

**FACTORS INFLUENCING A COMPANY'S CHOICE OF
SOCIAL MEDIA AS A COMMUNICATION CHANNEL IN
SECURITY COMPANIES IN KENYA**

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DECLARATION

This project proposal is my original work and has not been presented in and/or to any forum or audience, in any other university or examination body.

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DEDICATION

This research is dedicated to my family for supporting me through the entire process and for instilling the culture of reading in me.

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ABBREVIATIONS

KSIA- Kenya Security Industry Association

PEOU- Perceived Ease of Use

PU- Perceived Usefulness

RSS- Rich Site Summary

SNS- Social Networking Sites

TAM- Technology Acceptance Model

TRA- Theory of Reasoned Action

ABSTRACT

It is estimated that over 1 billion people in the world are currently engaged and active on various social media platforms such as Facebook, Twitter and YouTube. These large numbers are inclusive of corporate organizations who have embraced this exciting phenomenon to communicate to various stakeholders.

Kenya is no exception in the adoption of social media, with various companies using the platform to assist client queries, advertise on products and for general public relations. Despite the popularity perceived that Social Media holds, not all companies have embraced this idea.

The world is currently estimated by the latest WHO figures to have over seven billion people, which would mean that the majority are not using social media. A number of factors could attribute to this lack of adoption by individuals, including access to computers and the internet, age of the respondent e.g. small children, lack of know-how from the illiterate and a general lack of interest.

Similar to individuals, corporate companies have their own reasons as to why they would adopt or not adopt social media. The main aim of an organisation is primarily to pool resources with the aim of achieving a common goal. Any investment put into an organisation is based on the output. Therefore companies that invest in social media expect some form of gain from their investment whereas companies that don't would refrain because they anticipate that there would be no return on the investment. Returns for a company can be categorised into two; tangibles like profit and intangibles like better brand image and team cohesion.

The researcher set out to find out why certain corporate companies adopt social media while others don't, could it be some come companies get greater value from the platform? Or is it based on the amount of input required compared to the output received? Is Social Media suitable for all organisations? To have a manageable scope the researcher focused on the

security industry, where companies provide the same service, Security, which would give the researcher an almost equal platform for comparison purposes. The research focused on Security Companies, with qualitative data collected from 28 organisations registered to the Kenya Security Industry Association (KSIA) and are located in Nairobi.

A number of observations were made on the unique use of social media by security companies and how companies in that industry chose to adopt or not to adopt the platform. The findings were quite insightful as they gave indications that the choice to use Social Media by security companies is not only pegged on financial gain but also on various other factors.

Reasons why individuals or groups adopt one form of communication & reject the other have baffled and intrigued scholars for decades. The information received from this research can be useful to explore this field further, plus it will help commercial companies in future to plan on how they can set up their social media teams or communication teams.

CHAPTER ONE

1.1 BACKGROUND TO THE STUDY

With the emergence of social media at the turn of the century, it is estimated that over 1 billion users have since embraced the new technology and are currently registered in one network or the other. According to the Twitter official website, Twitter currently has 255 million active users, while Facebook reported by the end of 2013, they had 1.23 billion users.

Social media is defined as internet based applications that allow users to develop a public profile within a closed system, have a list of users whom they have a relation with and are able to view their own friends list and that of others within the system (Boyd & Ellison, 2007).

This simple system has statistically gained popularity across the globe and can be considered as one of the most exciting developments in the world of technology this century, based on the number of people who have engaged in the platform. Even though social media was initially considered to be for individuals, corporate entities slowly embraced the phenomenon for varying reasons.

Social media is considered a communication channel between members. Corporate entities believe that the secret to good business is communication between key stakeholders which includes the shareholders, suppliers, employees and most importantly the client (Riel Cees van et al, 2007). With over one billion users worldwide currently using the technology, it becomes inevitable that at least one or all sections of the stakeholders are also using social media.

Social media is thus used by organisations for more or less similar tasks as the other traditional methods of communication, including marketing, customer care and public relations. In Kenya, different companies have been known to use Social Media for different purposes. The Kenya Red Cross is currently using their social media sites to raise awareness of accidents and emergencies occurring around the country. Bata Kenya is on the other hand using their social

media platform to advertise its good and products, while Kenya Power uses its Social media accounts to deal with customer complaints and queries.

One sector that is using social media interestingly is the security industry with the organisations that are using it such as Securex, using it primarily to raise awareness of security incidents happening across the country and secondarily to assist in customer queries and marketing of its products and services.

Not all companies have embraced social media with a section of researchers speculating that the biggest reason being that executives are finding it hard to tie social investment back to the bottom-line i.e. measuring its effectiveness, linking social media efforts to ROI (Return on Investment), and understanding the concrete difference social efforts make to the business (Harvard Business Review, 2013). Companies like the Kenya Water and Sewerage Company and G4S Security do not have social media presence, even though other companies in their industry do, this clearly indicates that not all companies have opted to use Social Media.

1.2 STATEMENT OF THE PROBLEM

Despite the accessibility and benefits that social media is perceived to offer companies, not all organisations have adopted this exciting phenomena and have instead opted to continue using other traditional methods of communication with their clients. In a research conducted by the Harvard Business Review in 2013, 42% of companies involved in the poll were yet to embrace Social Media. The companies used communication channels such as billboards, print media, telephone, face to face conversations and even electronic media such as emails.

The companies that were actively involved in Social Media, were gaining from the platform by getting promotion of their brand, monitoring trends among customers and getting new product ideas. (Harvard Business Review, 2013) Even though these companies were gaining these benefits, some companies were reluctant to adopt this technology. Could it be that some

companies believe that they do not need the benefits associated with Social Media? Or is it a situation where organisations deem that their companies will not reap the same benefits as the others?

The aim of this study was to look at why some companies have opted to embrace this technology while others have not, to find out which are the key issues that influence the adoption process or lack of adoption.

1.3 OBJECTIVES

1. To explore the use or integration of social media as a communication channel by security companies in Kenya
2. To examine the social media channels used by security companies in Kenya.
3. To investigate the factors behind the adoption or lack of adoption of social media tools by security companies in Kenya

1.4 RESEARCH QUESTIONS

1. Which security companies opt to use social media as a communication channel?
2. Which social media channels do the above companies use?
3. Why do the above companies opt to use the mentioned social media channels?

1.5 JUSTIFICATION

On conclusion of this paper we will be able to conclude the reasons different security companies opt to use social media. Scholars have long been researching as to why an audience would pay attention to one form of media and not the other. Inadvertently the conveyor of the message is most likely to choose the media form that is accepted widely by the audience. With a usage of 1 billion people across the globe, Social Media presents a huge audience to an organisation.

The research will be able to look at why an organisation may opt to use social media to get to that audience, or if they believe they can get to that same audience within other means, that

would be perceived easier in comparison to Social Media. The research will give scholars an understanding as to why social media would be the ideal medium to get to the given audience or why the conveyor of the message would opt not to use social media.

Proper utilisation of social media for an organisation requires an investment of resources namely time, manpower and money. This study will be able to establish which organisations are best placed to use Social Media and which factors they consider before engaging in this technology.

1.6 SCOPE

The study focused on a section of security companies in Kenya. Various security companies have embraced social media but a vast majority are yet to embrace the phenomenon which has thus elicited the research questions. It is currently estimated that there are over 1000 security companies in Kenya (Mutuku & Sabala, 2007), however the sector has been widely regarded to be unregulated hence the inability to clearly establish the exact total number of companies. The top companies in the country have currently registered to an association named as the Kenya Security Industry Association. The main criteria used to be registered in the KSIA is to be fully registered and compliant with the law.

There are currently 30 companies registered with the KSIA (KSIA, 2014) and they were the focus of this study. The study seek to establish which of these organizations has attempted to use social media, which are currently active on social media, which intend to open up social media accounts in future and which are the least bit interested in Social Media.

1.7 LIMITATIONS

The security industry is highly unregulated and information is not easily available for public scrutiny. With over 1000 registered security companies it will require a vast amount of resources, hence only companies registered with the KSIA were considered.

CHAPTER TWO

LITERATURE REVIEW

2.0 INTRODUCTION

This chapter critically examines available literature and studies that have been previously carried out and are relevant to this research.

2.1. COMMUNICATION IN ORGANISATIONS

There are various stakeholders in a business organisation, namely the shareholders, employees, suppliers and the clients. How a company communicates with the different stakeholders may differ given the nature of content and the relationship between the organisation and the stakeholder (Riel Cees Van et al, 2007).

Some of the most common channels of communication include:

Interpersonal Communication: This involves two parties conversing in person, face to face, this is the oldest and most common form of interaction for businesses. This form of communication can be used between all stakeholders, for example an employee can talk directly to a client or an employer can talk directly to an employee. The advantage of this form of communication is immediate feedback for both parties involved in the communication process. Whereas the disadvantage is that it is extremely difficult in terms of time and resources to communicate with all stakeholders at the same time. This form is particularly good for dealing with personalised customer queries (Riel Cees Van et al, 2007).

By Phone: This form of communication involves use of devices (handsets) to relay audio signals in electronic form between two parties. With advances of technology, this may include audio and video. This has enabled communication between two parties that are not on the same physical location. Similar to interpersonal communication, this channel is generally used by two parties that have both dedicated the communication channel to that single conversation. It is also an expensive form of communication if a message is to be conveyed to a mass audience.

This form has been known to be used for dealing with customer queries as well as targeted sales.

Written Correspondence: This may include letters, posters and even emails. This is a broad category that can be subdivided further based on the mode of transmission of the message. Letters are generally considered to be a personalised form of communication and are still a common form of communication even as it has metamorphosed to email (Riel Cees Van et al, 2007).

Print Media: This may include newsletters that an organisation may share with all stakeholders both in hard-copy and even on soft-copy through a secondary communication channel; email. Print Media is mostly considered a mass communication technique that is intended to reach a wide audience. Other Common examples include articles that the organisation can share with newspapers and magazines of third parties not affiliated to the organisation.

Online: Online communication can loosely be used to define websites and email communication. A number of companies currently have set-up websites where they have put all information in regards to the organisation which can be accessed remotely by anyone who has an internet link. Emails however work in a system where the sender has to have an address to the recipient and information is relayed online in a confidential manner. The website can be considered good for mass communication whereas emails are more personalised (Marino, 2012).

Social Media: Can also be considered a form of online communication given that it uses internet communication, but it can also be categorised on its own, considering that the parties involved in communication interact on a website that is not for the company but rather a social media site like Facebook and Twitter. This is a form of communication that has grown in popularity over the years (Marino, 2012).

2.2 SOCIAL MEDIA

Social Media can be loosely defined as a collective for all different platforms on the Internet where users can contribute to the content of the site.

Under more definitive terms, Social Media is defined as internet based applications that allow users to develop a public profile within a closed system, have a list of users whom they have a relation with and are able to view their own friends list and that of others within the system, Boyd & Ellison (2007)

Many consider that social media to be sites like Facebook and Twitter, which are the two most popular social media sites, however scholars such as Constatinides (2010) have categorised social media in five main groups:

1. Weblogs
2. Content Communities
3. Social Network Sites (SNS)
4. Forums
5. Content Aggregators

Types of social media

Web Logs: Commonly known as blogging; this includes a site where an individual shares information that he/she feels necessary for visitors of the site with the aim of eliciting a response or prompting a conversation. This is commonly done in text format, but it can also include video (vlog) photo (photoblog) or audio (podcast).

According to WordPress.org blogs have the following similarities: A main content area with articles listed chronologically, newest on top. Often, the articles are organized into categories. An archive of older articles. A way for people to leave comments about the articles. A list of

links to other related sites, sometimes called a "blogroll". One or more "feeds" like RSS, Atom or RDF files.

Blogs are very common among corporate bodies as they enable the company to communicate to clients on some of the products and services and receive feedback on the same. Individuals who set-up their own blogs strive to remain as interesting as possible in order to keep visitors coming back to the blog.

Content Communities: There are different forms of communities. One form includes sites meant for sharing content like videos, audio or photos. The most popular community so far is YouTube with an estimated nine million followers who share videos (YouTube, 2014). Some of the sites that share photos include Instagram and Flickr. Another common community is the gaming community, where individuals get to play online with other opponents after forming characters. In the last form of community is where members of organizations in the same industry form a union of website. Examples include Aedes, Divosa and Binnenlands Bestuur.

Social Networking Sites: Boyd & Ellison described social network sites as web based services that allow individuals to: Construct a public or semi-public profile with a bounded system, Articulate a list of other users with whom they share a connection, View and traverse their list of connections and those made by others within the system. The nature and nomenclature of these connections may vary from site to site

According to the latest Alexa (2014) ranking, Facebook and Twitter and Linked-In are the top three most visited social network sites in Kenya. Facebook has reported that by the end of 2013, 757 million users worldwide login into the site per day. With such vast numbers it becomes hard for a company to ignore this platform as a marketing/communication choice.

Social Networking Sites like Facebook and Twitter allow a user to communicate to those they have built a network with and to share content together.

Forums: Though these are not as common in Kenya as social network sites, Forums are platforms for peers to discuss common issues online, with all contributors being equal, as opposed to blogs, where the author, gives a topic and more or less moderates the conversation. One of the most common forums in Kenya includes Mashada.com or Saykenya.com. Forums assist a company to listen in on the customer.

Content Aggregators: Content aggregators are features that collect content from different sites and put it together in an overview for the user. There are two types of content aggregators: one that collects content on command from the user, while the other collects information automatically and keeps them up to date with what it thinks the user might be interested in.

The first type is common for RSS (Rich Site Summary) feeds. RSS feeds notify a user when a site they like and frequent has a new post or comment. A user has to set which websites he want to receive updates from , unlike the second type of content aggregator where the program collects data on the likes of the individual and automatically lets them know what they may be interested in. A common example of the second kind of content aggregator is Google+.

Advantage of Using Social Media

Constatinides went on to explain that when using social media it can be done either passively or actively. Based on what the organisation wants to achieve different platforms mentioned above can be used to achieve that target. The five key tasks that the platforms above try to achieve include: listening, PR & Direct Marketing, reaching new influencers, personalizing customer experience and finally tapping customer creativity.

Below is a table that shows how the above platforms can be used to achieve the given tasks

Table 1: Social Media as a Marketing Tool (Constantinides, 2010)

SOCIAL MEDIA AS MARKETING TOOLS					
	PASSIVE	ACTIVE			
MARKETING OBJECTIVE	LISTENING IN	PR & DIRECT MARKETING	REACHING NEW INFLUENCERS	PERSONALISING CUSTOMER EXPERIENCE	TAPPING CUSTOMER CREATIVITY
APPLICATION TYPE					
Web Logs	XXX	XXX	XXX		
Content Communities	XXX	X		XXX	XXX
Social Networks	X	XX		XX	XX
Forums	XXX	X	XXX		
Content Aggregators		XXX	X		

KEY:

XXX-Very Suitable

XX- Moderately Suitable

X- Less Suitable

Blank- Not Suitable

There three main ways how blogs (Social Media) can be useful for corporations: firstly when experts in a given field comment on their own blogs of products or services offered by the company, it gives the company more credibility. Second, when a company opens its open blog and encourages employees and clients to comment on it to give the company publicity, or third putting up fake blogs with fictitious individuals giving comments. (Corcoran et al, 2006).

As the concept of blogging progressed, it gave birth to microblogging which is basically a blog with a limited number of characters for entry. A common example of a microblog is Twitter which allows the blogger only 140 characters to relay their message. According to Twitter.com there are 255 million monthly active users, which make it an attractive platform for corporate companies to market their products.

Even though blogs are known to have numerous benefits for a company they are also known to have a number of risks with employees or customers able to post negative information on the site (Kaplan & Haenlein, 2010).

Communities (Social Media) are good for companies to listen in on the customer and also tapping the customer creativity. Several companies across Kenya have adapted communities with an organization like Capital FM Kenya encouraging listeners to share photos of themselves dubbed selfies and to share it with them on Instagram. This allows the individual to be creative and for Capital FM to find out what really entertains the individual.

Content aggregators (Social Media) like Google Plus and RSS feeds are good for PR and Direct Marketing for a corporate body.

In conclusion, Social Media has gained prominence in organisations' communication not only due to the number of consumers who engage in it but on the reliance that customers have come to be accustomed to.

“From a corporate perspective, firms must be aware that collaborative projects are trending toward becoming the main source of information for many consumers. As such, although not everything written on Wikipedia may actually be true, it is believed to be true by more and more Internet users.” (Kaplan & Haenlein, 2010).

“An additional phenomenon of user generated content is that customers nowadays have more and more trust in the opinions and views of other customers and less and less in those of considered experts. One of the reasons for this is that these experts are sometimes considered not to be independent. This increase in trust in fellow customers again offers a possibility for social media as a marketing tool, because these social media give customers a chance to give their opinion and share their views about certain product, services or companies.”(Parise & Guinan, 2008)

Disadvantages of Using Social Media

Even though social media is considered to have a number of benefits for the user, a number of research findings have found that the platform has also some disadvantages for the user and that may influence uptake of the new technology.

Social Media has slowly eliminated the role of the editor, this has seen users able to disseminate any information they deem news to their followers, without having to check the authenticity. This has resulted in instances where false or potentially harmful information is spread fast to any willing receiver within the platform. According to research, 49.1% of people have heard false news via social media (Marino, 2012). In reports recorded in the Huffing Post (2012), On Sep. 5, 2012 false rumors of fires, shootouts, and caravans of gunmen in a Mexico City suburb spread via Twitter and Facebook caused panic, flooded the local police department with over 3,000 phone calls, and temporarily closed schools in the USA. This ability to spread news fast, gives the platform an ability to spread propaganda about an organisation without verification on facts being done by the company.

In a consumer report published in 2012 it was found that 13 million users claimed that they do not know or have not read the privacy setting of Facebook. Various corporate organizations

have been known to track consumers through Facebook so as to use the information for their own gain. It is estimated that 4.7 million Facebook users have "liked" a health condition or medical treatment page, information that is sometimes used by insurance companies to raise rates (Daily Finance, 2012). This has raised serious queries as to how private is social media. Privacy is of paramount importance to many corporate companies and hence social media is considered to be a vulnerable point for the organization. Many corporate companies do not want information about their company to get to the competition and this can easily be facilitated by Social Media. Social media users share their birth date publicly, share their high school name, share their phone number, share a pet's name; each of those pieces of information is frequently used for account security verification and can be used for identity theft.

Not only does Social Media divulge information but it is also considered susceptible to hacking. In 2014 it was reported in Kenya that the Twitter accounts for the Kenya Defense Forces and for the Deputy President William Ruto were hacked into, where the hackers made a mockery of both parties and had access to all their information. (Standard, 2014). In addition, Social networks do not scan messages for viruses or phishing scams, leading to large-scale problems like the 2012 virus Steckt.Evl spread from Facebook's chat window.

A University of Edinburgh Business School study found the more Facebook friends a person has, the more stressful the person finds Facebook to use. According to a Feb. 9, 2012 Pew Internet report, 15% of adult social network users had an experience on a social networking site that caused a friendship to end, 12% of adult users had an experience online that resulted in a face-to-face argument, and 3% of adults reported a physical confrontation as the result of an experience on a social networking site. Team spirit is of great importance to corporate organizations, where employees with diverse backgrounds are expected to pool resources together and to work towards a common goal. Human Resource practitioners advocate for

conditions that would foster team spirit and social media can hence be one of the platforms banned in an organization.

The primary aim of an organization is to produce results. 36% of people surveyed by Adweek in 2012, listed social networking as the "biggest waste of time," above fantasy sports (25%), watching TV (23%), and shopping (9%). When alerted to a new social networking site activity, like a new tweet or Facebook message, users take 20 to 25 minutes on average to return to the original task. In 30% of cases, it took two hours to fully return attention to the original task (Gasser & Palfrey 2009). According to a survey by USA Today 42% of American Internet users play games like Farmville or Mafia Wars on social networking sites, this can be considered to be a great waste of time in corporate organization, where all resources available are available to provide maximum output and any wastage is frowned upon.

51% of people aged 25-34 accessed social media while at work. According to Nucleus Research, two-thirds of US workers with Facebook accounts access the site during work hours. Even spending just 30 minutes a day on social media while at work would cost a 50-person company 6,500 hours of productivity a year.

Employees are usually considered to be the image of the organization, hence organisations are known to guard their reputation by only keeping in employment, employees who conform to the brand of the organization. According to a Job recruitment agency JobVite, Job recruiters reported negative reactions to finding profanity (61%), poor spelling or grammar (54%), illegal drugs (78%), sexual content (66%), pictures of or with alcohol (47%), and religious content (26%) on potential employees' social media pages. Anthony Weiner, a former US Representative, was forced to resign after a Twitter sexting scandal in 2011, whereas several athletes e.g. from Greece were banned from the 2012 Olympics because of their racist social media posts.

A January 2012 Center for the Digital Future at the USC Annenberg School study found that the percentage of people reporting less face-to-face time with family in their homes rose from 8% in 2000 to 34% in 2011. 32% reported using social media or texting during meals (47% of 18-34 year olds) instead of talking with family and friends. 10% of people younger than 25 years old respond to social media and text messages during sex. Communication is of great importance to an organization. Face to Face communication is considered to be the best form of communication because one is able to see the facial and body expression of the other party and can catch on the intonation and pitch of the conveyor of the message. All these components are important in the effective passing of a message. Social media having proven that it may reduce Face to Face communication can therefore be shrugged upon by some organisations. It is also being investigated and proposed that Social networking can exacerbate feelings of disconnect (especially for youth and individuals with disabilities), and put children at higher risk for depression, low self-esteem, and eating disorders (Anxiety UK, 2012). The "passive consumption" of social media (scanning posts without commenting) is related to loneliness.

Adoption of social media by organizations

Online social media attractiveness has increased in the last decade. In current times, social media caters for all users and organizations. Organizations have adopted social media use for conducting and achieving a number of objectives. However, some organizations have been reluctant to adopting social media due to several reasons. Therefore, this section explores past research on why organizations adopt or fail to adopt social media use.

The results of a study conducted by Mogos (2011) showed that social media humanizes the company. The author says that social media puts a face to the company because people want to interact with other people. Therefore, organizations adopt social media usage in order to humanize its interaction with stakeholders. According to the author, organizations that adopt

social media usage are more likely to reduce the social gap between the business and consumers.

According to Leonardi (2012), social media enable organizations to keep the brand and business fresh in the minds of consumers and potential consumers. He argues that new and consistent high-quality social media content increases the number of time that consumers are exposed to the business and its brand. Therefore, organizations adopt social media as a tool for attracting and retain consumers. As a result, organizations are offered a free advertising media. Social media cultivates loyalty between organizations and consumers (Baugerman, 2008). The author says that social media presence promotes consumer loyalty because it enables consumers to passionate about the organization's engaging content in social media. Therefore, companies adopt social media in order to increase the word-of-mouth, both offline and online. In addition, organizational adoption of social media grows the brand name through the post in social sites such as Twitter and Facebook.

It is important to note social media presence increases the accessibility of an organization. Leonardi (2012) says that enables the consumer to perceive the organization as a readily accessible industry expert. The author says that social media adoption enables an organization to share its expertise with its consumers. Therefore, organizations adopt social media in order to use social media content in proving the status or expertise level in the industry.

It is also important to note that organizations adopt social media in order to connect with its employees, irrespective of distance (Baugerman, 2008). According to the research conducted by the author, internal social networking platforms enable large organizations to have nation-wide or global employees connect, and cooperate in a common location. Therefore, social media presence and adoption by organizations enable workers in different time zones to connect at a faster rate than video-conferencing tools.

However, some organizations have not adopted social media presence due to security reasons. According to Baugerman (2008), social media sites exposes an organization to hackers and other attackers who may wish to steal corporate information and data. He says that some organizations fail to adopt social media presence in order to protect its information and data. For example, Cross Site Request Forgery attacks can increase an organization's vulnerability to data loss or theft.

It is important to note some organizations fail to adopt social media because it reduces productivity. According to a study conducted by Baugerman (2008), results showed that productivity reduces slightly after organizations adopt social media. However, the study revealed that the reduced productivity is short-lived. Therefore, it seems that organizations fail to adopt social media due to the fear that increased social media usage lowers productivity.

According to Mogos (2011), social media adoption by organizations should be based on policy scope and not a social media trend in the industry. Some organizations or industries do not require more communication, collaboration, and online presence. The author says that some organizations or industries are not suited for adopting social media. Therefore, it is important to note that social media adoption may not be beneficial for all organizations or industries.

According to Leonardi (2012), some organizations have been slow in adopting social media because of legal and privacy issues. Depending on the geographical location of the organization, laws and regulations may hinder faster adoption of social media. The author says that sometimes employees do not know the difference between user official data and private data. Therefore, organizational and regional laws and regulations may prevent management and employees from adopting the use of social media.

Mogos (2011) says that it is difficult to evaluate how social media is affecting the organization as a whole. According to the author, there are no numbers that show the benefit of using social media in business. Therefore, organizations that depend on numbers in order to be satisfied

with social media may not benefit. For this reason, some organizations are reluctant to investing time in adopting the use of social media in business.

In conclusion, organizations that have adopted the use of social media in business have benefited from collaboration, communication, and online presence. However, organizations that have failed to adopt the use of social media due to legal, privacy, or misunderstandings are missing out on a lot. Therefore, it is important for organization to adopt social media in order to achieve communication, collaboration, and online presence objectives

2.3 SECURITY AGENCIES, PRIVATE SECURITY COMPANIES AND COMMUNICATION

In the security industry, communication is considered a vital component given that it has a significant influence on the response time by security agents to incidents. The most recognized organised security group in any given society can be considered to be the Police; who are the personnel who interact daily with the common citizen and are tasked with the responsibility by the government to keep the citizens safe from internal threats such as theft, robbery, murder and other related incidents.

The Kenya Police has come under intense scrutiny in regards to how they communicate both internally and to the general population. A study by a section of the civil society under the Transparency International Kenya chapter (2013) revealed that police stations are not yet equipped with modern equipment like computers for communication. This means that all communication is done either through face to face, written letters or telephone facilities.

These media are used both internally and externally but to maintain a certain degree of privacy, all internal communications are mainly restricted to radio communication under a UHF, VHF platform. With recent advancements in communication especially the internet, the police have since launched a website (www.kenyapolice.go.ke) and had even started a Twitter Handle (@kenyapolice), which was authenticated by Twitter but posted their last tweet on March 27th

2014 (Twitter, 2014). However the Inspector General of police, David Kimaiyo has adopted an active Twitter handle.

These online platforms are used mainly for external communication, with other officers seldom seen posting on them.

According to the UN, Kenya's police to citizen ratio is very low and hence the general need to supplement the security system. This has seen private security companies proliferate in the country. Most security companies have taken a similar approach to the Police in terms of communication, by using Radio, but they have been more open by embracing Mobile Phone technology and taking keen interest on online platforms such as websites, emails and even social media.

Private Security companies have to install effective communication systems to ensure the success of their operations. Perhaps it suffices to point out that these companies conduct communication both internally and externally. Internal communication involves sharing any available information, while external communication is characterized by carefully selected information that is meant to give hope and allay any fears that may have been present due to a number of security concerns that may have been present. Internal communication can be done in a myriad of ways, which include the use of intranet and other web 2.0 tools (Bughin, 2011). Intranet uses internet protocol technology for the purposes of sharing information within an organization. This is done through the availability of a network within the organization, which provides the channel for communication. Notably, intranet may be composed of the internal website of an organization or even go further to involve numerous local area networks. Security companies make use of intranet to communicate internally, sharing information regarding directives from the management as well as overall and specific information among the

employees. Besides the sharing of security information, intranet can also act as a platform on which vital documents regarding employee benefits are posted.

Information on progress made to maintain security as well as updates on the existing or developing security situations is safely communicated via intranet due to the fact that it offers a secure means of communication. The products made by the company, such as security alarms, can be discussed through the use of intranet to give the employees insight into the line of business that the management wants to pursue. The availability of local area networks facilitates internal communication in the sense that every employee of the company is able to access the most current information by simply logging on to his or her computer and getting updated. This can be reinforced by the use email addresses, which will facilitate communication through the sending of email messages to employees (Bughin, 2011).

Such companies also communicate through the use of social media, which is mostly effective in those instances where the company is made up of a young staff. Social media becomes effective in the sense that employees can interact with one another simultaneously; thereby, passing on the necessary information. Social media such as Facebook and Twitter facilitate communication through social interaction to alleviate boredom while also passing on information that is integral to the operability of the company. These factors highlight the use of technology for communication by the security companies.

Besides the use of technology for communication, security firms also convene meetings to discuss company matters as well as communicate developing information over security matters and, possibly, employee performance. Although less frequent, meetings also form a crucial means of internal communication for security companies. As such, it can be stated that these companies depend on both technological and non-technological means for their internal communication systems.

On the other hand, external communication, which translates to communicating with the public, is mostly done through technological means. When security companies communicate to the public, it is mostly to market their products as well as provide information about their security services. This is done via the company's website, which provides comprehensive information about the security services provided by the company. The website allows for customer feedback or general comments from the public under the 'Contact Us' page, which serves as a direct link between the security company and the public.

In addition to the use of the company's website, communication with the public is also facilitated through social media. Facebook and Twitter, for instance, play an integral role in the communication between a company and the public (Lilia & Isidoro, 2013). Other than marketing the products and services being provided, a company's Facebook page can be used as a customer care platform, such that customers and even members of the public can air their views and concerns about the security products and services that are provided. It translates to communication between the company and the public.

How both the Police and the private security companies use Social Media can closely be related. This can be seen by some of the tweets that the Kenya Police posted before going dormant which included advice on how one can improve their security. Whereas, both the Inspector General and security companies such as KK Security use social media to assist or clarify customer queries.

The distinction comes in when Private Security Companies driven by profits and margins are more likely forced to advertise their products and services, whilst the Police do not advertise their services but rather use it for PR purposes. Similar to the police, certain security companies like BM security started using social media but became dormant along the way. While in similar circumstance certain security companies like Securex have kept on using Social media, just the same way as the Inspector General of Police has not relented.

This research will seek to establish what influences an organisation to set-up and continue using social media and what may cause him to stop, or not open an account at all.

2.4 THEORETICAL FRAMEWORK

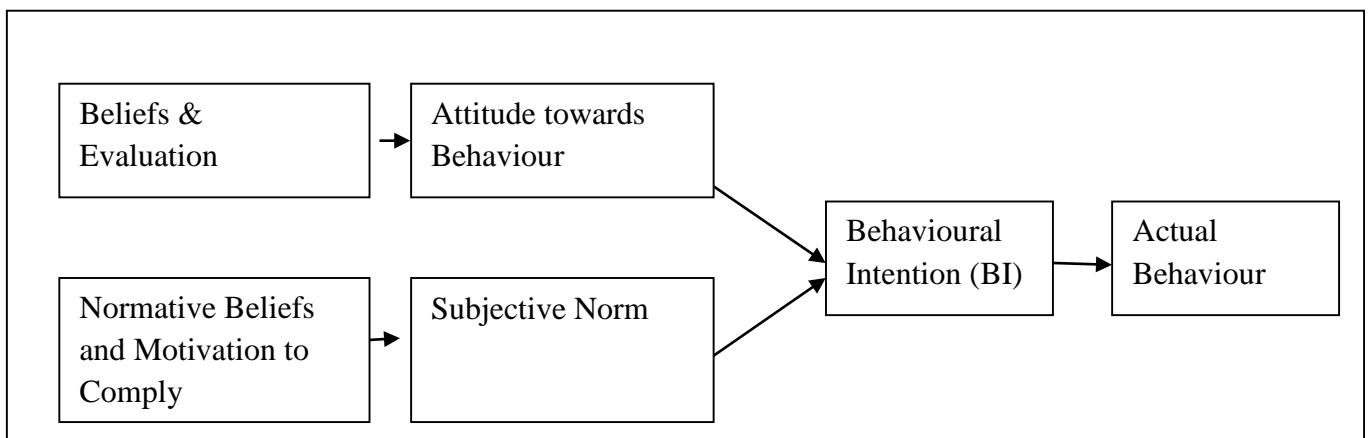
This study adopts the Technology Acceptance Model to explore why companies use social media and why some of them have not adopted it.

Technology Acceptance Model

The Technology Acceptance Model (TAM) is a theory that was proposed by F Davis in 1986 as he seeks to understand adoption and rejection of technology by users. TAM is consistent with Everett Rogers (1963) theory on diffusion of innovation where technology adoption is a function of a variety of factors including; Relative advantage and Ease of use.

It is considered to be an extension of the Theory of Reasoned Action (TRA). According to TRA, a person's performance of a specific behavior is determined by his/her behavioral intention (BI) to perform the behavior and BI is jointly determined by the person's attitude (A) and subjective norm (SN) concerning the behavior in question. (Kamel, 2004)

Table 2: Technology Acceptance Model Flow Chart



The Technology Acceptance Model is based on two main assumptions:

- i. Perceived Usefulness (PU)
- ii. Perceived Ease of Use (PEOU)

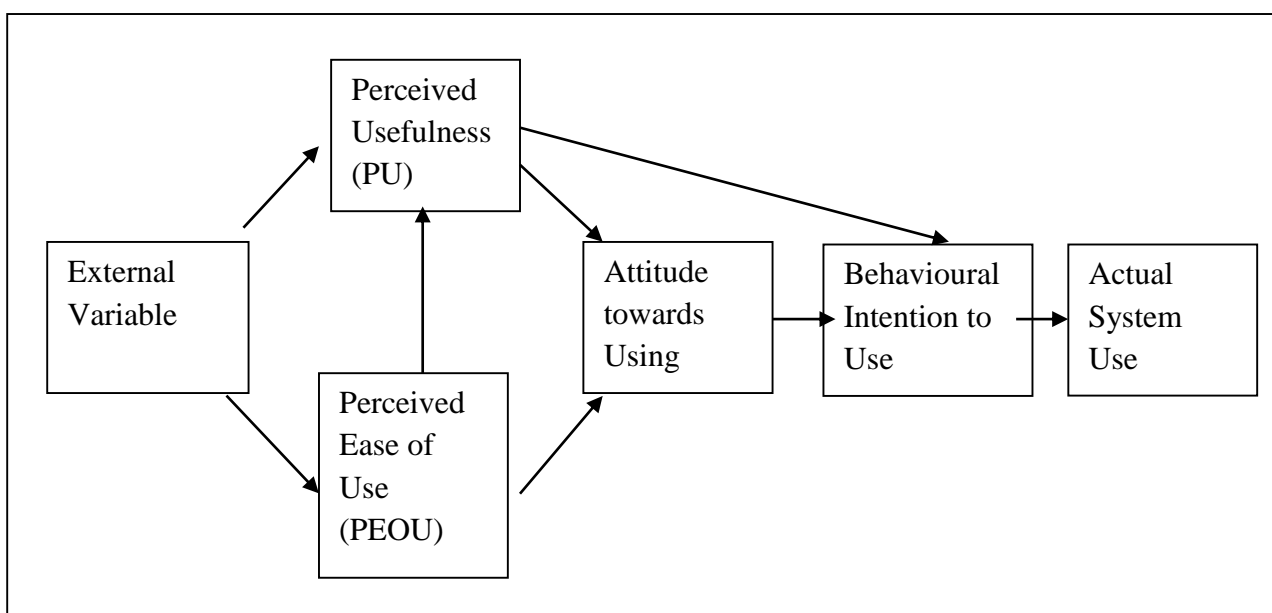
An important factor in TAM is to trace the impact of external factors on internal beliefs, attitudes and intentions. Two particular beliefs are addressed through TAM

Perceived usefulness (PU): Prospective user’s subjective probability that using a specific application system will increase his or her job performance within an organizational context

Perceived ease of use (PEOU): Degree to which the prospective user expects the target system to be free of effort.

Perceived usefulness is when the system can work more quickly, there is better job performance, increased productivity, Effectiveness, the job becomes easier. Perceived ease of use is when the system is easy to learn, clear and understandable, easy to become skillful, easy to use, controllable, easy to remember. (Kamel, 2004)

Table 3: Variable in the Technology Acceptance Model



For my research, Perceived usefulness can be defined as the extent to which a security company believes using social media will boost his or her revenue. Meanwhile perceived ease of use is defined as the extent to which one believes using social media will be free of cognitive effort.

With an intense focus on the adoption of social media by corporate organizations, this research sort to analyze how the TAM has been integral to modeling the use of social media by these organizations to improve employee workability and better their returns. Perhaps one of the most important factors surrounding the adoption of social media by corporate organizations is the managerial decision making. The other core factor related to social media in organizations is the ability of employees to embrace it.

Of late, most corporate organizations have opted to adopt online marketing as the major tool to market their products. This has led to the conduction of advertisements on social media such as Facebook, Twitter and blogs. The technology acceptance model puts forward that users (employees in this case) decide on how or when to use a particular technology on the basis of how it is easy to use or how it improves their job performance. For employees in the marketing department in a corporate organization, the availability of social media both makes their work easier due to its ease of use and also improves their job performance.

The use of social media has the significant implication of allowing a marketer to reach out to a huge customer base; thereby, making it effortless to market products. For instance, an employee could create a page on, say Facebook, to advertise a particular product or service that is offered by a particular corporate organization. Once the page is up and running, a very high number of customers will be able to view the product or service and get an understanding of how it works, not to mention the other factors such as its price. As such, the employee will be able to attract more customers to the organization, which translates to an improvement in his or her job efficiency or performance.

The implication is that such an employee or user will be willing to make use of social media due to the fact that it improves his or her job performance. In addition, the ability to reach out to a high number of customers by simply punching a few buttons and making a number of mouse clicks implies that the process is effortless, compared to going out to physically post commercials on television or radio stations. In view of this, it can be stated that the technology acceptance model can be used to explain the acceptance and use of social media in corporate organizations by employees of the respective organizations. In other words, the two major factors that were proposed by the model as being influential with regard to how people accept and use technology can be portrayed in the adoption of social media by corporate organizations. In addition to the stated factors, the TAM 3 also provides explanations on the decision making processes by an organization's management as far as the implementation of IT is concerned (Venkatesh & Bala, 2008). For instance, the use of social media by an organization hinges on the ability of the technology to generate remarkable returns for the company. If the technology can be depended upon to draw in more customers and generate higher returns, then the management will be willing to carry out the implementation of the technology. On the other hand, if the returns generated are less than desirable, the organization's management will not implement the technology. Therefore, it can be said that the adoption of social media by corporate organizations depends upon the employees' belief on that it would improve their job performance as well as its ease of use.

Conclusively, the adoption of social media by corporate organizations depends both on the employees' belief that it would improve their job performance and that it is easy to use. In addition, the management will make decisions about the implementation of the technology on the basis of how it generates returns for the company. Evidently, social media has been adopted by corporate organizations on the basis of the factors that were put forward by the Technology Acceptance Model.

CHAPTER THREE

RESEARCH DESIGN & METHODOLOGY

3.1 INTRODUCTION

This chapter describes the research design and methodology that will be used during the study. It includes data collection methods, sampling, population, research location and data analysis methods that are to be employed.

3.2 RESEARCH DESIGN

The research design refers to the overall strategy that you choose to integrate the different components of the study in a coherent and logical way, thereby, ensuring you will effectively address the research problem; it constitutes the blueprint for the collection, measurement, and analysis of data. For this study the researcher will carry out a survey on security companies in the Kenya Security Industry Association, after which the researcher will select three security companies that use social media and three that don't for an in-depth investigation.

Qualitative methods of research will be used to collect both discrete and non-discrete data.

3.3 AREA OF STUDY

The study will focus on Security Companies that are affiliated to the Kenya Security Industry Association. These companies are based in Nairobi or have affiliate offices in the county.

3.4 POPULATION OF THE STUDY

A population is a group of individuals, objects or items from which samples are taken from for measurement (Kombo & Tromp, 2006). There are 30 companies currently affiliated to the Kenya Security Industry Association (KSIA, 2014).

3.5 SAMPLING TECHNIQUE

It is estimated that there are over one thousand security companies in Kenya, however there is lack of enforcement of legislation to ascertain which are the companies fit to render service. For this study the researcher will use purposive sampling where the focus will be companies

that are affiliated to the Kenya Security Industry Association, hence have declared that they are properly incorporated and registered as security companies.

3.6 DATA COLLECTION TECHNIQUES

Data collection is the process of gathering and measuring information on variables of interest, in an established systematic fashion that enables one to answer stated research questions, test hypotheses, and evaluate outcomes.

Data Collection is an important aspect of any type of research study. Inaccurate data collection can impact the results of a study and ultimately lead to invalid results. For this study we will look at the below methods for data collections

Interview: Face -to -face interviews have a distinct advantage of enabling the researcher to establish rapport with potential participants and therefore gain their cooperation. These interviews yield highest response rates in survey research. They also allow the researcher to clarify ambiguous answers and when appropriate, seek follow-up information. Disadvantages include time consuming and expensive. (Leedy and Ormrod, 2001). The research will focus on marketing managers of the various security companies interviewed or the individual who has the responsibility of social media and communication in the organisation.

Observation: The researcher will study which security companies have a social media account by browsing through the internet and observing' the outcome.

Content review: The study will also look at documented literature in regards to use of social media by security companies in Kenya.

3.7 DATA ANALYSIS AND PRESENTATION

Analysis of data is a process of inspecting, cleaning, transforming, and modeling data with the goal of discovering useful information, suggesting conclusions, and supporting decision making.

Qualitative Data Analysis

Qualitative data consist mostly of words and observations, and puts less emphasis on numbers as would be the case with quantitative analysis. As with all data, analysis and interpretation will be required to bring order and understanding. This will require creativity, discipline and a systematic approach. Data analysis for this research will be an ongoing and iterative (nonlinear) process.

The data analysis will begin straight from the moment of data collection. The researcher will keep making notes of new observations noted during the data collection phase.

After all data has been collected, coding and developing category systems will be carried out. It is here that the researcher will carefully read the transcribed data, line by line, and divide the data into meaningful analytical units (i.e. segmenting the data). After locating meaningful segments, the researcher will then code them. Coding is defined as marking the segments of data with symbols, descriptive words, or category names. After coding it is then important to find the relationship in the data, after which the researcher will seek to ascertain authenticity of the data.

CHAPTER FOUR DATA ANALYSIS AND INTERPRETATION

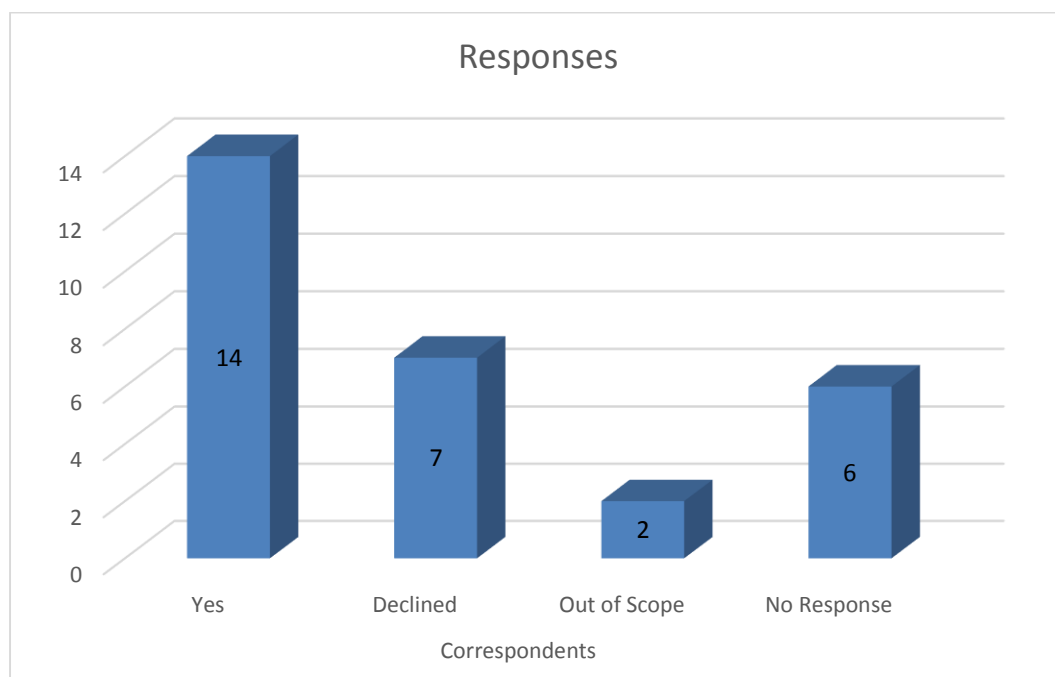
4.1 INTRODUCTION

This chapter will explore the findings from the data collected from the field in regards to communication and social media in security companies. The data collected is analysed using a qualitative manner.

4.2 RESPONSE RATE

A total of 30 companies were considered in the survey. These are the companies that are currently registered and affiliated to the Kenya Security Industry Association. Attempts were made to attain interviews with the concerned companies and below is a simple graph of which companies responded.

Graph 1: Response Rate for the Survey



There was a general scepticism towards participating in the research by the mentioned companies. Attempts to reach the concerned parties for face to face interviews were almost futile with the companies that accepted to participate in the research claiming that it was easier

to communicate on telephone and went further to suggest that they should instead be given questionnaires which they would answer at their own time.

Three companies out of the mentioned respondents preferred to fill a questionnaire and to return their filled questionnaire via email. One of these companies sent back their response in time however the other two failed to respond within the data collection period to the questionnaire hence were slotted in the category 'No Response'.

Eleven companies preferred to have the interviews via telephone, while three assented to Face to Face Interviews.

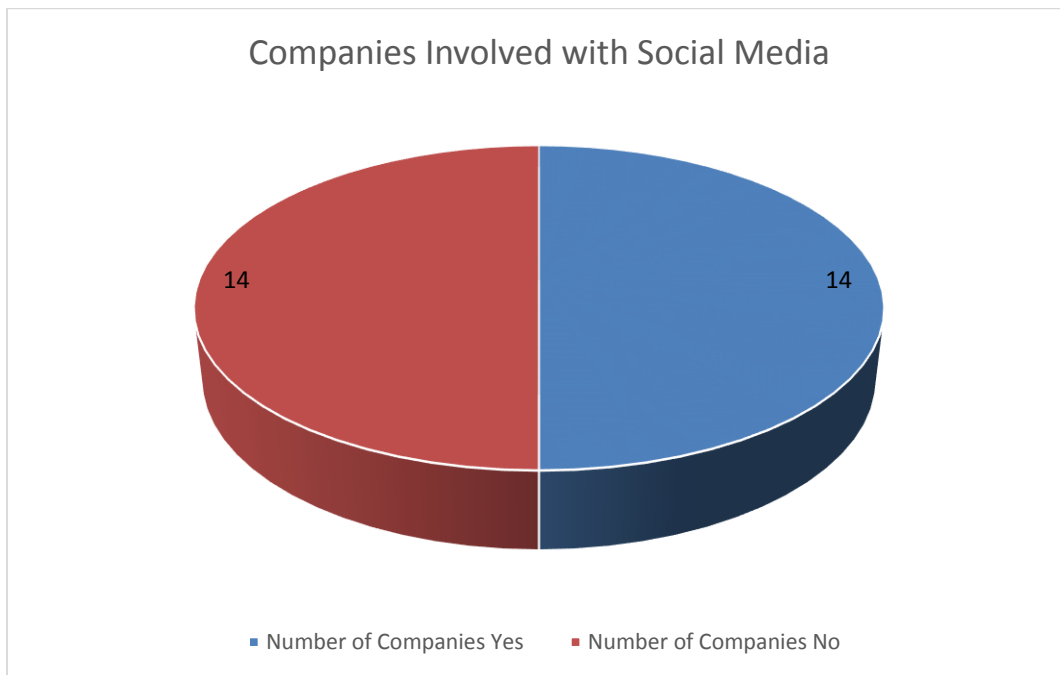
Seven companies categorically declined to be associated with any part of the research. Despite the researcher getting directed to the relevant contact person in the concerned company, the contact person was reluctant to answer any questions, either by face to face or questionnaires.

Some of the responses received from the companies that declined included, that as a security company they do not talk to any research individuals or even the media to that matter. Another respondent claimed that they were a busy company, while two others raised concern that their company 'secrets' will be divulged to their competition.

Two companies were found to be out of scope for the research, having situated their headquarters in Mombasa, while the research focused mainly on a geographical scope of Nairobi.

Through searches on social media platforms; Twitter, Facebook and LinkedIn in addition to answers from the conducted interviews, the researcher was able to establish that from the survey that half of the companies were involved in one form of social media or the other as graphically represented in the chart below.

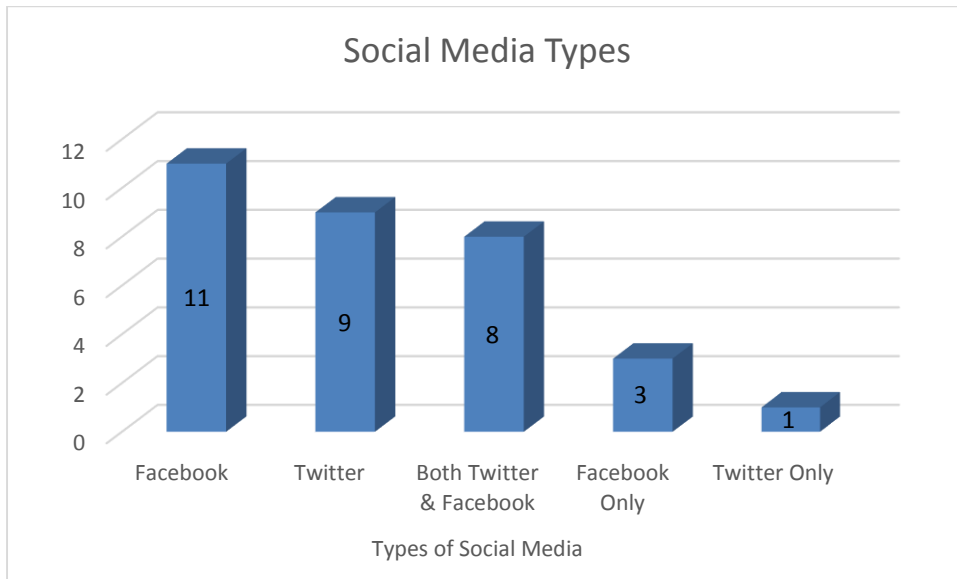
Graph 2: Distribution of Security Companies Using or Not Using Social Media



The pie chart above is almost similar to a research conducted by the Harvard Business Review in 2013, where 42% of companies involved in the poll were yet to embrace Social Media. The companies in the 2013 research opted to continue using communication channels such as billboards, print media, telephone, face to face conversations and even electronic media such as email.

Facebook proved to be the most popular, followed by Twitter and whilst some companies only used Twitter on its own, or Facebook alone, a vast majority preferred to have both Twitter and Facebook, with a minority of only three companies registered on LinkedIn, while one was also active on Google+.

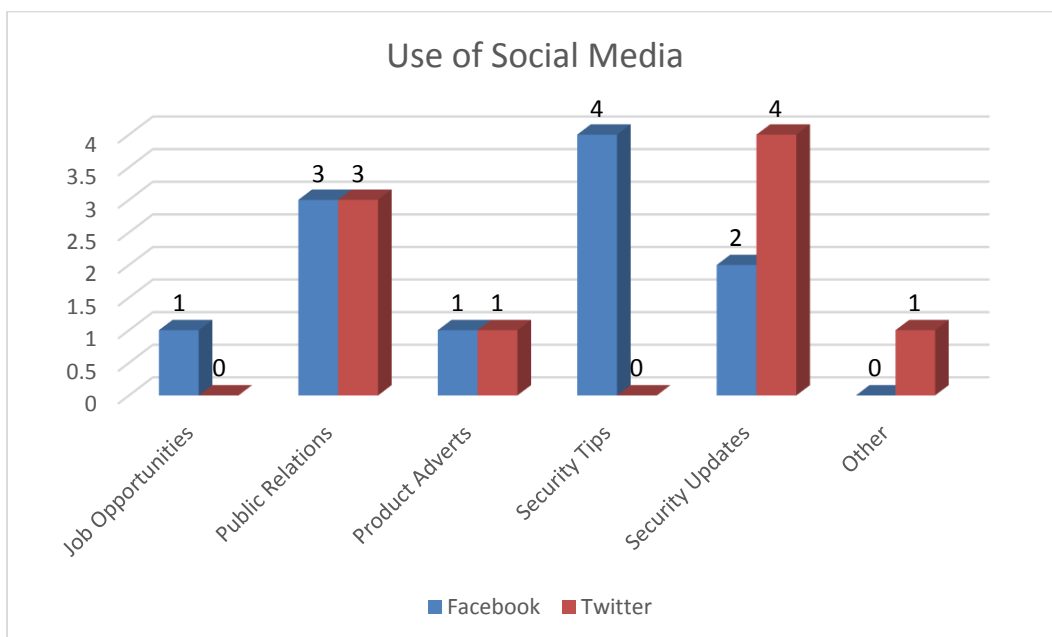
Graph 3: Graph on the social media channels used by companies:



This was in line with research by Constantinides (2010) that most parties consider social media to be Facebook and Twitter, whereas they do not consider platforms such as blogging, YouTube and Forums.

The companies used the various social media channels differently as outlined below

Graph 4: Graph on use of social media by security companies



Most of the security companies preferred to post Security Tips on their sites, which included advice on how one can keep safe and precautionary measures they can take. Security Updates included companies informing the audience of security incidents, accidents and near misses that have occurred in different areas in Nairobi. This was in line with Leonardi's (2012) observation that social media adoption enables an organization to share its expertise with its consumers. Therefore, organizations adopt social media in order to use social media content in proving the status or expertise level in the industry.

Another popular use for Facebook and Twitter was for companies to let the audience know events that they are taking part in both internally and externally on a public relations point of view. This is similar to research findings where Social Media cultivates loyalty between organizations and consumers (Baugerman, 2008). The author says that social media presence promotes consumer loyalty because it enables consumers to passionate about the organization's engaging content in social media. Therefore, companies adopt social media in order to increase the word-of-mouth, both offline and online. In addition, organizational adoption of social media grows the brand name through the post in social sites such as Twitter and Facebook.

4.3 FACTORS INFLUENCING CHOICE OF SOCIAL MEDIA

Having established which organisations use social media and those that don't, the researcher set out to carry out in depth interviews with three firms that do use social media and three that don't. The three firms with Social Media included Securex Agencies (K) LTD, 911Group and Absolute Security, while those without included G4S Kenya, Ultimate Security and Brinks Security. Some of the factors noted included:

4.3.1. Factors Influencing Adoption/Use of Social Media

Perceived Gain: In all three firms that use Social Media, the correspondents claimed that they found social media to be useful to the organization. According to one correspondent, since they began using social media, they have been able to attend to customer queries and have even gotten to the position where they have been receiving queries from potential new clients.

Another respondent on the other hand uses social media to monitor what is happening in the market so that they can be able to keep abreast with the latest technologies and trends. This adoption of social media has been explored in the Technology Acceptance Model, where the companies have seen 'Perceived Usefulness' in Social Media, hence opted to adopt it.

This is also in line with studies conducted by Constatinides (2010), where he suggests that social media enable organizations to listen in on customers (research), PR & Direct Marketing, reaching new influencers, personalizing customer experience and finally tapping customer creativity.

Ease of Use: Social Media has been considered a relatively easy platform to use by the organizations that have embraced it. According one of the users of social media, when it comes to setting up an account, you do not need a highly educated or specialized individual and rightfully most computer literate individuals have the ability and capacity to start up an account.

The respondent narrates:

The thing about social media is that anyone can use it and you do not need any extra license fees for it to operate, neither do you need any permissions from a regulatory body.

As stipulated in the Technology Acceptance Model (TAM) before a user adopts a technology there must be the element of 'Perceived Ease of Use'. This was found to be evident from the

respondents who had acknowledged social media. The respondents felt that the amount of energy dispensed while using social media was minimal considering the output to be received.

Regional Presence: One respondent claimed to not have social media handles because their global outfit was the one taking care of social media. However they were in advance plans to start a Kenyan social media platform that will enable the company to get the benefits that the other companies with social media had.

On the other hand other companies with regional presence appeared to be more open to the technology as compared to relatively smaller companies who are solely based in Kenya.

4.3.2. Factors Influencing Lack of Adoption/Use of Social Media

Company Strategy & Direction: Even though one respondent acknowledged that there are gains in the use of social media, they claimed that they were not interested in the gain. According to the company representative, the company is at a stage where they are monitoring their growth with the purpose of ensuring they can cater to the needs of all their clients. The organization has not been marketing aggressively and has instead opted to only take-in clients from referrals and direct queries. The company strategy therefore has not allowed them to invest in social media, which they feel would bring them uncontrolled growth and also new expenses.

Cost: Most organization when asked why they use social media, they claimed it was a relatively cheap form of communication, as compared to other means such as print media and electronic media. This lack of the need to pay a direct fee to any external agent to use social media (with exception of internet charges) has made the platform very attractive.

Even though no direct cost can be attributed to social media, some organization have noted the amount of resources needed to maintain a successful social media campaign such as dedicated

staff and equipment. Relatively smaller companies in terms of financial turnover have therefore not embraced the phenomenon. According to one company's representative the company managers hold a number of portfolios whereas even an operations manager is able to sell when the need arises.

Companies that have not embraced social media due to inhibition of cost verify a study conducted by the Harvard Business Review that outlined not all companies have embraced social media with a section of researchers speculating that the biggest reason being that executives are finding it hard to tie social investment back to the bottom-line i.e. measuring its effectiveness, linking social media efforts to ROI (Return on Investment), and understanding the concrete difference social efforts make to the business (Harvard Business Review, 2013).

Lack of Expertise: Whereas some companies have claimed that it is easy to use social media, some have kept away citing lack of expertise. Even though one respondent was found to be relatively active on Facebook, the head of Sales & Marketing claimed that he was not aware, how to even access the sites. It is for this reason that they had outsourced the whole role. Another company claimed that they do not see the need to invest on a specialized individual to take care of social media but they will do so in future once they could quantify the gains.

Nature of Industry: As indicated earlier a number of security companies declined to be involved in the research project. One particular company seemed quite candid in claiming that they do not talk to researchers and media because security is a relatively secretive trade. Mostly tasked with protecting people, which means that secrecy must be upheld at all times, the security companies also see that Social Media is too open a platform and the company will be exposed.

It was found that the companies that openly denied to being part of the research, also did not have social media channels, which could be an indicator of how closed the companies are.

According to Mogos (2011), social media adoption by organizations should be based on policy scope and not a social media trend in the industry. Some organizations or industries do not require more communication, collaboration, and online presence. The author says that some organizations or industries are not suited for adopting social media. Therefore, it is important to note that social media adoption may not be beneficial for all organizations or industries.

Structure of Companies in the Industry: Of the 28 companies surveyed, only three organisations claimed to have a dedicated marketing department. With the vast majority having merged their Sales and Marketing into one. This has seen a sales representative designated the task of marketing in addition to his selling role, hence little attention is generally given to the forum that would have very little contact with direct cash, as compared to sales. Lack of a proper structure has seen some companies start up social media accounts only to fail to maintain them.

Public Relations: Similar to secrecy discussed earlier, some companies felt open to public scrutiny if they embraced Social Media. According to one respondent Social Media is a very harsh tool and companies involved are prone to scrutiny which can be damaging to their reputation. When asked which challenges they faced with Social Media another respondent claimed that they receive very many negative comments from social media, in comparison to other methods of communication. This could be attributed to the fact that many people in social media use aliases hence feel free to utter any kind of comment. This finding is similar to findings from Kaplan & Haenlein, (2010) where they note even though blogs are known to have numerous benefits for a company they are also known to have a number of risks with employees or customers able to post negative information on the site.

CHAPTER 5

CONCLUSION AND RECOMMENDATIONS

5.1 INTRODUCTION

This chapter presents a summary of key findings from which conclusions were drawn and recommendations made.

5.2 SUMMARY OF THE STUDY

The study sought to find out the factors that influence a company's choice of social media as a communication channel in security companies in Kenya. The objectives of the study were (i) To explore the use or integration of social media as a communication channel by security companies in Kenya (ii) To examine the social media channels used by security companies in Kenya and (iii) to investigate the factors behind the adoption or lack of adoption of social media tools by security companies in Kenya

5.2.1 Use or Integration of social media as a communication channel by Security Companies

From the research, I was able to establish that half of the companies that were involved in the survey were active on various forms of social media as indicated on Graph 2. This was able to prove that indeed Social Media is a phenomenon that is widely embraced by corporates but not by all of them.

Social Media was found to be used mainly to put up security updates and security tips, with the aim to glue the audience for other content such as product advertisement, Job advertisement and Public Relations. Even though most companies claimed they use social media for customer resolutions a quick survey at their most recent posts painted a different picture.

5.2.2 Social media channels used by security companies in Kenya

As indicated in Graph 3 it was established the most popular form of social media was Facebook followed by Twitter, LinkedIn and finally Google+. This finding is in line with the latest Alexa Ranking where Facebook is considered to be the top website in Kenya playing only second to Google, while Twitter followed closely when it came to social media sites. (Alexa, 2014)

It was also noted, that Social Media as a whole was not being fully exploited, with the organisations greatly believing that Social Media basically consists of Facebook and Twitter. Whereas scholars such as Constatinides (2010) have categorised social media in five main groups: Weblogs, Content Communities, Social Network Sites (SNS), Forums, Content Aggregators.

5.2.3 Factors behind the adoption or lack of adoption of social media tools by security companies in Kenya

From the survey all companies interviewed agreed that Social Media has benefits for an organization, and the majority of respondents felt that it was a relatively cheap or cost-effective means of communication. The main factors on adoption of social media for Security companies seemed to lean towards the nature of the industry, where most companies felt that even though Social Media had benefits, the industry should be secretive as security of the client can be compromised if the industry is too open. This concept is also supported by Baugerman (2008), where he explains that social media sites expose an organization to hackers and other attackers who may wish to steal corporate information and data. He says that some organizations fail to adopt social media presence in order to protect its information and data.

The structure of security companies also turned out to be a major reason for adoption/lack of adoption of social media. Most of the security companies did not have a basic marketing or communication department, with that role being delegated to the sales department which was

more concerned with bringing in direct sales as opposed to the long route of marketing associated with brand awareness in social media.

The above factor went hand in hand with the organisation failing to hire specialists for the role of social media, which led to lack of expertise in the company.

Companies with aggressive growth and expansions patterns with regional presence were keener on having social media, to continue to spread brand awareness. According to Leonardi (2012), social media enable organizations to keep the brand and business fresh in the minds of consumers and potential consumers. He argues that new and consistent high-quality social media content increases the number of time that consumers are exposed to the business and its brand. Therefore, organizations adopt social media as a tool for attracting and retain consumers. As a result, organizations are offered a free advertising media which can help the growing organisations.

5.3 CONCLUSION OF THE STUDY

It was found that even though certain companies in the survey did not have social media, they were adamant that they will be venturing into the platform in the new future, given the gains they have seen it make for other organisations. Even some of the companies that declined to participate in the interview phase of the research, from a simple web-search, it could be established that some of them had at one point attempted social media but were not just as active.

In order for Social Media and its gains to be realised by the Security Industry there is need of a better understanding of how social media works. The main reason Security Companies have kept away from social media is the perceived sensitivity of data in the trade and the perceived lack of expertise due to none investment in marketing teams.

Most companies continue to play the ‘seat and watch’ approach, while the relatively bigger companies with higher financial turnover, have initiated small teams to look into the platform better. It can therefore be concluded as more security companies note how their counterparts are using the platform without necessarily compromising on company secrets they will eventually join the bandwagon and more investment will be made in resources for social media.

5.4 RECOMMENDATIONS

Security companies that have embraced social media, should not only limit their scope to Facebook and Twitter, but they should also look at other platforms such as LinkedIn, YouTube and Blogging which may be more beneficial to them as compared to Facebook and Twitter on their own.

Most companies involved in social media had sporadic posts and yet they expected the same results as companies that continually posted data. Training should be carried out on the companies on how they can get the most out of social media.

There was a perception that social media was not resource intensive, organisations should have clearly defined guidelines as to which resources and man-hours should be allocated to social media for accountability and measurement on return of investment (ROI).

5.5 SUGGESTIONS FOR FURTHER RESEARCH

There is need to study as to why security companies have not invested in Marketing and Communications Teams in general.

There is need to understand how clients get to communicate with Security Companies and how they get to know about them.

A study can be carried out as to which type of content is best communicated through social media and which content deserves to be done through other means.

The study had a shortcoming of having only studied the 30 companies in KSIA, whereas the security industry is approximated to have over 1000 companies. A further study should be carried out with a wider scope.

Social Media is generally used by corporates regardless of industry; a study should be carried out on why corporates use/not use social media in diverse industries.

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APPENDIX 1
SAMPLE INTERVIEW QUESTIONS

NAME OF RESPONDENT.....

COMPANY.....

DATE OF INTERVIEW.....

1. Briefly describe your organisation e.g. key products & services, ownership structure, history
2. What communication channels do you use?
3. Who is responsible for communication in the organisation?
4. What communication resources do you have as an organisation?
5. What is your approximate annual budget for communication
6. What challenges are you facing in general communication in the organisation, both internally and externally?
7. Who is your target audience?
8. Do you use social media?
9. Which social media channels do you use? Please mention them
10. Why do use social media?
11. For how long have you been using Social Media
12. Why do you not use social media? Do you see yourself investing in social media in future?
13. What do you use social media for?
14. What kind of content do you post on social media?
15. Who is responsible for content on social media?
16. What resources do you use to access social media? E.g. iPad, laptop
17. How much time does the organisation spend on social media
18. Has social media been beneficial to your organisation?
19. What are the challenges you face while using social media
20. Who do you interact with on social media?
21. How many followers/ friends/ interactions do you have on social media?
22. What is your target in using social media?

APPENDIX 2

QUESTIONNAIRE: (Please answer all applicable questions)

Section 1

This section looks at background information.

NAME OF RESPONDENT.....

DATE OF INTERVIEW.....

COMPANY.....

1. Briefly describe your organisation e.g. key products & services, ownership structure, history.....
.....
.....
.....
2. What are the major communication channels you use for communicating with current clients/ potential clients?
.....
.....
....
3. Who is responsible for communication in the organisation (designation)?
.....
.....
4. What challenges are you facing in general communication in the organisation, both internally and externally?
.....
.....
.....

Section 2

This section looks at the use of social media

5. Do you use social media?
.....
6. Which social media channels do you use? Please mention them
.....
.....
.....
7. Why do use social media?

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.....
.....
8. Why do you not use social media? Do you see yourself investing in social media in future? (Please ignore if you answered yes to 5 above)
9. What do you use social media for?
.....
...
10. What kind of content do you post on social media?
.....
.....
11. How much time does the organisation spend on social media per day? (Please tick)
- a) Under 3 hours,
 - b) Under 6 hours,
 - c) Over 6 hours
12. Has social media been beneficial to your organization and how, if not why?
.....
.....
.....
13. What are the challenges you face while using social media?
.....
.....
.....
.....
14. Who do you interact with on social media (Target Audience)?
.....
.....
.....
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