there is no any bad intentions or innocently just got this information, let me share it with my people I tell them there's something like this but you share some information and he doesn't know that it is sensitive, somebody else might use that information wrongly, but for him he is just sharing information – it's just a hobby, so it turns out to be bad'* (Employee: 1).

This was because the technology was new and some employees may not have been able to operate related features correctly.

'...she may not have been aware of the repercussions because this concept is relatively new to us especially here in Africa, It all depends on the settings because some forums are closed forums and for our organization's I think it's a closed forum' (Employee: 5).

In addition, precedence played a role in the way employees used social media in organizations.

'... I have never seen such a case a where a staff has been summoned over the....nini kcaa platform mail and also see really do kcaa staff really, do kcaa staff use kcaa mail, it's only the employer at this juncture who normally communicate to' (Employee: 12), a situation they attributed to lack of clear communication on regulations on use of social media. *'...there could be regulations but they may not have been communicated* (Employee: 9).

4.1.3.2 Leadership style

When certain styles of leadership were applied in organizations employees may find themselves having issues. Almost half (8) of the Employee:s said this, like lack of promotions, or other issues related to leadership. These could stress the employees who eventually take to social media as a way of ventilating.

. *'…I think in my own opinion they are protecting their own position maybe they have erred for they have not done their duties well if they give out that forum then their weaknesses are going to be pointed out so that's why they restrict information on those platforms'*(Employee: 17).

Therefore when management does not meet the expectation of the employees they are informed through social media as a way of criticism or correction in order to improve the situation (Employee: 1, 11, 15, 12, 16, 14, and 17), though two Employees said that in any society there are people who are malicious and may be out to taint the image of their organizations (Employee: 16, 11).

4.1.3.3 Grievances/Complaints

Grievances caused employees to post strategic organizational information on social media, '…*maybe in a way they are not contended with the company*' (Employee:11),

> *what may be prompting them to do the posting is one may be having a complain; individually maybe I told you earlier on maybe there is a misunderstanding with your boss the other thing maybe is touching on promotions there other thing is touching on officials routine individually he might want members to contribute and he feels he should post it on social media.* (Employee:,12).

> *Hence, '...it is a way of ventilating, because now he can't may be go to court and do anything, the employer is so much so one way of doing some punishment to the organization is through the social media.*(Employee: 1,15).

This was demonstrated by people who post their grievances on social media.

> '…*there's a group in the social media where they post their problems*' (Employee: 12), some of these issue could be monetary as cited by this Employee:. '…*I think complaints (grievances) people feel they are paid less money and they air their views through…, we have a union which presents staff issues including monetary issues which they take up with the management*' (Employee: 14).

4.1.3.4 Information

Information is what drivers posting of strategic information on social media. According to the Employees, people had audience (followers) on social media that they want to address (1) depending on their nature of information. The use of social media according to one Employee: is fun, also through social media people get to encourage one another (Employee: 3, 12, 7, 13, 15, 16, and 9).

Moreover, the need for knowledge on a given subject or warning or seeking clarity make employees to post strategic information on social media. Some issues might not be clear according to some Employees, hence there was need to seek clarity of the same and

feedback as a way of helping others and in the process strategic information could be posted unconsciously (Employee: 15.6,16).

Lack of information flow was also said to cause posting of strategic organizational information. Two Employees cited this reason by saying when information was not forthcoming yet the right to information was one of the fundamental rights in the Kenyan constitution (2010) (Employee: 17, 15).

Apprehension of using closed forum in organizations drove employees to post strategic organizational information. According to some Employees, people fear using the organizational resources so that they are not noticed by the management. The Human Resource Manual stipulates consequence of giving out strategic information to unauthorized persons, hence restricting such freedom (Employee: 14, 12, 11, 10, 3,).

4.1.3.4.1 To Inform

Some of the Employees said that they post strategic organizational information in the course of addressing their audience.

> '…*a person on social media has audience just like a paper or a T.V. they have audience who are ready to get information and response that this thing has got your people'* (Employee: 1, 3),

that you find information and you want to share it with others

> . '…*the kind of information; sometimes things come your way and you want to be the first one to break the news'* (Employee: 7).

A times sharing knowledge inform posting of strategic information.

> '…*It's sharing of information; it's a discussion it's like chatting, like discussing, posting is normal if you want information'* (Employee: 9, 12)*.*

4.1.3.4.2 Clarification of information

Strategic information could find its way to social media when employees sought

clarification on issues of work place.

> '…w*hen I want to know, like me I know how to tap information and how to debrief. If I want to get information I will post something and see the reaction I can conclude that this is supposed to be like this. For clarity of issues,* (Employee:15).

This was said to be crucial since it was a way of helping others in time of need.

> '…*people want to react; they want to exchange information for example somebody posts some comment, I want to see how people will react to that. It's like marketing; you want to find out the opinion of the other people'* (Employee: 16).

4.1.3.4.3 Lack of information flow

According to some Employees, lack of information from management caused employees

to post strategic information in the form of grapevine:

> '*At times grapevine works also well because it prepares people. When the thing comes and is communicated officially, already people are prepared. Because they knew it was coming. So sometimes also it is positive, sometime might see people are posting sensitive information…'* (Employee:1,17).

Hence Ineffective channels of communication force employees to seek information

through other channels.

> '…*sometimes the official channels of communication in our organization are not effective'* (Employee: 15).

Some employees feared using closed forum because they fear being reprimanded by the

management.

> '…*they cannot because sometimes back; longtime ago at Jomo Kenyatta International Airport, I saw one that was posted concerning the manager (MANs)*

at Jomo Kenyatta people posted things concerning his personal life'(Employees 12, 14, 15).

The staff mail at the organization's website was underutilized by the employees who created their own forums outside it, yet they should have made use of it to air their own issues

.'... staff have never utilized that chance using the kcaa staff mail platform to address their issues what they do normally they go and form a group in a social media platform outside like facebook, whatsApp' and discuss their issues and maybe it happens that a times maybe one of the managers or either person is also a member of that group and s/he happens to see that' (participant

However, posting strategic information is not only negative but it could be positive as away of correction, '…*when information leaks it gives an opportunity to the organization to try and seal the loophole* (Employee:2).

Since '…*in any society there malicious people who don't get satisfied with they don't get like their management somebody there are people who like criticism they criticize that management in a way some positively they just'* (Employee: 14).

4.1.3.5 Freedom of expression

The new media provides freedom of expression, unlike sites within the organizations that are restricted. Most Employees said this was the reason they find themselves posting strategic organizational information through social media. Freedom of expression is a right that people exercise as provided for in the Kenyan constitution (2010), though these rights according to one Employee: they are limited. In addition Judgment of content before posting is based on individual's perception (Employee: 12, 5, 14, 15, 16).

Freedom of expression was said to be the driving force behind use of social media by the employees in organizations.

> *'...I think the constitution guarantees freedom of speech that's why you find people; since they can't express their views on this forum (official) they rather go to the other forum (unofficial platforms)'* (Employee: 17).
>
> But, *'...even if there is enough freedom of expression, nobody can allow you to go to Laikipia airbase to get information there. If it's disclosed that we have freedom of expression so even that right has limitation yah! (he laughs heartily). Each right has a limitation, therefore people should know by reading the HR Manual to be able to know the boundaries of their employer because we hereby by virtue of employment, this is not our house'* (Employee:3).

Similarly I asked the management the same question and their reaction elicited the following information:

4.1.2 Available social media platforms

The managers said that there were social media platforms which included: facebook, twitter and the organizational website.

> *'…we have…facebook account… twitter for kcaa, I think that's all about it I'm not sure if we have any other besides those two*.M2).

However, they were unofficial channels of communication since there was no official communication on how to utilize them in the organization

> '*…as a management we are using whatsApp,…'* (M1). Besides that we are using a website not as a tool but as an official platform(M1) '*…twiter, whatsapp as means of communication but not officially'* (M3).

Though, one manager said s/he was not aware of any social media platforms, apart from the organization's website.

> '…*Face book as a media as far as the government is concern we use the internet or internal. Whatsapp X2 I think you mean for the organization, I am not aware if we have. Twitter and instagram not really.*

Since, corporate communication was responsible for social media according to Employee: (M4),

> '*I think that one can be given by corporate communication they must have asked for any platform*'.

4.1.2.1 Privileged information

I wanted to find out what constituted strategic organizational information, and I started defining strategic organizational information as was defined at chapter one-operationalisation of terms. One Employee: response was privileged information- that's information an employee accesses by virtue of their work as defined in the official secret act (1968).

> '*I am sure we have trained you on secrecy and you know the kind of information. You're a public servant and should know your nini (when you say secrecy) no one have the opportunity you we gave you a document call official secret ACT*'

There were consequences should an employee discloses such information particularly to the media; therefore it is the expectation of the management that every employee keeps it secret.

> '*...bears consequences in case of diverging information carelessly you are teaching me nothing*' (M3).

Another manager said it was information outside policy- that information an employee should not comment on in any way.

> '*...For using social media we do not necessarily share information that's strategic. A lot of time we use information which is within policy that may not*

have an impact. It may have an impact ultimately but in the impact have a negative effect' (M1).

Moreover, they said it was such information given to employees during orientation when they joined the organization.

'…when people came on board during recruitment we take them through induction. '...who is supposed to disseminate the information like strategic and secret information when they are outside there they don't talk of giving out information kcaa' (M4).

However, one manager said he was not aware of any effort that information had been classified accordingly in the organization.

'…I don't think this organization I have ever seen an effort or an elaborate effort to. First of all for you to be able to know what's secret and what's not secret …. Staff like that you have to engage on a classifying information or data'(M2).

4.1.2.2 Information

4.1.2.2.1 Lack of Information flow

When I asked the managers the question–why do employees poststrategic organizational information, some of them said that social media being a channel of communication had provided an avenue for the employees to express themselves when information was lacking on issues that affect their lives.

'…when somebody is not satisfied; when we block some ways of getting information they can open up other ways of getting information' (M2,4)

The new media facilitate freedom of expression where employees express their opinions.

'...new media has provided freedom of expression. So an employee is not limited in writing personal opinion. So the freedom has provided a forum to raise opinion (M1).

In addition social media enables employees to communicate genuinely since it's a channel of communication.

> *'...some people are also just genuine they just communicate. The best thing about social media is it's a channel to voice yourself without using a lot of resources* (M2).

4.1.2.2.2 to inform

Moreover, the managers further said that employees were being motivated to post strategic organizational information by the desire to inform others, since they perceive sharing information as one of the fundamental rights anchored in the Kenyan constitution (2010) '…*may be you want to share with your colleague what you found to be novelty or new'* (M1).

Also the new technological advancement in internet enabled environment and related gadgets creating a novelty way of sharing information. '*They have extended the rights of freedom the other thing is technology actually let me not call it technology; let me call technological culture;*

The new culture has transformed the way information is obtained for instance people used to obtain news through newspapers, but with smart-phones they can download the same and read it on their gadgets.

> '*you see when you go about everywhere unakuta kuna hi kitu inafanya kazi wako na ipad, laptop, utakuta huyu mtu akisoma gazeti, unasema when I travel I will buy a newspaper, na wewe ukienda kwa hiyo kitu, you have no time for newspapers; you will go to greater things. It's interesting and it's a modern culture'* (M3).

4.1.2.3 Personality

4.1.2.3.1Grievances

They also said that what caused employees to share strategic information on social media were grievances. They said employees may be having some expectations from the management which if were not met they could take into social media as a way of ventilating.

> '...in any place there are bound to be issues of frustration, so employees can ventilate using the social media and so long as it's provided within the group, that's just fine' '... an employee share that kind of information because of the freedom of expression provided by the forum secondly they are using the forum to ventilate which is quite which is quite human' (M1). '...I think people might be looking for an avenue to communicate their grievances' (2). '... may be when somebody has an issue and it's not been addressed probably .....(M4).

4.1.2.3.2 Ignorance of consequences of sharing information

Ignorance was cited by one of the managers as causing employees to post strategic organizational information on social media. Some employees may not be aware of the consequence of their actions since social media had features that could disseminate information without the awareness of the person. S/he also raised the issue of malice where an employee could use it as a way of settling scores.

> '… sometimes you might send something that is sensitive innocently without knowing the effect just for communication purposes' (M2).

4.1.4   Discussion

The first question of this study was to find out why do employees to post strategic organizational information on social media. Based on the responses from managers the use of social media in the organization was inevitable due to the nature of the society organizations exist in which is dynamic, hence the need for organizations to adjust

accordingly to the new technology in order to be relevant in the society. According to Larsson (2009) "the new media are the most outstanding, common, and important channel for interest groups to get their messages out and influence their surroundings."

Organizations are departing from the culture of storing information on their websites and expect clients to get it. Instead they engage them through social media. This approach therefore means organizations set agenda for their customers as a way of wooing them, using platforms like the facebook and the twitter.

The use of social media is more of transactional where customers are able to receive information through their enabled gadgets like their internet enabled phones hence making quick decisions based on it.

In the context of this study, management has dedicated some platforms as a way of interacting with its clientele so that they do not get information from third party which may be distorted. In addition, exchange of information between organizations and clients enables the former to improve products and services.

The use of social media in the organization was demonstrated by two categories of social media within the organization. The closed forum which is within the organization's website which according to employees was less active since The Human Resource and Administration Manual (2011), clause B11, directs all employees to liaise with Corporate Communication Department whenever an employee wants to publish something.

> **B11 Media Relations and Interviews**
>
> *The Corporate Communications Division is responsible for communication and is the recognized channel for all Authority's information to the Local and International mass media. Departments and employees should therefore,*

> *maintain regular liaison through the Corporate Communications Officers to ensure the fullest possible publicity for any information they wish communicated to the public. However, only the Director General or designated person is authorized to make statements to the media on Authority's policies.*

The above clause perhaps discourages employees from expressing themselves, justifying why there was less traffic in the closed forum.

The open forum provided an alternative where employees expressed themselves without fear of being victimized. Anonymity was possible through the use of pseudo names and interest groups like different departments have their own flat forms.

However, while social media was being utilized in the organization, there was no official communication on how to utilize it. Employees and the management operate on the assumption that each party knows its merit and demerits.

Kinyamu, (2012) and Walton (2013) stated that "This growth of social media in business and communication in Kenya presents an opportunity as well as a serious risk to your business; whether or not you are active doing the right thing on social media the conversation goes on with or without you! Yet no organization can ignore its use and construction of too strict media policy will place organizations at competitive disadvantage. This is the dilemma organizations find themselves in (ibid).

On what to post and not on social media some employees exuded confidence that they knew what to post and what not on social media based on guidelines in The Human Resource Manual which is biased on mainstream media, yet social media resides outside organizations enabling everybody with internet enabled gadget to be a citizen journalist, hence organizations are unable to control. Mahugu (2015) questioned the relevance of

mainstream media in this century where anyone with a smart phone could be a newsmaker or a reporter and he concluded by saying "the situation in hand is that the traditional media does not break stories"

The inadequacy on preparedness on effective utilization of social media has been attributed to internal and external challenges which have slowed down establishment of platforms within organizations such that they outsource services of monitoring and advising organizations on what others comment about the organization in the midst of lean financial constraints. (Parveen, (2012) & Kuikka et al (2011).

This situation was beyond control of an organization yet strict controls may not apply, presenting a tricky situation that organizations have to navigate delicately in order to make use of it effectively. Larsson (2009) advised that "when employees are facilitated, the organization can enhance its reputation since it's a collective role".

The discrepancy on official use of social media in the organization has to be addressed by the management by communicating effectively on the position of the organization and also equipping the employees on how they can conduct themselves on social media (Osch, Steinfied and Balogh 2015).

Therefore management in organizations needs to understand the effect that social media has on the organization. McKinsey (2013 February) states that "Executives must understand the nature of different social-media tools and the unruly forces they can unleash."

There was also variance in what constituted strategic organizational information; that employees perceive it differently. Those that said the management was the custodian of

strategic information believe that any information at their disposal may not constitute strategic information. Yet it was the responsibility of every employee in organizations to ensure that classified information was protected by observing policies governing classified information. Schlichter, (2016, Jan. 25) cites 18 United States Code Section 1924.

Strategic information being the lowest category of classified information/strategic information which majority of employees cited in most cases such information was accessed by specific people within the organization. But any leakage affects the organization.

Privileged information being information that employees access by nature of their duties for instance those employees working in operational areas in organizations, also the security of the head of state remains a top secret18 United States Code Section 1924.

The Human Resource Manual and Administration (2011) clause B11 Media Relations and Interviews:f) an employee who, by the nature of his/her duties, has access to classified documents will be required to keep such knowledge secret in accordance with the provisions of the Official Secrets Act.

Privileged information according to management was all that information contained in the official secrets act (1968) which employees are advised upon joining organizations to veil, constitute strategic organizational information. This act, has stipulated the kind of information it refers to and the closest it has come to social media is just the word 'media'. Considering the year of inception (1968) and new innovations coming up each

day, one might interpret its applicability to exclude social media. This variance in what constitute strategic information impedes effective use of social media in the organization.

Organizations use blanket statements like 'outside policy' when advising employees not to mention or share secrets of the organization, but this ground can be contested since the phrase has no boundary. This being the case management expects employees to observe code of regulations which neither the employees nor the management understood clearly.

But organizations are expected to have clear strategy of what constitute privileged information as per its definition by the Cambridge dictionary. "Companies should explicitly decide what is privilegedinformation and set up strict protocols for who has access to it "http://dictionary.cambridge.org/dictionary/english/privileged-information).

According to (https://www.law.cornell.edu/wex/privilege) on the law of evidence, "certain subject matters are *privileged*, and cannot be inquired into in any way. Such privileged information is not subject to disclosure or discovery and cannot be asked about in testimony. Usually, privileges exist not because of a fear that information provided will be inaccurate, but because there are public policy reasons the information should not be disclosed."

Similar observation was shared by Schlichter (2016) cites 18 United States Code Section 1924 which states "It's therefore the responsibility of every employee in organizations to ensure that classified information is protected by observing policies governing classified information."

From the employees responses on what caused people to post strategic information on social media, two issues emerged, those within an individual and those outside or the

environment. Personal needs drive people to post information and also the push from the environment. According to Matikainen (2015) drivers of posting strategic information had been categorized as intrinsic and extrinsic; that drivers reside in people and it might also come from the environment to influence people's behavior. This was in tandem with uses and gratification theory that people use media to gratify their needs and also McLuhan's media theory facilitating the process of posting information.

In Africa for instance people are encouraged to use social media by their needs. The Guardian Newspaper of Friday, June 2011, carried a story by MariemeJamme –Co Founder for Africa Gathering, that Africa's new generation were using social media to push for change for instance, change of regimes for instance in Egypt in 2011.

The needs for information enable employees to post information on social media. When information from management was scanty, lacking then employees resort to other means of getting information, since it was one of the fundamental rights anchored in the Kenyan constitution (2010).

> *Freedom of the media. 34.(1) Freedom and independence of electronic, print and all other types of media is guaranteed, but does not extend to any expression specified in Article 33 (2). (a) Propaganda for war; (b) incitement to violence; (c) hate speech; or (d) advocacy of hatred that— (i) constitute ethnic incitement, vilification of others or incitement to cause harm; or (ii) is based on any ground of discrimination specified or contemplated in Article 27 (4). (3) In the exercise of the right to freedom of expression, every person shall respect the rights and reputation of others.*

According to Nuxoll (2006) as cited by Matikainen (2015) peoples' intentions of producing content on social media was linked to self-expression, sharing, communication and collaboration.

The management was also in agreement that the driving force behind posting strategic organizational information was the desire of the employees to inform or to get information. When employees come across new information they share it with their followers or the networks within social media circles.

In addition, when other channels of communication are restricted or information was not forthcoming they resorted to social media and in the process they post strategic organizational media. This was because social media is a great 'tool' which is cheap to run and also the new technology has brought in a culture of tech-savvy, an observation Elliott (2013) agrees with that "Social media is a great tool. But like every tool people use in life, it comes with its own set of dangers; of particular note are the threats brought about by the information people share on social media."

Information shared on social media can cause harm to an organization. According to Fowler (2003) information technology like the use of internet was being targeted by terrorists to cripple economies, hence professionals warn that any transaction carried out over the internet without appropriate protection put consumers and company information at risk for fraud and theft.

Yet this was contrary to clause B10 Disclosure of Information

> *An employee must not disclose any information to external agencies concerning the affairs of the Authority and Board of Directors or its employees or show or release any official document to any person outside the Authority unless authorized by the Director General. Any external request for information concerning the Authority's operations or otherwise must be through the Director General.*

Personality or character of an employee could cause posting of strategic organizational information. In life there are challenges, for instance the way organizations treat

employees. Some employees will react differently, or an employee might not understand

the impact of what s/he posts. Silverstein (2010) said "Mr. Kevin Smith, the passenger,

took to social media to express his anger"

B5 Critique against the agency

Although the Agency respects the individuals. Freedom of expression and association, employees shall not go public outside the Authority to criticize or express independent opinion that will have adverse consequences on the Authority. Critique may be made openly or strategicly in the various appropriate fora such as staff meetings, seminars and workshops or lodged through suggestion boxes or any other acceptable means. However, employees are advised to critique and offer solutions to the challenges facing the Authority at the same time.

Clients might also take to social media depending on the way they were handled by the

organization**.** B6 Undue use of Influence Officers are warned that seeking the influence

of politicians, media or other persons as a means of bringing their services to the notice

of the Authority with a view to consideration for promotion or other favours is viewed

with disapproval. Also Kimball & Rheingold (2000), advise that organizations have been

forced to respond to every issue raised even if it is rumors (Social media "obscure

organizations and even disgruntled individuals with the ability to publish whatever they

please, without even the limited accountability of the mainstream media (Rodman, 2012,

Matikainen 2015).Therefore according to Mckinsey, (2013 February) social media has

created another challenge for them due to risks associated with it.

This radical change has created a dilemma for senior executives: while the potential of social media seems immense, the inherent risks create uncertainty and unease. By nature unbridled, these new communications media can let internal and privileged information suddenly go public virally. What's more, there's a mismatch between the logic of participatory media and the still-reigning 20th-century model of management and organizations, with its emphasis on linear processes and control. Social media encourages horizontal collaboration

and unscripted conversations that travel in random paths across management hierarchies. It thereby short-circuits established power dynamics and traditional lines of communication (Deiser and Sylvain Newton, 2013, February).

Therefore considering the aforementioned, there was need for organizations to understand that employees have needs within themselves and also they were influenced by what goes on in their society, hence the need to prepare them adequately by equipping them with information on how they would use social media in an internet-enabled environment to avoid posting strategic organizational information on social media.

4.2 Interpretation analysis and discussions of findings according to question two

Considering the aim of this study of finding out why employees post strategic organizational information on social media, I wanted to find out whether the Employees were aware of the effect of posting strategic information on social media. In-depth interviews were conducted which generated information as presented below starting with the employees then the management:

4.2.1 Consequences of posting strategic organizational information

4.2.1.1 Image

Posting of strategic organizational information reflects negatively on the organization as reported by majority of the employees who said such impact could cause mistrust and, productivity and allegiance to go down (Employee: 5), as a result clients shift allegiance to elsewhere.

> '*First of all it infringes on the secrecy of the organization. The immediate effect is that since you don't know who is reading that information, some of this information can be used against the organization*'

Though, state corporations usually survive a competitive environment due to monopoly given by the state through the statutes (Employee: 2).

> '*The fortunate thing about KCAA is that they don't complete with other organization it's almost a monopoly in Kenya because no organization doing the regulation and the ANS operations, it's only KCAA so that is why I think Management are reluctant to enforce certain rules because the impact is not so much devastating'.*

Moreover, negative effect was not limited to the organization/institution but also the concerned employees (Employee: 5). Where the organizations were subjected to litigations in most cases employees were subjected to disciplinary actions which might result in dismal.

> *The immediate person who will suffer is the one who leaked that information and now the one who post definitely will be reprimanded by a way of a letter sacking or demotion depending on the employer. Then of course the trust level will go down. Productivity of course, they will shift allegiance'… 'Reputation can be very bad. That's why there's need to protect and Sometimes your career might be terminated. But even if you remain in KCAA you will be living in a suspicious manner* (Employee: 1).

4.2.1.2 Reputation

The reputation of the organization is also affected when strategic organizational information is posted on social media. Even if the concerned employee survives the effect of posting information, the reputation shall have been tarnished. A number of employees cited this effect which may include negative perception which informed future assignments within the organization (Employee: 12, 9, 7, 13, 6). *'The employee will also taint his career. '*Therefore,

> '*…one thing it will give a very negative picture of you as an individual and even the organization, it will portray a very bad picture* (Employee: 8).

Some employees said that posting strategic organizational information affects the employee(s) concerned, for they would be perceived negatively by the management.

> *'...it can tell so much about a person. As one mode of communication but now may be that person is giving his views that way but it might be used against him because it actually do not bring a positive image to the organization...'* (Employee: 13)*...now you will be regarded as somebody who's not responsible although there people were enjoying themselves' (Employee: 6, 9), hence, loss of respect. '...building your own career you also want to become a role model and people want to emulate people who are focused'* (Employee: 7).

Moreover, they further said the performance of the employee(s) concerned would be affected and disciplinary measures would be preferred on him/her.

> *'…culpable for disciplinary action'* (Employee: 12) *and may result in loose of employment. '… It will affect when people talk badly about you do you think you can perform? .... Reputation definitely; you can be sacked depending on the kind of information you post, you can even be suspended'* (Employee: 8).

4.2.1.3 Disciplinary measures

In addition some of the employees said that while those who post strategic organizational information on social media face disciplinary measures there were no clear policy in place.

> *'...there's no clear policy as staff I don't think there's a clear policy on what measures the organization can take on a staff may be denied promotion, denied certain privilege promotion and all that or even somebody could be transferred to another station yes! Maybe such a person may be written a letter, maybe taken to a disciplinary committee, the organization has a disciplinary committee where she will be taken and will be asked why such postings* (Employee: 2,3,9,14).

> *Though, '...there's no clear policy on what measures can be take on staff using social media. But often as I have told you, for staff using email they just block and they send a letter, a circular telling staff this and this should not be happening because it might be detriment to the organization'* (Employee: 2).

Social media was complex, such that tracing the originator of any information posted could be a challenge, since it takes resources to authenticate authors of messages.

> '...*writing anything anybody can write, but there are some things which have to be authenticated. If at all they find to be t then it will depend on who gave out that information, was it the person giving out that information*' (Employee: 4, 1).

4.2.1.4 Career damage

Posting strategic organizational information could result in career damage (9). Organizations use social media profiles of people seeking promotions or interested in joining the organizations before making decisions to hire them (8,12,13,14,15,16,17,10,). According to some employees, social media had become more of a resume where information of an individual was kept.

> '…*social media is just a file of an individual with all the information there everything from where he studied… changed work from this. He is now married, divorced, everything and all that so for the social media leaves a foot print of all information*' (Employee: 1).

Consultation on this 'file' was said to be slowly gaining popularity of employers when they want to employ in their organizations.

> '…*I think organizations are slowly becoming aware of the need to console social media profile of potential employees, but in the first it was a new phenomenon*' (Employee:5).

Almost all the employees said that the effect of posting strategic organizational information affects the organization and the employees concerned.

> '…*first of all it infringes on the secrecy of the organization. The immediate effect is that since you don't know who is reading that information, some of these information can be used against the organization and someone who probably originates that*' (Employee: 5,7, 12,14,).

They further said it could reflect negatively on the kind of organization and redeeming its image could be costly.

> *'...you cannot say you do a lot of PR in terms of damage first because your reputation has already gone down and then now the cost of doing some damage controls;* (Employee: 1).

While image was significant for the existence of organizations, one Employee: said that organizations exist in Kenya due to monopoly provided by the government to protect them from competition.

> *'... the fortunate thing about KCAA is that they don't compete with other organization...Management is reluctant to enforce certain rules because the impact is not so much devastating*' (Employee:2).

Posting of strategic organizational information had great impact on the organization and the individual who posted it. Majority of the employees said that posting strategic information could affect the career of the concerned employee(s).

> *'...so... there is a question mark to the person who posted those issues ....and may be when you go for an interview, it might resurface (lol) we both joined in the laughter). Yeah it can backfire for not using the correct channels to air your views'* (Employee: 13).
>
> *Because, '...when there are vacancies or posts to be filled you might be disadvantaged' denied yes! Future progression they will post you to ...'(Employee: 9). they went on to say, '...definitely it will affect your future endeavors, what's happening nowadays employers normally do background checks once you apply for a job'* (Employee: 8, 15, 16, 17, 12, 14, 10, 11).

The rest of the employees said they were yet to see a situation where an employee was held on the basis of posting strategic information on social media.

> *'…but I'm yet to see a situation whereby an employer has held an employee on the account of postings on social media*' (Employee: 6).

But organizations should not take chances; the management ought to embrace it since it could be used for correction.

> '…*of course when they post negative information I think the corporate is made aware so that they can take care of it*' (Employee:14) in order to improve services/products. '…*Some of the information by the way may help the organization to correct itself*' (Employee:13).

4.2.1.5 Loss of opportunities/employment/litigation

A number of employees said that posting strategic organizational information leads to job losses.

> '...*depending on okay my take is depending on the reaction of the employer towards… the worst scenario he may be terminated or….. When is demoted he may not have ok the employer may not view the same way*' (Employee: 5), particularly where the organization was taken to court. '...*you can revert to what's happening elsewhere; people are being taken to court on account of what they posted on the social media*' (Employee: 6).

Further I asked the management

> '*what is the consequences of posting strategic organizational information on social media on the organization and the employees*' in order to find out their experience on use of social media at workplace and the potential effect of social media when it's not handled carefully. Their responses elicited information as follows:

4.2.2.1 Reputation

The reputation of the organization according to the managers could suffer irredeemable damage when strategic information was posted on social media.

> '…*it can really hurt the reputation of an organization. That's why as a matter of urgency we need to come up with policies which can guide so that each person knows his /her responsibility before being got up*' (M1)

Because social media postings were like indelible ink even if pulled down from the platform, others who had seen it before will always have it. This was illustrated using a

brand of an organization being worked on and if it was to be leaked through social media other competitors might refine it and avail it in the market before the affected organization launches it.

> … *'...if you are designing a product; and you have not rolled it out into the market you don't want people to know the product design, otherwise they might design the product the same way launch it in the market before you launch yours'* (M2).

However, two managers said that organizations generally perceived social media to be carrying a bad content.

> '*…the reason why people can get a bit fidgety about the use of social media is because in most cases the things which come out of social media are bad, but it can also have a positive effect'* (M2).

Hence they limit freedom of expression, where employees are subjected to mainstream media code of conduct in the HR Manual.

> *'... with time and will be taken through disciplinary process; and that one is spelled out on our manual which provided for by an employment how to discipline and such issues, so there are policies to address such issues'* (M4) S/he said there was need to change that mindset and embrace social media in organizations.

4.2.2.2 It has never happened before

I posed the question whether the management sometimes could get in to conflict with the employees when they use social media, and two managers said that the organization had not come across such cases.

> *'...I actually don't. I cannot remember any case; I cannot quote any case within kcaa where I have seen conflict'* (M2).

S/he advised that the department of the Consumer Protection Unit was better placed to respond to this question. '...It's not very often in kcaa, though when we were at the place there's something called consumer protection department' (M3).

But according to one Employee:, there were no cases of employees conflicting with management on posting of strategic information due to difference in social media forums where employees and management forums are distinct.

'...In the situation of the kcaa different employees have their own means of sharing information.'...; the whatsapp group for management is basically to share views of the management policies or sharing of information. Employees also have glustered groups for instance we the air traffic controllers who have their own whatsApp group which they share common knowledge regarding their profession. These I know to some exceed to issue of a human relation in their work place (M1).

Nonetheless social media was still a grey area, where policies were yet to be established,

'...we do understand people have individual whatsApps, twitter and the like but when it comes to talking about organization we have never put a platform to check what is happening. A case comes so that we can know who has done what and what that one is not there'.

This was because the departments of corporate communication and the ICT were yet to come up with information concerning employees posting strategic information on social media.

'otherwise as far as kcaa is concern issue of media we check with cc & ICT, because ICT are the ones who creates the forum in the system so if there's one or any they will be able to know and if for the media cc are the ones that requests ICT to put platform for the same so those are the best places to …(M4).

But for information posted by employees on their open forum, it was not clear according to this Employee: and s/he said was aware that information going through the server of the organization the ICT department could be aware.

'...when information is posted from google or facebook, that one I am not aware because ICT are the ones who are; but that one they are not able to control that mechanism I am not aware. It is difficult to know what is posted outside (server) but anything that is coming through our server it will be known' (M4).

That notwithstanding, the employees were expected to apply mainstream media code of conduct as stipulated on the human resource manual when interacting on social media.

'…there is a procedure, by using grievances on social media; if you really serious or having it addressed, then you follow the procedure that procedure is recognized' (M5).

4.2.2.3 Existing regulations

According to one Employee:, employees were expected to act responsibly when they interact on social media.

'It's a personal responsibility you post damaging information for the organization that means you must have flouted some code of regulation. That means the code of regulation will be taken….will be followed' (M1).

Irrespective of the medium they used, because when found to have flouted the ethical code of conduct the human resource manual would apply irrespective of the medium.

On the contrary, it was difficult to apply mainstream media policies on social media cases since context in any case matters.

*'…It is very difficult to handle a case like that because context is very important, If you define something on mainstream media then I don't think something on social media you cannot channel that issue as a violation within the mainstream media because the contexts are very different' (*M2).

4.2.2.4 Disciplinary measures

Posting strategic organizational information on social media, disciplinary measures would apply according to two managers, which might range from deployment accordingly if the concerned employee performed well, or might be terminated defending on the impact of the damage. '…we can open a disciplinary

process and if the situation is severe to an extent of damaging the image of the organization we might get rid of you. Yes we have done that before, yes. It can curtail your career in this organization' (M3).

Again if the situation was not bad the person concerned may be deployed accordingly.

'*...you can take that person and place elsewhere, deployment, warning .... Ifs/he a good performer but who cannot keep secret so separate that person from strategic area and put him in an open area because he's a good performer* (M4).

Nevertheless, the organization should ensure that damage control was done using the available resources.

'*...the organization should be quick to ensure that there is least damage in the organization they should have damage control. They should have somebody who has been given this task of ensuring that this damage is decreased even in the public'* (M5).

Two of the managers responded that any employee who posts strategic organizational information on social media would face disciplinary process as stipulated in the HR manual.

'*…like I said when it comes to damage control; when the issue gets to social media it's usually very difficult, it might cost you because information on the social media is viral'* (M1).

The outcome of this process they said would affect the way the organization perceive the concerned employee and may inform future decisions relating to career progression.

'*...If you sent damaging information it will be two way traffic; it might pounce against you in terms of image people will see you as stupid………….**. Impressions are there….if you have the three people for a reward, you will not get'* (M3).

4.2.2.5 Discussion

The effect of posting strategic organizational information on social media according to the participants affects both the organization and the concerned employee(s), a sentiment

shared by Argenti (2013) "the viral nature of digital platforms make organizations vulnerable to the impressions of consumers, many of whom are quick to judge and publicly" (P.55). A judgment which creates an image as perceived through the shared information.

Manto & Alan, (2001) argue that "images are formed on the basis of the total experience with the company and hence employees have a crucial role in the corporate image formation process, considering that staff's perception of the company may affect external groups' perception of the organization"

Though Perception of an organization's constituents may not be the correct position, Argenti (2013) states that "Image is the corporation as seen through the eyes of its constituencies which may differ from one constituency to another since it's based on perception" it has to be noted that perception is everything.

Kimball& Rheingold (2000) shares this concern that organizations were at risk of external publics' complaints about products and services, similarly, disgruntled employees might damage the image of an organization. To avert this scenario, organizations had been forced to respond to every issue raised even if it was a rumor.

Since organizations appear to be struggling to regulate use of social media by applying mainstream media regulation yet context differs. In social media there's no gate-keeping as in mainstream media.

Organizations are able to filter what come into their system because information is channeled through their website for instance, but social media anybody can generate

information and other people can access without the awareness of the organization, hence it has become a weapon targeted by extremists.

According to Fowler (2003) information technology like the use of internet was being targeted by terrorists to cripple economies, hence professionals warn that any transaction carried out over the internet without appropriate protection put consumers and company information at risk for fraud and theft .

Reputation suffers when employees in organizations post strategic organizational information on social media. Unlike an image for it is "the sum of how all the constituents view the organization" (Argenti, 2013), and is built over time and it's not based on perception. He said "staff and their behavior represent the reality of the organization to the customers and therefore, if their behavior does not live up to the expectations created through the organization's external communication campaigns, the organization's overall reputation will be damaged" (p.4).

Moreover, Manto & Alan (2001) advices that "it is the job of every employee to protect and enhance their company's reputation" Because it is considered to be ``a snapshot that reconciles the multiple images of a company held by all its constituencies" (Fombrun, 1996, p. 72) and employees have a key role to play in communicating images to external stakeholders, as part of the behavioral element of the corporate identity mix (p. 3).

Therefore organizations have to mind about their reputation; Argenti (2013) warns that "if an organization fails to look after reputational aspects of its performance, then it will ultimately suffer financially" (P.87). Benjamin, Franklin said "it takes many good deeds to build a good reputation and only one bad one to lose it."

The employees concerned also suffer as a result of posting strategic information. The management might perceive him/her in a negative way which influence future assignments in the organization or might lead to summary dismissal depending on the magnitude of the damage caused by information posted.

Also getting employment elsewhere might be a challenge, since potential employers consult social media profiles and base their decisions on the interviewee's previous postings. However, to achieve effective use of social media, Trenholm (2001) advises that "part of fitting into an organization is knowing what you can and cannot say in certain situations and choosing the correct genre to correct your message" (p.221).

Participatory approach of both the management and the employees in organizations where policies are availed on how to use social media in the organization to enhance service/product delivery as suggested by (Barton, 2014) that the right guiding principle tools and strategies could create a highly effective internal communication program and engage employees in the organization's success, lest such behavior damages employees' career resulting in loss of employment.

The use of social media in organizations seems to be effective since cases relating to posting of strategic information have not been witnessed, for employees observe code of conduct to ensure that information does not get to third parties through social media. Management in the organization attribute this harmony to the effect that employees and management each has distinct social media platforms where each group interact differently.

However, this may be a temporary measure for it applies to sharing information within the organization but when such information is posted on social media it might be a challenge to mitigate if the situation remains for long. Litigations were likely to be instituted against the organization, where a chance of losing such cases was high because context matters when determining verdict in courts.

Disciplinary measures will be meted on those who go against code of conduct posting strategic organizational information in organizations depending on the magnitude of the effect. If the impact was mild then the employee would be redeployed accordingly if resourceful, otherwise will be dismissed from service.

4.3 Interpretation Analysis and Discussions of Findings According to Question Three

4.3.1 The use of social media in the organization

4.3.1.1 Organization's website

These were sites found within the organization's website where strategic information was restricted. According to the employees, there were challenges relating to use of social media in the organization and for this reason these sites were being restricted.

> '…*they are very sensitive information that if it comes out from you, because in this page there are a lot of officers from junior rang to senior rungs. The information which gets out is very sensitive so in most cases members sieve information they want to post on facebook page.'* such that any posted strategic information would be pulled down.

Though, initially the management used to allow employees to post on these sites but of late they discouraged it by putting some restrictions on who gets such postings on closed

forum. This has made employees to use other forums outside the official social media websites which are free from restrictions'

> *…there was a time I realized that they encouraged but lately the staff forum like the internal emails there are some information that are not up to date. But independent forum that we use as a staff are more reliable than the official channels. Employees are free to express their view, unlike on the official channels'.*

Posting strategic information on official forum was likely to go viral, hence it becomes a challenge.

> '*…if its sensitive information and you have posted it even if it is a closed forum it might get out sometimes. It will leak and a time it is a bit challenging'.*

Leakage of information according to the employees could subject the concerned employee(s) to disciplinary measures.

> '*…also there are some things which an individual employee doesn't put on facebook in fact they (management) will write to you directly'.*

Therefore, they said that that challenge explained why closed forum in organizations were in-active.

> '*...though it's not active as such. Most likely it's not user friendly and may be people are not free discussing official matters about the employer for fear of being reprimanded'*

4.3.1.2 Platforms outside the organization's website

Most employees said that closed forum was created after they were denied rights to post information on closed forum to all the staff members, so that anyone posting strategic organizational information could be reprimanded.

> '*…there are rumors that there are people who write things which doesn't auger well with the organization, I think they might have been reprimanded and those are personal now.'*

In the open forum, employees said they could freely interact on social media without fear since there were no policies restricting them on open forum, a part from the Human Resource Policy (as contained in the official secret act, 1968) which restricts employees from disclosing information to mainstream media.

> *'...I don't think there's any policy restricting someone from posting something sensitive information on social media within the organization but of course in the regulations that we have the staff human resource Policy which is there is that no information should be shared out there because social media is also like all the other media like the news papers'.*

However, some employees were not sure if there were policies regarding use of social media in the organization

> *'...social media stands out as a social media because so far and I think we don't have any policy regarding issuance of information on the social media'.*

But, if there were policies on social media employees were not aware because the management had not brought them to their attention, a part from pointing out some of the postings done by the employees out of ignorance.

> *'...but, most of us have not known how to use the social sites, before there were hiccups that people could post something and the management comes and say that's infringing on a secrets so shouldn't post on public these sites'.*

4.3.2 Guidelines on use of social media

The use of social media in the organization according to a number of employees was free without restrictions for as long as the employees used it responsibly, since there were no regulations governing save for the Human Resource Policy which deals with how employees may conduct themselves in the presents of mainstream media.

> *'...I don't think there's any policy restricting someone from posting something sensitive on social media within the organization but of course in the regulations*

that we have the staff human resource Policy which is there is that no information should be shared out there because social media is also like all the other media like the news papers'.

This was because whatever they post like in the mainstream media they would be held accountable, though they said that they were yet to see anyone posting strategic organizational information on social media... 'I think to some extend because also they have to be careful in the sense that whatever they post they need to, they are called upon to further clarification they should be in a position to do it. But I have not seen strong messages being posted on the SOCIAL MEDIA. Especially like the pages of KCAA, its rear that people (employees) post very strong messages'.

But, Positive comments, complements were encouraged by the management, which was

relevant to the organization.

'...I think to the best of my knowledge it allows only the kind of information that is relevant to the organization'.

Therefore posting strategic information was not encouraged.

'...I don't think they encourage employees to post strategic information on social media; they don't encourage.

In addition messages with political connotations, pornographic materials were not

allowed

'...there' is some information which you cannot actually post, things to do with politics, things to do with personal issues they don't allow in fact event these sex thing (pornography) they filter them so they don't allow'

4.3.2.1 Lack of Policies on use of social media

The organization has no policies governing use of social media in the according to the

employees, and if there were the management was yet to communicate to them on the

same.

>'…*so far I have not seen the employer coming up to attack the social media that's available or coming out to support it.*

This situation had created uncertainty in the use of social media within the organization according to the employees.

>'*...no I don't think they encourage, official information is specific categories within department for communication if it's the media it is not allowed to everybody.*'

So that some treat it (Social media) as unofficial channels of communication that serious information could be channeled through, particularly strategic information since the open forum was not secure, except the staff mail (closed forum) within the organization's website;

>'*...I don't belief that the authority encourages employees to share sensitive information on things like facebook and other platforms because they are not secure anyone has access to it and you can forward it to other people. So I think the only official platform is the staff mail*'.

However, employees said that social media was a good tool for airing their views, and that silence by the management on use of social media was interpreted by some employees as their way of seeking feedback, gage the employees' attitude towards the organization.

>'*Social media is good and its away of registering grievances, it's also good because not everything can follow the official channels so this other way (social media) is one of the ways of getting to know how the employees are thinking about the organization*'.

In addition it was a way of getting to know the general feelings of the employees with regard to work related matters,

>'*...not to monitor per se but you kind of getting to know the general feeling or views attitude or observation of the employees. It could also be used like to cap*

things like strikes; because they can easily tell what the employees are thinking about by looking at the kind of posts they put there.'

There was a mix-up on how the organization regulates use of social media and some of the employees' responses were that the ICT department was responsible for social media platforms within the organization.

'…*we have a department called ICT department and I think they have put in place certain measures'*

However, there was a challenge on how to handle open forum social media platforms which reside outside the organization,

'*… the challenge only occurs in these other platforms which are outside the organization* (Employee: 2, 1).

But for the closed forum within the organization there was an administrator responsible for regulating on what comes in and goes out of the system.

'…*the organization has employed an administrator whom I think automated the system to take care of posts done by employees outside normal working hours.*'…*when you want to post irrelevant information they (ICT) have software that automatically locks you from posting strategic information* (Employee: 16). *But if I'm on twitter, whatsApp that guy will not respond' (Employee: 12).*

While others said it was the responsibility of corporate communication to ensure that social media, like the mainstream media was responsible for social media;

'…*I think they are there, that's why we have communication department and that's why they say the communication persons are the only people authorized to talk to the media' (Employee: 11). But*

'…*the ICT manage only our serves but those ones that are outside kcaa they don't manage. These are other fora not within their mandate… there's an ICT policy which was communicated to the employees three years ago; ICT policy'*

(Employee: 9). '… *I think they (ICT) put more time there (security) than focusing on postings on social media'* (Employee: 7).

However, some said that,

> *'...so far that has not come to my attention they have not put rules down on paper. But as I said earlier on the official platform you have to be very careful on what you post because you will be marked'* (particpant17).

While some said they knew of the public officer ethics act 2013 (Revised) and they were

not sure if social media was captured there.

> *'…I think there are policies that will tell you how you need to go about. I think there are policies on ethics and public officer ethics act. But I have not really checked if it has something on social media, but I know there are policies that actually they are not supposed to post strategic organizational information and even in our code of conduct'* (Employee: 13,8).

The Human Resource Manual (2011) was what the organization relied on when handling

disciplinary cases in general.

> *'…there was a time somebody posted very sensitive information then on a very short time he was handed a letter. It was justified using the manual. The HR Manual Takes care of mainstream media but not social media which has many platforms that you might not control'* (Employee:15). *'…the regulations on the HR Manual I don't think they take care of social media, except mainstream media'* (Employee: 17).

4.3.2.2 Challenge of controlling social media

According to some employees organizations were able to control information on closed

forum, but not on open forum.

> *'…this thing you cannot control… this forum is good but people should know the limits'* (Employee: 3). *'…emails and staff care sites those ones they have controls because these are things they created, however the social sites are just a normal way of creating a facebook page for which is outside the country-Kenya'* (Employee: 5,9, 2,4,12).

The management expects employees to exercise caution when they had grievance to stick to the stipulated channels of resolving issues but not taking them to social media where they might infringe on other people's rights.

> *..there's freedom of expression, but do it responsibly so long as you are not stepping on others, because I can just say a lot of things about you because I have that freedom but supposing I'm saying bad things about you don't you think I'm hurting you' '...of course I will say I was expressing myself, so the freedom of expression, I don't know but I always believe that everything has a limit* (Employee: 1, 8).

They said morality could not be legislated.

> '…*there's the moral bit that we cannot legislate, the moral bit if it's in your conscience that this information is just for us then you don't give it out'* (Employee: 5).

Instead employees should use their common senses,

> '…*the information you are actually posting ....use your conscience'* (Employee: 16), and share with others whatever information they thought it was important to them. '…*even us who are privileged to know we should learn to share what we know with others'* (Employee: 8).

4.3.3 Employees' sensitization on use of social media

The employees said that they were not aware of any social media regulations in place save for the mainstream media contained in the Human Resource Manual which contains relevant regulations as provided by the government through the mother ministry of the organization. They said that social media being one of the channels of communication ought to be embraced by the management.

> '…*we are able to exchange information through the email they have given us but then if they are regulations about the way information is supposed to be*

channeled on social media they should guide us on the same so that you don't go overboard'(Employee: 11,13,15,16,3, 4,5).

They further said employees in the organization post strategic information on social media because there was lack of communication on how to navigate in the social media environment.

'*…again as I said some of the reasons why people post information in the work place is because of lack of clear communication* (Employee: 15,7).

Though, the management was trying to sensitize employee on channels but not to the expectations of the employees. Their expectation was that they sensitize them on issues of social media since it was an important tool that they could leverage on for the benefit of the organization

'*…I think it can do better; far below standard. A lot still need to be done. The social media is a very important tool for interacting with the employees and we would gain a lot on views about the organization and also employees can get to know the activities of the management apart from their official duties but how we interact socially'* (Employee: 17, 16, 11, 2).

The employees attributed this situation to lack of social media policies; that the management was not sure of what to communicate to the employees.

'*…not yet, we still don't have policies in place to handle use of social media that's for a fact and I think may be its good that they come up with, because you still find not every staff is in those twitter, not every staff is on facebook, not every staff is in those other social media platforms'* (Employee: 4).

Management

4.3.4.1 Feedback from external clients

There was need to understand why organizations use social media and the management said they used it as a way of getting feedback from external clients and solving issues within the management forum.

So basically the purpose is to receive: comments, complaints, inquiries, so it's all sorts of communications. So they find it faster and it's easier to get, like emails a time takes long to get a response' (M1) '

This was because social media was said to be real-time in terms of speed and could reach wide audience.

'... *The working environment generally has really changed, the world has now embraced a new media which is away from traditional media in view of its speed and interaction the social media is really reaching every facet of life* (M: 1).

In addition they said there were no controls or gate-keeping as in the mainstream media.

'... *Apart from speed, there are no barriers unlike the mainstream media where there is gate keeping and sometimes people are unable to afford say a magazine then in social media today everyone has a phone which has an internet enabled and at least if you target a certain audience you are able to reach about 60%.(M: 1,2).*

However, the management was of the view that social media use was yet to be communicated, and they cited lack of social media policies in organizations as the reason for that.

'...*I think what we need to do is to know how to manage social media but there is nothing wrong with embracing it'* (M: 2).

Therefore the organization was in the process of coming up with policies regulating use of social media in the organization.

'...*we have not domesticated it as a means of communication, we are in the process. '...no me I am not the policy maker; I am just the implementer of policy but I have just not been told let ourselves use social media'* (M: 3).

4.3.4.2 Other policies are there except those concerning social media

Two of the managers said that social media policies were yet to be developed, but employees were expected to be careful on how they interacted on social media by ensuring that they remained ethical.

> *'...not just on social media but anywhere when you are being employed by a public organization you sign you ensure that you do not reveal any information. So I think that's an adequate safeguard so that whoever is revealing those secrets is going against what s/he's signed'.*

They said though there were no social media policies, there were regulations for example the official secret act (1968).

> *'... The official secret act (1968) is applicable because it is the one which still exists so (she laughs) we will go by it and you will be surprised to know that also in the ethics and integrity in the organization. We are also required to sign and abide by this (referring to the official secret act 1968).Of course it does not but it still gives the same'* (M: 5).

In addition there were other policies derived from this act and employees are expected to observe.

> *'There is a policy that is derived from this within the integrity policy which is part of what ever employees is supposed to'* (M: 5).

4.3.4.3 No communication on use of social media

Sensitization on use of social media was yet to be carried out by the corporate communication department since there was no policy in place. Despite this setback they said social media was a good thing that organizations ought to embrace.

> *'…It should have I think that's what the integrity communicate is supposed to have done. I cannot authoritatively. Because what I don't I know is they have been sensitizing staff by the integrity committee. So I am sure all staff at stations knows about this. Regarding the social media part no!* (M: 4).

On the issue of controlling use of social media in the organization (Closed forum), they said system administrators had the power to manipulate the settings in their systems so that strategic organizational information may not be leaked and negative comments do not find their way to the official social media.

> '…*the emails we are able to control. Social media is made in a way that should not be controlled actually though there some few controls that you can put like even on your face book account you can disallow people joining you into some groups.* (M: 2).

As a result negative comments may not be seen on the closed forum since the administrator filters any content.

> '…. *You will never see negative comment on social media. They receive the comments they receive the ones that they want to post'* (M: 2).

4.3.4.4 Mainstream media

However, one manager said that employees were effectively sensitized through government circulars on how they should conduct themselves when they were in contact with journalists from media houses.

> '…*we put the HR Manual on the internet and tell staff to read the manual nobody and you find and issue to be address by HR which is the manual instead of reading whether is it applicable you just write to HR only to be told it's not approved you should have read on the manual to understand so that you know that one is there like I said you should read twice in a year but even reading like a novel'* (M: 4).

4.3.4.5 Discussions

Social media was used in the organizations where employees were provided platform on the website to share fair comments. Though this was the case, there was no official

communication on how to make use of the facility. Social media being a new phenomenon, organizations were at the initial stages where they grapple with challenges relating to implementation.

A number of scholars shared this observation and they classified these challenges as: internal challenges (economic, resource-related and attitudinal challenges) and external challenges (company reputation, legal issues and technical or system challenges) (Parveen, Farzana, (2012) & Kuikka, Meri and Äkkinen, Miia 2011).

Furthermore, employees had portable smart phones which they could post anything that could damage the reputation of the organization. Organizations in as much as they want could put measures in platforms within the organization, employees were not limited by the organizations facilities, but the best way was to facilitate employees on how they conduct themselves on social media world. Osch, et al., (2015), were of a similar view that organizations facilitate the use of social media rather than controlling.

Social media required "social know-how as well as technical expertise" eventually allowing employees the freedom to use social media techniques which would create trust and foster a more collaborative environment (Walton 2013).

Organizations in Kenya relied on mother-ministries for policies, regulations or any statutory law, and therefore this non-committal approach by organizations on guidance relating to social media might be informed by lack of laws governing use of social media in the country.

Tomno (2012) shared this view that there were no laws governing use of social media in Kenya, save for International legal framework based on the UN declaration and its various supplementary codes and conventions, as well as for Africa.

Social media was not given the seriousness it deserved, yet of late we have had cases of people taken to court of law on the basis of what they posted on their social media walls. The use of social media remains unclear when related cases are brought before lawyers. Basha (2013), said that social networking platforms were often referred to by lawyers as 'cowboy country,' because they seem to operate outside of normal social laws and rules" (p. 51). But interpretation of any case is determined by judges who also perceive issues subjectively.

Based on the aforementioned, if the situation persists for long, then organizations and professionals will be affected negatively worsening the unemployment rate in the country further resulting in high rate of crime since there will be idle skilled people who cannot make ends meet.

The organization use other policies for instance the official secret act (1968) which has provisions domesticated in their human resource manuals and the public officer ethics act (revised 2013) as a way of managing social media (M5).

The use of social media being inevitable, however, embracing it will be good for some and bad for others, as said by Weiss & Jennifer (2014) stated that "those who learn to effectively absorb information and use new technologies in healthy ways will flourish

and those who don't may feel increasingly disconnected from our technology driven world."

There's an assumption that sensitization on use of social media has been carried out by certain departments in the organization (M4). This was for mainstream media but social media outside the organizations website may be a problem controlling it (M2).

> *Every employee of the Authority shall be expected to read and understand the contents of this manual at least once every year and acknowledge the same in writing by signing the circular register on joining the Authority and subsequently every year. It is the responsibility of every supervisor to ensure all staff under their immediate supervision read and sign this manual annually. Ignorance of any information contained herein shall not be accepted as a basis for non-compliance (Clause A6: Mandatory Requirements).*

Putting information on archives with the hope that everyone in need finds it does not work; instead organizations should have a means of informing the employees about the existence of such information and its importance (Kimball &Rheingold 2000) and eventually allowing employees the freedom to use social media techniques which would create trust and fosters a more collaborative environment (Walton 2013). Organizations use social media as a way of leveraging on technology for instance to interact with their clientele. Social media has many advantages for example instant messaging compared to other channels of communication.

Another advantage is that social media is free from gate-keeping found in the mainstream media and also it's not resource intensive, as such anybody can generate content that can reach a good number of targeted audiences. While social media is trending, organizations are ill prepared to utilize it effectively. Social media policies remains a challenge and it appears there's a an assumption that other policies can be applied like the official secret

act (1968) which has provisions domesticated in their human resource manuals and the public officer ethics act (revised 2013) as a way of managing social media.

According to Barton (2014), organizations should have the right guiding principle tools and strategies that can create a highly effective internal communication program and engage employees in the organization's success.

In addition, Argenti & Drucken (2004) advices that reputation is an outcome of interactions between stakeholders and the organization over time. Interaction over social media will determine the kind of reputation the organization's constituents will have about the organization. Therefore, there's need for organizations to prepare adequately in order for them to benefit from the new technology as McKinsey states:

> *We believe that capitalizing on the transformational power of social media while mitigating its risks calls for a new type of leader. The dynamics of social media amplify the need for qualities that have long been a staple of effective leadership, such as strategic creativity, authentic communication, and the ability to deal with a corporation's social and political dynamics and to design an agile and responsive organization (Deiser and Sylvain 2013).*

There was also lack of coordination on use of social media in organizations. Departments make assumptions that sensitization on use of social media had been carried out by certain departments in the organization. This was for mainstream media but social media outside the organization's website may be a problem controlling.

Knowledge sharing was a key factor in organizational existence (Gaal et al., 2008). For this to succeed all the parties in organizations have to corporate and share the right skills (Mohannak – Hutchings 2007). Otherwise individuals might reticent use of social media

because they may not appreciate the power of social media or be concerned with security or reliability.

4.3.4.6 Conclusion

The use of social media in organizations was not clear since there was no official communication on the same. Similarly strategic organizational information was also not clear, though majority of employees were introduced to the official secret act (1968) during orientation its scope was not clear as illustrated by the various responses given by employees for instance there were those who said strategic organizational information was with management, implying that what was secret was kept by the management, yet privileged information was accessed by virtue of being an employee. Employees post strategic organizational information for the reasons that they were seeking information that was not forthcoming from the management or seeking, informing others about new information. In addition personality was also cited as one of the reasons strategic information could be found on social media. Some employees could be having grievances and they may not be confident of their seniors handling them because they may not trust them due to how they perceived their leadership style. When strategic information gets into the social media it could go viral hurting the organization in terms of image and the employee concerned losses also the trust of the management affecting future assignments depending on the magnitude of the damage caused. Moreover, there were no regulations governing use of social media in organizations. It appeared there was an assumption from the management that policies applicable in mainstream media apply to social media. Equally, the employees appeared to assume that they know regulations governing use of social media by referring to mainstream media, yet context matters. Communication on

use of social media appeared to be a grey area that neither the management nor the employees were keen on, because from the responses, there was divergence in understanding of what constituted strategic information yet the organizations expects every employee to be conversant with strategic information in the organization. Social media was a transactional tool that enables people to interact at the spur of the moment without gate-keeping hence they could post anything anytime anywhere.

CHAPTER FIVE

5. 0   SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1   Introduction

This study investigated what drives employees to post strategic organizational information on social media which affects the organization negatively and the employees concerned, yet unemployment globally remains a challenge, also developing career takes resources and it is a life time activity. Based on the findings of this study, organizations use social media to meet their needs. Information is the link between employees and the management, such that when it misses employees react by posting strategic information which goes viral on social media, particularly on open forum. Social media regulations remained a challenge yet any post through social media could be a source of litigation prosecuted in a court of law. Therefore the study investigated the phenomenon under and found the following information as presented below:

5.1.1 Social media in the organization

Social media exist in two categories, closed forum and open forum. However, there was no direction on how social media was to be utilized in the organization. Therefore some employees perceived it has a spying tool for the management, while others said they understood it to mean they should be keen on how to utilize it by using common senses.

However, according to the management, the organization has an official website where information about it was found. In this website there were icons for mail, face book, and twitter. According to M:1 and 2, twitter and facebook as provided for are platforms intended for receiving feedback from external clients while the mail was used as an official platform.

In addition, the management had its own whatsApp which was outside the organization's website where they exchanged information relating to management. But some sections were not aware of this situation since they said there was no communication to the effect (M: 3, 4).

5.1.2 Awareness of strategic organizational information

Similarly this group of employees were also aware of strategic organizational information through common senses, however, some said they knew what constituted strategic organizational information to be departmental information. Some employees said they didn't expect to come into contact with strategic information since it was meant for management, while some said it was based in some departments. Strategic information was to be strategic information by three employees while others said to be operational information which may include documents of operational nature within the organization. Information on security was cited by majority of the employees to be strategic information which include the security of the country the head of state, very important people in the society (VIPs) and system security.

5.1.2.1 Privileged information

Strategic information was such information as stipulated in the official secret act (1968), (M3), which employees were being introduced to during orientation. Also It was any information outside policy which should not be shared through social media (M1,5). Hence the management expected employees to adhere to rules governing strategic information since they were given upon joining the organization (M3). However, there

was no distinction between information that was strategic and non-strategic information (M2).

5.1.3 Drivers of posting strategic organizational information on social media

5.1.3.1 Information

Information that drives posting of strategic information on social media. According to the employees, people have audience (followers) on social media that they want to address (Employee: 1) depending on their nature of information. The use of social media according to one Employee: is fun, also through social media people get to encourage one another (Employee: 3, 12, 7, 13, 15, 16, and 9). Moreover, the need for knowledge on a given subject or warning or seeking clarity make employees to post strategic information on social media. Some issues may not be clear according to some employees, hence there was need to seek clarity of the same and feedback as a way of helping others and the process strategic information is posted unconsciously (Employee: 15,6,16).

Employees post strategic organizational information when other channels of communication were restricted, yet the right to access information was one of the fundamental rights provided for in the Kenya Constitution (2010).

When new or interesting information was encountered by employees they would share it (M1). Also technological culture advanced by internet connectivity and gadgets enabled with certain features motivated the employees to manipulate them (M3).

5.1.3.2 Personality

Personality was cited as the driving force behind employees posting strategic organizational information for instance two employees said habit was one of the reasons that make people to post organizational information on social media. In addition, technological advancement has made gadgets like the phone to have features that encourage people to stay on their internet enabled phones online for too long. Moreover, employees post strategic information on social media as a way of branding themselves, particularly where the concerned person feels has achieved something unique in the society. Hence people compete for attention through posting of information which they think could be 'juicy' and as a result they disclose strategic information.

When people had grievances they post strategic information in the process of highlighting them (M1, 2, 4). In addition, ignorance also played a role in posting strategic information when the person lacked the requisite knowledge (M2).

5.1.3.2.1 Technological ignorance

Ignorance plays a role in the posting of strategic information, according to a few employees. They said not all people knew how to operate some gadgets, in addition, they may not be aware of the existing policies in place governing use of social media or they may not be aware of the difference between open and closed forum.

5.1.3.3 Management style

When certain styles of leadership are applied in organizations employees may find themselves having issues. Almost half (eight) of the employees said this, like lack of promotions, or other issues related to leadership. These could stress the employees who

eventually take to social media as a way of ventilating. Therefore when management does not meet the expectation of the employees they are informed through social media as a way of critiquing or correcting in order to improve the situation (Employee: 1, 11, 15, 12, 16, 14, and 17), though two of them said that in any society there are people who are malicious and may be out to taint the image of their organizations (employee: 16, 11).

5.1.3.4 Portability/accessibility of the media

The new media provides freedom of expression, unlike sites within the organizations that are restricted. Most employees said this was the reason employees find themselves posting strategic organizational information through social media. Freedom of expression is a right that people exercise as provided for in the constitution (2010), though these rights according to one Employee: they are limited. In addition Judgment of content before posting is based on individual's perception (Employee: 12, 5, 14, 15, 16).

5.2 Effect of posting strategic organizational information

5.2.1 Image

Posting of strategic organizational information reflects negatively on the organization. Majority of the employees said such impact could cause mistrust and, productivity and allegiance to go down (Employee: 5), as a result clients shift allegiance to elsewhere. However, state corporations usually survive a competitive environment due to monopoly given by the state through the statutes (Employee: 2).

Moreover, negative effect was not limited to the organization/institution but also the concerned employees (Employee: 5). Where the organizations are subjected to litigations

in most cases employees are subjected to disciplinary actions which might result in dismal. (Employee: 1).

When wrong information goes viral, it will affect the image of the organization; therefore organizations need to put policies in place before anything happens (M1,2). Copyright of some brands could be interfered with in an environment where social media is not utilized effectively (M2). Organizations appear to be struggling with regulations governing use of social media and as such they apply mainstream media regulations to social media cases (M4).

5.2.2 Reputation

But still, even if the concerned employee survived the effect of posting strategic information, the reputation shall have been tarnished. A number of employees cited this effect which may include negative perception which may inform future assignments within the organization. (Employee: 12, 9, 7, 13, 6)

5.2.2.1 Career damage

Posting strategic organizational information could result in career damage (employee: 9). Organizations use social media profiles of people seeking promotions or interested in joining the organizations before making decisions to hire (Employee: 8,12,13,14,15,16,17,10,).

However, the use of social media in the organization appears effective according to the management; a situation attributed to both the employees and the management each having distinct social media platforms (M2, 3, 1). In addition social media was not that elaborate since there are no regulations. Though mainstream media regulations apply in

organizations, it appears organizations find it difficult to control social media outside their organization (M4, 5).

5.2.2.2 Disciplinary measures

Employees posting strategic organizational information will be dealt with accordingly due to the effect that such messages have on the organization (M1). Depending on the gravity of the impact the concerned employee is deployed accordingly if s/he, s useful in some way to the organization, but if not will be dismissed. Therefore organizations have to be alert on social media by deploying a resource person who can reduce damage in case such cases arise (M5).

5.3 Regulations on use of social media in organizations

5.3.1 Existing regulations

The organization use closed and open forum as channels of communication but there are restrictions on the closed forum which prompt employees to use open forum. How to use social media in the organization appears subjective, there are those that believed that say people have to be careful on how they post messages on social media while others say there was freedom of expression. However, there were no social media policies, except for mainstream media and code of conduct while some employees denied this by saying policies were in ICT or Corporate communication departments. Social media can be controlled within organizations website, but outside it may not be possible according to some employees. Communication on use of social media was yet to done by the management.

Organizations apply the existing regulations when carrying out disciplinary cases on employees who post strategic organizational information (M1). However, application of any regulations context matters (M2).

5.4 Conclusion

Following the presentation of the employees and the management findings of the interviews, use of social media in organizations was a common practice. Employees post information using their internet-enabled mobile phones, ipads as they exchange information. The use of such gadgets were enticing and not all people have the knowledge on how to operate them and the implications that information sent out there has on the organization and the careers. This study identified personality to be the driving force behind posting of strategic organization information, in addition to leadership style and the need for information. Knowledge on strategic information was subjective, meaning there was no common understanding of what constituted strategic organizational information. Posting of strategic organizational information affects the organization and the employee(s) concerned according to this study, yet social media policies were unavailable, save for mainstream media.

5.5 Recommendations

The need for information flow was a concern to the employees in the organization, the management may ensure employees get information on time to avoid anxiety which could be expressed in the form of grapevine and strategic information be defined clearly to every employee and be informed about the consequence of sharing such information.

The management may create some forum where employees air their views without being victimized. Organizations may also come up with social media regulations and communicate to the employees in order to leverage on social media.

5.5.1 Further studies

There was need to conduct more research on whether mainstream media regulations apply to social media. However, if the situation continues where organizations do not give direction on how to use social media without regulations governing it, then organizations may be affected negatively.

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APPENDICES

Appendix I: Employees Research Questions

1) Do you have official organizational social media platforms? …………………

   …………………………………………………………………………………..

2) What is the organization's position on use of social media by employees on

   matters of sensitive information? …………………………………………….

3) In your understanding what constitute strategic organizational information?

   …………………………………………………………………………………

4) Do you find yourself posting strategic organizational information on social

   media? (Prompt: how is it distinct from other information shared on social

   media?) …………………………………………………………………..

………………………………………………………………………………….

5) What effect do posting of strategic organizational information have? (prompt:

reputation and career development) …………………………………………….

…………………………………………………………………………………..

6) What strategies are in place to control use of social media in the organization?

……………………………………………………………………………………

7) How are these strategies communicated to you by the management? ………..

……………………………………………………………………………………

Appendix I1: Management Questions

1) Do you have official social media platforms in your organization? (Prompt: name

them); …………………………………………………………………………….

2) Why do organizations use social media? (prompt where applicable: positive &

negative); …………………………………………………………………………..

…………………………………………………………………………………..

3) What constitute strategic organizational information in your organization? …….

…………………………………………………………………………………….

4) Do you sometimes get into organizational conflicts due to unprofessional use of

social media networking by employees? ……………………………………..

……………………………………………………………………………………

5) Why employees post strategic organizational information on social media which eventually bring conflict? …………………………………….......

   …………………………………………………………………………………..

6) What effect do posting of such information have on the organizational reputation?

   …………………………………………………………………………………..

7) How do you handle employees who damage organization using social media?

   …………………………………………………………………………………

   …………………………………………………………………………………

8) What strategies are in place to mitigate posting of sensitive organizational information on social media? ……………………………………………....

   …………………………………………………………………………………

9) How are these strategies communicated to employees? …………………………..

Appendix III: Research Permit

THIS IS TO CERTIFY THAT:
MR. TITUS KARUEN
of MOI UNIVERSITY 3036-30100
Eldoret ,has been permitted to conduct
research in *Nairobi, Uasin-Gishu*
Counties

on the topic: *POSTING OF STRATEGIC*
ORGANIZATIONAL INFORMATION ON
SOCIAL MEDIA:A CASE OF KENYA CIVIL
AVIATION AUTHORITY

for the period ending:
21st June,2017

Permit No. : NACOSTI/P/16/95157/11432
Date Of Issue : 22nd June,2016
Fee Recieved :Ksh 1000

....
Applicant's
Signature

....
Director General
National Commission for Science,
Technology & Innovation

Appendix IV: Letter from the Institution

MOI UNIVERSITY
SCHOOL OF HUMAN RESOURCE DEVELOPMENT
DEAN'S OFFICE

P.O. Box 3900
ELDORET
KENYA.

Tel./Fax 254-053-43153/43620 Ext.434

REF: MU/SHRD/PG/77

4th April, 2016

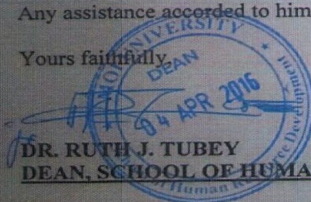**TO WHOM IT MAY CONCERN**

Dear Sir/Madam,

RE: TITUS KARUEN : SHRD/PGC/05/14

This is to confirm that the above named is a M.Sc student in the Department of Communication Studies, School of Human Resource Development taking M.Sc course in Communication Studies

He has successfully finished his coursework, submitted his Thesis proposal for examination entitled *"Posting of Strategic Organizational Information on Social Media: A Case of Kenya Civil Aviation Authority"* and he has been cleared to proceed to the field to collect data.

Any assistance accorded to him will be highly appreciated.

Yours faithfully,

DR. RUTH J. TUBEY
DEAN, SCHOOL OF HUMAN RESOURCE DEVELOPMENT

/mc

Appendix V: Site Permit

KCAA KENYA CIVIL AVIATION AUTHORITY

efficiently managing air safety

KCAA/PERS/780220423 (76)   **22nd June 2016**

Mr. Titus Karuen

Thro'
Chief Air Navigation Services
Eldoret International Airport
P. O. Box 3036 – 30100
ELDORET

RE: RESEARCH AUTHORIZATION

Following approval by Dean, School of Human Resource Development, Moi University to carry out academic project research for the completion of your MBA, you are hereby authorized to carry out the research at Kenya Civil Aviation Authority on data collection by use of questionnaires as requested.

After the compilation of the project, please ensure that a copy of the research project is brought to this office for record purposes

You are advised that this authorization is purely meant for academic purposes only.

B. S. K. Muli
For: DIRECTOR GENERAL