

Causes of Posting Strategic Organizational Information on Social Media by Employees: A Case of One State Agency in Kenya

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Abstract

This article explains why employees post strategic organizational information on social media. Social media though has come with better ways of conducting business in organizations, has also brought in challenges. Employees have the potential to generate content pertaining to the organization's business strategy and post it online using their internet-enabled phones or iphones which reside outside organizations' control. Such content goes viral before being noticed by management and could injure reputation. When reputation is affected, employees concerned face disciplinary action which may result in dismissal or impeding career progression yet establishing organizations and careers requires 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. While organizations use social media to enhance their activities, previous studies 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 approach was qualitative with case study being the research method. Employees and managers constituted the population of this study in one state agency in Kenya. The sampling technique was purposive; sample size was twenty two participants. Seventeen employees based at Eldoret branch and the management drawn as follows from the Head Office Nairobi: Two Human resource managers (Admin & Training), Information Communication Technology (ICT) manager, Corporate Communication Manager and Manager in-charge of consumer protection. Data was generated using interview schedules and analyzed thematically. The study established that posting of strategic organizational information through social media was driven by the environment and personality.

Keywords: causes, strategic information, social media.

1. Introduction

Social media is important in communication studies since it is a link through which communication take place, for instance, It was approximated that at least: three and a half (3.5) billion of content was being shared each week through Facebook, twenty two (22) million professionals were networking on LinkedIn, and a hundred and forty (140) million tweets posted every day (Halloran, M. and Crystal Thies, 2012).

Moreover, social media, unlike mainstream media has changed the way information is handled. Mobile phones with internet enabled features have transformed ordinary citizens to be 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 had brought down professionals and by extension organizations, forcing organizations to hire consultants to monitor what social media reports about them (Argenti,2013), which is a daunting task. The organizations monitoring information on social media platforms only advised their clients about its presence but they may not deter nor ensured that such information is nipped before it is disseminated.

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

In Africa, use of mobile technology to access social media tools on the internet was high 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; leading in the use of 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 (André-Michel Essoungou, 2010).

Kenya being one of the developing countries in the world has made great strides in ICT sector. The laying of fibre-optic cable infrastructure is a common site in almost all Kenyan roads and towns since social media is a new technology for communication and networking. Kenyans were reportedly to be active globally on social media platforms, with numbers increasing every day. Ash tag Kenya at 50 commanded large following, an indication that Kenyans were embracing the social media technology to advance their social agenda. during

Wastegate attack, 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

(<http://www.hapakenya.com/2014/10/13/number-of-social-media-users-in-kenya/>).

Organizations embrace use of social media slowly, 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, Miiia 2011). These challenges therefore demand organizations to proceed systematically when implementing social media. “We believe that even if social media tools are in expensive or free, how they are used by the organization need careful planning, and that employees need clear guidelines on what the expectations of the organization were regarding social media use” (ibidi).

Nonetheless, there was a pressing need for leaders and management in organizations to embrace social media since the business environment demands that organizations put policies in place to guide use of social media as a way of adjusting to the new technology (Rasha Proctor 2011) by training managers and employees on how to respond to clients in an effective way, e.g. handling customer’s questions and inquiries in a timely manner (<http://www.rashaproctor.com/2011/03/social-media-impact-on-organizations-structure->).

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; Eyriich, et al, 2008; Steyn, et al, 2010; Waters, et al., 2010; 2011 Curtis, et al, 2010; Smith, 2010; DiStaso, et al, 2011; Sweetser& Kelleher, 2011; Taylor & 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” This implied that management in organizations were concerned with use of social media for external publics.

This could be achieved when organizations facilitated the use of social media rather than controlling (Osch, et al., 2015). Social media required “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 fosters a more collaborative environment (Walton 2013).

There was no doubt that organizations had considered the aforementioned approach, but why was it that organizations were still reeling from the effects of posting strategic information on social media? To answer this question, there was need to find out what cause employees to post strategic organizational information on social media.

2. Statement of the problem

The use of social media is inevitable. Organizations used it to advertise their products and services in order to maximize their sales and existence in a competitive environment. It could also be used to influence opinion; hence it is impossible to ignore the role of social media in the world of today. Use of social media enhanced visibility and democratization hence, encouraging the philosophy of openness (Taylor & Francis 2012, 20th Sept., Kimball & Rheingold 2000, Diga and Kelleher (2009), Freberget. al., 2011).

However, according to studies done in 2009, 8% of companies had terminated employees due to the way they generated and shared company strategic information over social media. In 2012, more than 320 published social media cases implicated employees. These figures could be higher since most people in the world have internet enabled mobile phones presently (<http://twitter.com/armano>).

Social media unlike mainstream media are not controlled by organizations, as such they present challenges in the way they are 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. This was the dilemma organizations find themselves in (Walton, 2013).

In Kenya, social media and the internet have been blamed for facilitating radicalization where youth are recruited into criminal groups. Irene Ndungu, an ISS researcher on transnational threats and International Crime states that, “What is evident is that extremist groups systematically and intentionally use the Internet and social media to spread their propaganda,” (<http://www.standardmedia.co.ke/article/2000168474/terrorist-groups-recruiting-kenyan-youth-through-social-media/>).

Kenyans no longer search for any information instead friends and followers push such information to others through social media and the way they present to them may not be professional or ethical. Kinyamu (2012, 6th Dec) states 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!

Currently there were many Kenyans who had been taken to court for posting messages on social media, for instance, according to Wafula, (2016, April, 11th) <http://citizentv.co.ke/news/man0ordered-to-pay> a person was ordered to pay an MP ksh:5 million for defaming him on facebook. This study therefore investigated why employees post strategic organizational information on social media; in particular their motives, effects and regulations.

3. Causes 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 cited by Matikainen 2015) introduced an attention as an aspect of what made people to produce content. This was debatable since people were driven by different motives 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 e.g. 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 engaged customers online to increase sales. This was demonstrated when Airtel Kenya was awarded last year (2015, 29 July) by Social bakers, a global social media analytics firm for outstanding performance in serving customers online. 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 Adil El Youssefi. <http://www.socialbakers.com/resources/client-stories/>

3.1 Strategic organizational information

Strategic information was any information that an organization had classified accordingly whose release would cause exceptionally grave damage to the institution. For example Unites States of America has the following categories which depend on the levels of supposed damage to the national security:

Top Secret; information whose release would cause "serious damage" is classified secret; **Confidential** is the lowest category of classified information currently in use. **Restricted** is an obsolete category that was discontinued in 1953 (<http://thefederalist.com>).

Organizations classify information for purposes of security of their customers and profitability. This was because of political pressure in the world, for instance the Middle East uprising and advancement in information technology. According to Fowler (2003, Feb. 28) 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 (http://www.opengroup.org/jericho/COA_info...tionclassification_v1.0.pdf).

It was therefore 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 reads:

- (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, Jan., 25th

<http://thefederalist.com/2016/01/25/how-hillary-got-classified-information-onto-her-private-email/>).

Strategic information was a lifeline for organizations that should be protected in order for them to continue discharging their mandate. With the sophisticated world of Information Communication Technology, it may be a delegate act to navigate in such environment without divulging such information. Therefore in this study I was interested in finding out if the employees were aware of what constituted strategic organizational information. The findings of this study indicated that employees perceive strategic information differently. There were those that said strategic organizational information was the preserve of the management and no time they could come into contact with it, while some said commonsense could help them tell what strategic information was. Therefore participants perceive strategic information differently.

4. Methodology

This research study was guided by qualitative research approach which is concerned with natural search for meaning which is subjective in the way participants interpret phenomenon under study (Jwan & Ong'ondo 2011) and procedures that give in-depth understanding of a subject under study but not general observations (Mugenda 2013). Hence it's an approach which explores human behavior where the researcher is significant to all (Lichman 2006, Kumar, 2011).

Considering the aforementioned this study adopted qualitative approach to explore the aim of the study, which was to find what cause employees to post strategic organizational information on social media. Therefore this aim was achieved through probes and prompts as a way of obtaining in-depth information from participants. Moreover, qualitative approach is concerned with non-numerical data and finally the concern for the relevant research method.

This study used case study method which is "an intensive, descriptive and holistic analysis of single entity: the bounded case aimed at studying a single entity in-depth in order to gain insight into larger case. It is descriptive rather than predict a phenomenon. Smaller samples apply for an in-depth analysis (Oso and Onen, 2011). It is commonly used with qualitative approach, but it may also be used in quantitative research approach as well, (Kumar, 2011, Gilham, 2000). According to Yin, (2003), 'case studies are the 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, that the study examined why employees 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.

The research site is one of the state agency in Kenya established through an act of parliament with branches located in various parts of the country with the: 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.

In research generating data from the entire population on a given phenomenon was encouraged. However, due to constraints of resources, it was not possible. The study utilized qualitative research approach where units were selected; in this case employees and the management of the organization. Each participant generated many pages of data leading to long period of time analyzing them, hence the need for few participants (Mugenda, 2013).

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.

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 (i.e., 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).

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 accessibility 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).

In this study, I had targeted thirty four participants, but during the actual interview twenty two participants drawn from various docket within the organization whose functions are shaped by the use of social media took part in the study. The managers for human capital for instance makes use of social media when hiring employees and also disciplines them when they don't adhere to ethical considerations as prescribed in the human resource manuals. The manager Information communication technology, similarly prescribe guidelines on how to use ICT resources in the organization, and employees based at Eldoret Station who 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 concern to the department and consumer Unit protection concerned with their job security.

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.

It was a one on one verbal communication in which I engaged participants who responded to the research questions. 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.

This technique therefore allowed me to obtain information from respondents that could not be observed directly (Oso and Onen 2011). Interviews aim at giving information relevant to informants attitudes, thoughts or reasons for a given a behavior such that during the interview participants shared views relating to the study which gave more insight in to it (Jwan & On'ondo 2011).

The use of interviews in this study alone was informed by the nature of information I sought from the participants. It was not possible to use other methods due to time resource. Kumar (2011) states that "though 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, etc. However, it is important that at the time of analysis you continue to consider the case as a single entity"

This was the most challenging process of this study since different scholars approached this part of the research differently. Gilham (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 & 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 and similar chunk of data were assigned codes, then similar codes were put together to form categories and similar categories formed themes (Jwan & Ong'ondo 2011; Mugenda, 2013).

5. Findings

This study found out the following:

5.1 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 participants 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 had an official website where information about it was found. There were icons for mail, facebook, and twitter 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 for there was no official communication to the effect.

5.2 Awareness of strategic organizational information

The employees were aware of strategic organizational information through common senses, however, some said they knew what constituted strategic organizational information to be departmental information. Some participants 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 confidential information by three participants 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 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.

5.3 Privileged information

Strategic information was such information as stipulated in the official secret act (1968), which employees were being introduced to during orientation. Also it was any information outside policy which should not be shared through social media. Hence the management expected employees to adhere to rules governing strategic information since they were given upon joining the organization. However, there was no distinction between information that was strategic and non-strategic information.

6. Causes of posting strategic organizational information on social media

6.1 Information

Information causes posting of strategic information on social media. According to the participants, people had audience (followers) on social media that they want to address depending on their nature of information. The use of social media according to one participant was fun, also through social media people get to encourage one another. Moreover, the need for knowledge on a given subject or warning or seeking clarity made employees to post strategic information on social media. Some issues may not be clear according to some participants, hence there was need to seek clarity of the same and feedback as a way of helping others and in the process strategic information was posted unconsciously.

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 Kenyan constitution (2010). When new or interesting information was encountered by employees they would share it. Also technological culture advanced by internet connectivity and gadgets enabled with certain features motivated the employees to explore them.

6.2 Personality

Personality was cited as the driving force behind employees posting strategic organizational information, for instance two participants 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 in that process they disclose strategic information.

When people have grievances they post strategic information in the process of highlighting them. In addition, ignorance also played a role in posting strategic information when the person lacked the requisite knowledge.

6.3 Technological Ignorance

Ignorance played a role in the posting of strategic information, according to a few participants. 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.

6.4 Management style

When certain styles of leadership were applied in organizations employees struggle to fit into such environment, and as they do so they find themselves posting issues. Almost half of the participants 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 expectations of the employees they were informed through social media as a way of critiquing or correcting in order to improve the situation, though two participants said that in any society there are people who were malicious and may be out to taint the image of their organizations.

6.5 Portability/accessibility of the media

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

7. DISCUSSIONS

Social media was used in the organization 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). Yet employees had portable smart phones which they could post anything that could damage the reputation of the organization. The organization may put measures in platforms within the organization, but employees were not limited by the organizations facilities. The way forward was to facilitate employees on how to conduct themselves on social media world. Osch, et al., (2015), was of the 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 fosters 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 the organization on guidance relating to social media might be informed by lack of laws governing use of social media in the country. Tomno (2012), shares 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 seen people taken to court of law based on what they post on their social media walls; an observation shared by Basha (2013), who said “social networking platforms are often referred to by lawyers as ‘cowboy country,’ because they seem to operate outside of normal social laws and rules” (p. 51). Organizations use other policies for instance the official secret act (1968) which had provisions domesticated in their human resource manuals and the public officer ethics act (revised 2013) as a way of managing social media.

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, July), 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 & Druckenmiller (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 <http://www.mckinsey.com/industries/high-tech/our-insights/six-social-media-skills-every-leader-needs> (A Quarterly Article February 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 true 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 it or be concerned with security or reliability.

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 use of social media being inevitable, embracing it will be good for some and bad for others, as said by Weiss, R. and Jennifer, P.S,(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.”

7.1 CONCLUSION

Following the presentation of the employees and the management’s 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 tools were enticing though not all people have the knowledge on how to operate and the implications that information sent out there through them have on the organization and their 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.

7.2 RECOMMENDATIONS

The need for information flow was a concern to the employees in the organization that 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 fear. Organizations may also come up with social media regulations and communicate to the employees in order to leverage on the new media.

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