

UNIVERSITY OF NAIROBI

**SOCIAL MEDIA AND THE EVOLUTION OF CORPORATE
COMMUNICATION IN THE KENYAN JUDICIARY**

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K50/75698/2014

**A RESEARCH PROJECT SUBMITTED IN PARTIAL
FULFILLMENT OF THE REQUIREMENT FOR THE AWARD
OF THE DEGREE OF MASTER OF ARTS IN
COMMUNICATION STUDIES, SCHOOL OF JOURNALISM**

NOVEMBER 2016

DECLARATION

Candidate's Declaration

This research project is my original work and has not been presented for a degree in any other university

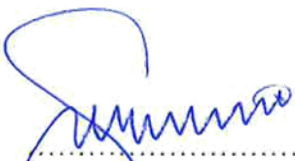
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Supervisor's Declaration

This research project has been submitted for examination with my approval as the University Supervisor

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ACKNOWLEDGEMENT

I wish to sincerely express my heartfelt gratitude to all those who contributed directly or indirectly, in whatever level towards the successful completion of this project. My sincere gratitude goes to my supervisor Dr. Samuel Kamau for the valuable comments, insights, and for guiding me patiently through my study.

DEDICATION

I would like to dedicate this research project to my parents and family who have endlessly encouraged me and tirelessly checked how far I was with this project. I would also like to dedicate this project to Roul for pushing me towards not giving up. Jafari thank you for your patience through this whole project.

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ABSTRACT

Companies around the globe are embracing and adopting social media with various intentions: customer service, marketing, internal communication, public relations or corporate social responsibility. Social media has revolutionized corporate communication, rapidly changing the way that public relations campaigns or programs are distributed and measured. Rather than the traditional method of pure output, social media has forced corporate communication to shift to a dialogue in which the stakeholders, and not just the institution, have power over the message. Social media is a revolutionary communication tool that has quickly changed the ways in which public relations is practiced, becoming an integral part of corporate communication for many institutions. The main objective of this study was to examine how social media has influenced the practice of corporate communication in the Kenyan Judiciary. With specific reference to the utilization of social media as a corporate communication platform within the Judiciary, adoption of Judiciary's social media communication platforms among members of the public and the impact of integrating social media within the Judiciary's communication structure. Purposive sampling technique was used for the research. Questionnaires were administered to the litigants, directors and other judicial officers of the organization. Relevant literatures to the study were also considered. The data collected was analysed and presented in tables, graphs pie charts and frequency tables facilitated by Statistic Package for Social Science. The main results of the study indicated that through social media the Judiciary can reach most of its target audience and open up to the public providing a two way communication channel enabling its development and winning public trust. The study also revealed that the Judiciary can and should do more in bridging the gap between the institution and the public especially in the area of transparency and accountability. It is, therefore, recommended that for the Judiciary to improve on the effectiveness of its social media platform, the institution needs to totally embrace technology in most of its operations.

CHAPTER ONE

INTRODUCTION

1.0 Overview

This section provides a background of the study regarding the use social media as a corporate communication tool in the public sector, focusing on the Kenyan Judiciary as a case study. It presents the background of the study, research problem, objectives of the study, research questions, scope and significance of the study, as well as limitations of the study.

1.1 Background of the Study

The history of the Kenyan Judiciary can be traced to the East African Order in Council of 1897 and the Crown regulations. This is the time that marked the beginning of a legal system in Kenya during the colonial period. The first Chief Justice of the Kenyan Judiciary was, Sir Robert William Hamilton who was appointed in 1906 (Judiciary, 2013). Since then the Judiciary has had a total of twenty two different persons occupying the Office of the Chief Justice including the current Chief Justice David Maraga (Judiciary 2013).

The Judiciary is one of the arms of government established under chapter 10, article 159 of the Constitution of Kenya. The Constitution establishes the Judiciary as an independent custodian of Justice in Kenya. The primary role of the Judiciary is to exercise judicial authority as mandated by the Constitution whose power is derived from the people. The Judiciary has the mandate to dispense justice. The Judiciary discharges its mandate through court systems.

Apart from delivering justice, another important role of the courts is to build, reinforce and preserve support for country's judicial system by demonstrating its commitment towards its vision and mission. This support can only be achieved through meaningful corporate communication between the Judiciary and its audiences, as long as they adhere to the judicial ethics.

Despite the fact that the primary role of Judiciary is to dispense justice to the people, the perception of Kenyans on the Judiciary before 2011, when the new team of Judicial Officers took office was regarded as a place of the “who is who in the country”.(Judiciary Transformation Framework 2012)

Before the promulgation of the Current Constitution in 2010, the Judiciary was referred to as the Office of the Chief Justice in which power and authority were highly centralized. During this period, there was little or no accountability. The Judiciary was faced with inadequate resources, little integrity, lack of public confidence, and weak structures. However, with the new Constitution coming into force in 2010 and the immediate recruitment of Chief Justice and Deputy Chief Justice through a competitive process with public scrutiny, built expectation from the public of a positive shift in the image of the Judiciary. The image of the Judiciary had been re-designed such that the Chief Registrar of the Judiciary was to handle administrative matters. The Judiciary further introduced the performance contracting to gauge the performance of its employees. This aimed at improving programs, management efficiency, accountability and transparency. The performance based practices targets both the judicial and administrative staff.

For the first time in Kenyan history, an agency; The Ombudsman was formed to deal with both public and staff complaints. In addition to this, a Directorate of Public Affairs and Communication was created to handle various issues raised by the public and the internal and

external communication needs of the Judiciary. This was aimed at reversing the belief that the Judiciary was a place where only the “Who’s” could obtain justice. The Judiciary is determined to build confidence in people on the institution. Despite the foregoing reforms in the Judiciary, the public’s confidence in the Judiciary remains low. Under the Office of the Ombudsman formed by the Chief Justice in 2011, the public are supposed to lodge complaints in cases where they are not satisfied with results or outcome, over delayed matters in court, lack of confidence in the presiding judicial officer(s) among other judicial complaints, and receive feedback within 24 hours from the time of lodging the complaint. The Office is therefore to carry out an independent investigation in the complaints after which the findings are supposed to be communicated to the complainant through the Department of the Directorate of Public Affairs and Communication or directly depending on the nature of the complaint.

The office of the Directorate of Public Affairs and Communication introduced several ways of reaching, raising complaints or compliments to the Judiciary. These were through suggestion boxes, emails and social media. These forms of communication were introduced to ensure that justice is dispensed quickly. There are electronic means of communication introduced to ensure that those dissatisfied with the activities of a certain judicial officer but are far from Nairobi can raise them without necessarily travelling to Nairobi at the click of a button. In addition, to improving the image of the Judiciary, it was necessary to be transparent and accountable to the public. The Judiciary, most often posts its activities on Social media to inform the public of upcoming and on-going activities. The use of social media was also meant to exchange ideas between the institution and the general public and even to obtain feedback on areas the public expect the Judiciary to improve on with the aim being to have an all-inclusive institution.

Today, the public opinion is accommodated in the operation of the Judiciary. This has improved the image of the institution. Events have also been introduced where the public are not just spectators but participants. Furthermore, new offices, Directorate of Public Affairs and Communication and Judiciary Ombudsperson, were established to maintain interactions between the public and court.

However, the Judiciary is still faced with a lot of challenges. Corruption, nepotism, negative ethnicity, biasness by the judicial staff still thrives in the corridors of justice but not in the same magnitude as before.

1.2 Problem Statement

Before the 2010 promulgation of the current Constitution, the Judiciary was regarded as a closed institution, only accessible to few rich Kenyans (Judiciary Transformation Framework 2012) Those dissatisfied with the services offered had no place to voice their grievances. However, after the promulgation of the 2010 Constitution and a new Chief in place, the Office of the Ombudsman was set up in 2011, and the public were given a platform where they could lodge complaints if dissatisfied with services or outcome(s) such as delay of matters in court, lack of confidence in the presiding judicial officer(s) among other judicial complaints.

The introduction of social media as a platform within the communication strategy was introduced and was meant to improve the communication processes, facilitate information flow, and give the institution a humane face by providing a more interactive platform with the public that it serves. The retired Chief Justice and the president of the Judiciary, was often available on social media platforms and used the sites to respond to issues.

However, despite attempts by the Judiciary to build an institution that is friendlier and accessible to people through social media, there has been slow adoption of the various communication channels. Even with the existence of the office of the Ombudsman, very few complaints are being reported despite a general public dissatisfaction with the operations and general performance of the Judiciary. Citizens complain of delays in their cases, dissatisfaction with rulings and corruption, but they never use the available channels to lodge official complaints. The public confidence in the Judiciary is still low and the image of the institution remains tainted as before.

Against this backdrop, this study seeks to establish how social media has affected communication within the Judiciary and why the public has been slow in adopting social media platforms provided by the Judiciary.

1.3 Study Objectives

The general objective of the study is to establish how social media has influenced the practice of corporate communication in the Judiciary.

1.3.1 Specific objectives

- i) To examine the utilization of social media as a corporate communication platform within the Judiciary
- ii) To assess the adoption of Judiciary's social media communication platforms among members of the public
- iii) To explore the impact of integration of social media within the Judiciary's communication structure.

1.4 Research Questions

- i. Is the social media regarded as a corporate communication tool within the Judiciary?
- ii. What is the level of adoption of Judiciary's social media communication platforms among members of the public?
- iii. What impact has the introduction of social media within the Judiciary's communication structure had?

1.5 Justification of the Study

This study looks into the benefits of integrating social media in the corporate communication within the Judiciary. Currently, there are offices established in the Judiciary to maintain communication between the court and other stakeholders.

This research also looks into the Judiciary's shortcomings that prevent the full adoption of social media in corporate communication within the courts.

This study is academically useful in terms of informing and improving existing knowledge. It also adds knowledge to the existing knowledge on what is known about the Judiciary. In addition, if adopted it will help the institution in terms of dealing with gaps that exist in the communication within and without the institution, identifying strengths and achievements. Through this study, the public will learn of new faster ways to communicate to the institution and have their issues addressed. The study if adopted by the Judiciary, the recommendations will help in the redeeming the image of the institution.

1.6 Scope and Limitations of the Study

The study focuses on the status of the Kenyan Judiciary, and transformation that has been witnessed between 2011 and the present. The study also looks at the progress made since

the establishment of the office of Directorate of Public affairs and Communication and the Ombudsman. It was conducted in Nairobi and the response obtained was a representation of the entire Judiciary.

1.6.1 Limitations of the study

Judiciary staff is limited by the nature of their job on what information they can share freely as well as the language to be used.

1.6.2 Assumptions of the Study

There are several important assumptions guiding this study

- i. Many Kenyans can access internet and are active on social media. Current internet penetration in the country stands at 69% the population according to the latest Communication Authority of Kenya report.(2016)
- ii. Kenyans have interest in legal and Judiciary matters. It may not always be the case that social media users have a general interest in judicial matters.
- iii. The study assumes that social media has transformed corporate communication within the Judiciary.
- iv. The study assumes that most Kenyans are using social media and are aware of the Judiciary's social media infrastructure.
- v. The study assumes that social media is an effective and preferred communication tool for most people.

CHAPTER TWO

LITERATURE REVIEW

2.1 Overview

This chapter reviews the literature with specific reference to social media and how the social media has been used in the recent past to interact with the public in institutions. Further in this chapter, the researcher is concerned with the period that the social media has been used by the Judiciary to transform the institution. The review includes academic, policy and legal opinions on social media and its use in organizations to illicit response on various issues. The study looks at global cases where social media has been the platform for interaction in the operations of those organizations. In certain cases, the social media has been used to explain to the public on reasons for various decisions in the judicial system. The global status helps to understand how the social media has created a global village comparing it with the Kenyan case. The study then narrows down to the Kenyan Judiciary system where social media is used as a platform to interact and inform the public and create awareness on certain basic legal issues.

2.2 Social Media

According to internet live stats as at August 2016, social networking is rapidly becoming very popular around the world with 3,411,383,500 internet users, 1,052,375,700 websites, 1,694,400 active Facebook users, 305,722,920 active twitter users, 276,000 computers users and 3,048,800 smartphone users. Meanwhile, the use of smart phones to access the internet has already exceeded the use of computers since phones are very portable.

Thus, internet users can easily access social media at any time of day. Furthermore, the number of social media platforms has increased with several internet users creating profiles on several sites.

Martin and Bavel (2013) state that social media technologies and networking have introduced powerful communication tools for business and governmental organizations. Thus, they are in a better position to improve their operations and ultimately their performance. Social networking technologies have allowed users to create profiles that allow them to share a connection with their audiences. Organizations, businesses, public institutions such as the Judiciary have not been left out. These organizations create social media profiles for different purposes. For business, these accounts allow them market their product, services, and events. On the other hand, governmental organizations use these platforms to inform members of the public and gather information and opinion from the public.

2.3 Internet and Social Media Usage in Kenya

Compared to developed countries such as the US and China, Kenya still lags behind in internet usage. A study conducted by Kenya ICT Board (2010) showed that approximately 10% of the Kenyan population have access to the internet. More than 51% aspire to use the internet for research and social networking purposes. Twenty-one percent of the active internet users utilize it to communicate and 15% use the internet to seek knowledge. Those using the internet as a communication tool view it as a platform for self-expression through social media. Even though those seeking knowledge are mainly interested in searching for information, they are also open to social networking and frequent visitors of social media sites (Kenya ICT Board, 2010).

The study also showed that the average age of Kenya's internet users is approximately 18.8 years. About 51% of internet users between 16-20 age brackets are actively involved in social media and other online activities.

Kenya ICT Board (2010) states that with the growing number of young internet users, the country internet usage will continue to grow rapidly in the coming years. The study established that there is a global trend that users across the world value the internet for email and social media activities above all other internet uses. Kenya is no exemption to that trend with 31% deeming social media important and 34 % favouring email usage. Those seeking information on the internet represented 23% of users (Kenya ICT Board, 2010).

The research also found out that internet usage in Kenya had increased by 27% in 2010 with more than 14 million users. From the 14 million users, ninety-nine per cent accessed the internet using mobile devices. Communication Commission Kenya (2011) established that mobile penetration was over 69%. In Africa, Kenyans active on twitter were ranked second to South Africa with more than 2,476,800 geo located tweets. The highest percentage of tweets was through telephony gadgets. The report also stated twitter users were also active in other social media such as Facebook and Instagram. These social media platforms have become an integral part in the daily lives of Kenyans, with the internet in general becoming an important tool for searching for employment opportunities and conveying, retrieving and sharing news, among other uses (Kenya ICT Board, 2010).

Social media enjoy a significant internet user base, with audiences drawn from various social, political and geographic backgrounds. Among other factors, social media is becoming an influential factor that shapes Kenya's cultural, political, social and economic environment. However, despite the ability of social media to distribute messages that resonate and appeal to public consciousness, they cannot cause social change and movements

independently. Kenya ICT Board (2010) argues that the mobilization of support, sympathy and rebroadcasts generated by social media have to be reinforced with partners who create pressure on the issue. Thus, independently, social media can only generate a modest feeling on the audience rather than the actual and desired impact.

According to PEW Research Centre, based on population density, social media users in urban population led by 70%, closely followed by semi-urban population at 67%. Rural population came in third at 61%. Dougherty (2013) further attempted to find out how internet used varied based on individual household income. It revealed the use of social media was least common in households with a salary below thirty thousand at 72%. It was followed by households with salaries between thirty thousand and fort-nine thousand at 85%. Households with an income of fifty thousand and above led by 86%. The study also found out that the most popular social media were Facebook, LinkedIn, Twitter, Interest, Instagram, and Tumbril, with a following of 67%, 20%, 16%, 15%, 13% and 6% respectively.

According to Internet World Stats (2012), 28% of the total Kenya population were on social media, with Facebook having the highest number of active users at 51,140. In a different study, Kenya-based Portland Communication and Tweet Minister indicated that Twitter was widely used in Africa for communication and information research purposes. Of those interviewed, 80%, 68% and 22% used the Twitter to communicate, follow news updates and search for jobs respectively. The study also shed that within the continent, South Africa led with the 5,030,226 tweets, with Kenyan coming second with a distant 2,476,800 tweets. Interestingly, the study showed that Nigeria, which is the Africa's most populous nation came in third with only 1,646,212 tweets. It was followed by Egypt and Morocco at 1,214,062 and 745,250 tweets respectively. The study showed that 57% of the tweets in Africa were sent from mobile phones. The study also showed that most of the Twitters users

were young and between 20 and 29 years, compared to the global statistics of 30 and 39 years. In addition, the research noted that African political leaders, business leaders and top public figures also have active twitter accounts.

2.4 Use of Social Media by Gender, Location, Age and Network

According to an info graphic study conducted by Dougherty (2013), the number of women active in social media exceeds that of men. The study showed that 71% of the women population were on social media compared to 62% for men. When grouped by age, Dougherty (2013) established that of the age brackets eighteen to twenty-nine, thirty to forty-nine, fifty to sixty-four, and above sixty-four, 83%, 77%, 52% and 32% respectively were on social media. The use of social media was highest among the youths aged 18-29 years and less as age increases.

2.5 Organizational Use of Social Media Corporate Communication

In their study, Understanding the Effect of Social Networks on Organizational Success, Perez, McCusker and Anwar (2014) developed a conceptual model of influence that established that organizational success was strongly linked with collaboration and socialization among individuals within the institution. Furthermore, individual successes could be combined to create a permanent adaptation capability within the organization. The adaptation capability would contribute towards general organizational success by necessitating the sharing of skills and transfer of knowledge required to respond to the changing corporate environment.

The model was further extended to a non-recursive impact model with an aim of understanding feedback effects of key variables on organizational performance and social networking (Perez, McCusker& Anwar, 2014). Perez, McCusker and Anwar (2014) stated in

their study that both non-recursive and recursive models contribute towards understanding of how organizational success is affected by social networks. According to Berger (2008), social media introduced new electronic communication channels that are based on virtual environments. Some of these virtual communication platforms include wiki encyclopaedia's, blogs, podcasts, chat rooms, RSS feeds, websites, discussion forums and social networks such as Second Life and Myspace as well as other online media that are able to generate dialogue. These new media has increased the speed, daily influx and volume of communication as well as connecting and giving people a voice and topics of discussions on common interests.

The use of social media has been widely placed within the application of public relations. The primary aim is to convey information aimed at facilitating mutual understanding and communication among various stakeholders. Technical application and news breakthroughs have created numerous opportunities for public relation experts, this enabling them to reach a wider audience much faster (Argenti, 2009).

Bager, 2005 introduces an interesting approaches to the use of social media in public relations. He defines online public relations as the point of communication between online readers (network users) and organizations (public agencies and companies) (Bager, 2005).

Gershon (2013) shares similar opinion by placing social media alongside corporate communication within the institution's communication strategy.

In this regard, the internet acts as a vital support tool that is naturally integrated into the planning of a communication strategy with in an organization. Thus, the internet not only allow organizations to reach a bigger market (existing and potential consumers), but also a diversified audience comprising of shareholders, employees, channels, partners, investors, analysts, suppliers, non-profits organizations (social political engagement), public

administrators (lobby and public affairs) geographical community as well as mass media (both offline and online) (Gershon, 2013).

Brito (2012) cites a study conducted by Towers Watson in 2013 that revealed that approximately 50% of companies across the world utilize social media for their internal and external communications. Even though social media communication channels are widely supported as genuine and used for formal and informal interaction among employees, the study showed that very few users can certify their efficiency and officiousness. It is for this reason that public relation specialists would combine these contemporary channels with conventional means, depending on the communication objectives and resources (financial, competence and technical) available. In addition, despite their numerous merits, the application of these new virtual communication channels also comes along with various unexpected challenges (Argenti, 2009). Argenti (2009) argues that it is for this reason that the use of virtual communication channels ought to involve an elaborate creative work compared to traditional media.

2.6 Social Media Communication Strategy in an organization

It is important for an organization to determine if using social media is a necessity within the organization before implementing in the strategy. Bingham and Conner (2010) points out that not all companies should have a social media strategy, especially if their targeted audience are not internet users. Such an attempt would be costly and futile (Bingham & Conner, 2010). It is therefore crucial for organizations to find out whether a social media strategy would be used for brand promotion or internal and external communication purposes. As an online corporate communication tool, the social media is a crucial tool in the development of a powerful global discourse (Badea, 2014).

A similar opinion is held by Berger (2008) who states that the social media platform has given everybody an opportunity to take part in an online conversation, exchange ideas, knowledge and other media such as music and videos. By putting in place the right online communication tools, organizations are able to create an authentic community where individual and team cooperation is natured among employees and other stakeholders can exchange skills and experience in real time. It is also important for an organization to assess its preparedness to implement a social media strategy, and identify any potential barriers that may block its progress and efficiency. Furthermore, they should also decide whether to adopt and use proactive social media strategies within their working environment.

Bingham and Conner (2010) argue that a proactive social media strategy can and should only be used and be a success if it will eventually contribute towards fulfilling an organization's strategic goal.

To be efficient, Badea (2014) states that a social media strategy should be aligned with the organization's communication and general strategic goals. In addition, Bingham and Conner (2010) states that efficiency as well as applicability and relevance of a social media strategy also depend on the team that drafts and implements it.

Bingham and Conner (2010) states that the implementation of a social media strategy can be done by an organization's marketing team with close cooperation with departmental heads. Alternatively, a professional corporate communication agency can be contracted and assisted by representatives from the organizations, who will ensure that the social media strategy is aligned to the communication and general strategic goals (Bingham & Conner, 2010). In addition to supporting these two options, Gershon (2013) has outlined the key steps in creating a feasible online communication strategy. He alludes to setting short-term,

medium-term and long-term goals, making editorial plans, implementing the strategy, monitoring and having a mixed communication channels approach.

It is important for top level managers to monitor the implementation and results of their social media strategy using performance indicators, which are set during inception. The impact of a social media strategy can be seen by monitoring the organization's reputation, turnover, association and brands.

Bingham and Conner (2010) identify qualitative and quantitative indicators that should be considered by an organization when designing and implementing a communication channel. The indicators include degree of community involvement, quantity of content published, relevance of general conversations, interaction and conversion rate, increased traffic to the website, positive or negative feedback, number of fans/ followers/ members as well as the number of users responses through tweets, retweets, comments, shares, likes, referrals and mentions.

Bingham and Conner (2010) states that the cost of implementing a social media strategy is often underestimated. Even though the physical cost are always lower than conventional channels, the human resource required inflates the costs because highly qualified online corporate communication professionals and decision makers within the organization or contracted public relation agency have to be involved. In addition, additional costs may be introduced depending on the organization's communication objectives, needs and activities.

2.7 Use of Social Media for Corporate Communication in the Public Sector

Baker (2002) states that good corporate communication is able to strengthen a country's democratic system of government. This is because it allows for the development of

partnership, improves service delivery, informs policy development, manages expectations and anticipates issues and manages their expectations, as well as enhance public participation in government. Corporate communication in the government sector ensures that stakeholders such as institutions, leaders and citizens are informed about services, matters and programs that affect their obligations and rights.

According to Lowell and Ondaatje (2006), it is imperative for corporate communication function in government to be seen as an important element in service delivery and governance. This function is no longer limited to a marketing publicity or public liaison function that addresses the media during a crisis. With technological development, there are news communication channels that can be used by the government. One of these contemporary means is the use of social media.

Social media, which include a wide range of tools such as Facebook and Twitter, enable users, including governmental organizations, to communicate through internet based technologies including computers and smart phones (Gibson, 2013).

According to Osimo 2008, Social media provides national and local government officers with a two way communication channels which allows these institutions and the general public to create and share information in the form of pictures, videos, audio and words in real time, and almost anywhere. Several governments across the world are integrating social media in their communication strategies alongside face-to-face contact and other conventional media. Those that take a strategic approach in implementing social media have achieved impressive outcome. Social media allow governments to publicize activities, events, reach out as well as communicate with groups that are hard to reach, developed community networks to discuss specific issues, organize and implement consultation

processes, deliver services such as e-tax, and gather community reports and feedback on social problems.

Social media has also become a popular communication channel for government offices in times of emergencies (Osimo, 2008). For example, these sites can be used to inform the public of terror alerts among other 'breaking news' that have an impact on the country. Furthermore, a section of the public that uses governmental social media accounts have also expressed their satisfaction with quick and efficient responses from the public service (Gibson, 2013). However, some government institutions are yet to, or are already in the processes of implementing social media in their operations. Studies show that some governments face a number of challenges that need to be overcome before adopting or fully implementing social media in their corporate communication strategies (Gibson, 2013)..

There are some many risks involved with implementing a social media strategy. Such concerns are that the public may post negative comments about their governments, some of which may affect the country's image (Gibson, 2013). In addition, some governments are afraid of losing control of communication messages, ICT insecurity, information management protocols and release of confidential information by public servants, and litigation. Second, some governments lack the necessary expertise to implement a successful social media corporate communication strategy (Gibson, 2013). As earlier stated, these media can only be efficient if they are managed by corporate communication professional with the relevant skills to use social media effectively and make relevant and sensitive comments. Third, some governments lack the required resources to equip the corporate communication departments with qualified employees and the relevant ICT technologies such as servers (Gibson, 2013). Thus they may be overwhelmed by workload resulting to delayed and poor service delivery. Lastly, some governments are afraid of high community expectations

(Gibson, 2013). With the digitization of public services, it may be difficult to handle all concerns raised by the public.

A lot of time and resources have to been devoted to integrate social media into corporate communicate strategies within government institutions. Policies and procedures have to be developed to govern the use of government social media. The government has to train public servants, and ensure that there are sufficient resources to monitor, comment and reply to social media activity. Unlike traditional communication channels, social media bring with it fundamentally different set of goals and demands relating to response time, monitoring, tone of conversation, frequency rates, authenticity and transparency (Osimo, 2008). Since the conversations made on social media are permanent, information posted on social media have to be timely and factually correct.

To overcome these challenges, draft a communication framework and matrix that will aid in integrating social media strategically within their corporate communication channels (Osimo, 2008). In addition, governments must acknowledge the importance of good leadership in the implementation process, and the need for senior public servants to view the media as an opportunity to position their office in the virtual community. In Kenya, this is evident by the fact that top governments officials and officers have social media accounts through which they communicate with the public. These users vary from the President, his deputy, the Chief Justice, speakers of the national, senate and county parliaments and office of the President.

Most importantly, social media presents government with the opportunity to demonstrate their ingenuity, initiative and innovation, thus becoming more relevant to the community which they serve (Osimo, 2008). Governments that oppose the adoption of social media risk being disengaged and distant from its public. This study will therefore look into

the need for the government sector to raise understanding and awareness among public servants and the general public regarding the use of social media, capacity building and even possibly start a national award scheme for inventive use of social media for corporate communication.

2.7.1 The Importance of Social Media for Communication

The evolution of Social media has had an impact on the practice of public relations in communication since the beginning of blogs (Wright & Hinson, 2010). Social media has been and is an interesting topic for researchers who have taken different approaches in the public relations field (Briones et al, 2011; Schultz, et al, 2011; Avery et al, 2010; Sweetser, 2010; Wright & Hinson, 2010; Hearn et al, 2008). More than 84% of the public relations practitioners think that social media is a low-cost tool to improve relationships with publics as well as institution's performance (Wright & Hinson, 2009), social network sites are not being employed and implemented in its fully dialogic potential by organizations (Rybalko & Seltzer, 2010). Wright and Hinson (2010) have questioned public relations practitioners for several years to know how these emergent technologies have impacted the communications field. A study carried out in 2010 indicated that 83% of the respondents believed that social media had changed how organizations communicate in contrast to previous years (73% in 2009, 61% in 2008, 58% in 2007). It has become obvious that with technology advancement new opportunities for the corporate communication field have emerged, because companies not only can publish information, but measure the effectiveness of the whole communication process (Argenti, 2006).

Opportunities for organizations have been brought about by the creation of social media platforms stimulating real conversations with internal and external publics. Stakeholders have been catered for since it has become easier for them to be watchdogs and track companies

with unethical communication behaviours (Sweetser, 2010). Social media has become a reality that companies cannot run away and disappear from social media channels; it is important that organizations be more present than ever to promote conversations with stakeholders or the targeted. “The value of social media is that users are highly engaged and wanted to be heard” (Burston-Marsteller, 2010: 2). Recently there have been no studies analysing the use and importance of social media sites as an organization corporate communication tool by Puerto Rican companies but similar investigations have examined the employment of social media by Fortune companies. McCorkindale (2010) studied Facebook member and fan pages of Fortune 50 companies of 2009 in order to determine how companies disseminate information, provide relationship maintenance, and maintain levels of engagement.

Rybalko and Seltzer (2010) examined how Fortune companies are using Twitter to enhance dialogic communication with stakeholders and target audiences. They used a content analysis methodology and 93 Twitter company profiles and 930 individual tweets were considered for the use of dialogic features within Twitter. They concluded that 61% of the organizations were classified as dialogical and 39% non-dialogic and both types of companies did not differ in the results. Dialogic type of companies obtained higher results that non dialogic at the time of employing the dialogic features of conservation of visitors (encouragement of visitors to stay on the site), and generation of return visits (incentive to users to return to the site).

It can be concluded that social media for internal and external communication is a powerful tool as research in social media, corporate communication, and public relations advances in corporations around the world.

2.8 Excellence Theory of Corporate Communication

The utilization of social media is widely being viewed as an enabler and transformative tool in public relations. The best theory that can be used to explain this is the Excellence Theory of Communication. The theory has developed over the years as a result of a research conducted by the Research Foundation of the International Association of Business Communicators in 1984 (Grunig et al., 2002). It was aimed at exploring how public relations could transform from topic that dealt with the media and publicity to an independent management discipline.

The theory indicates that the value of communication can be addressed in four different levels namely programme, functional, organizational and societal levels. In programme level, effective organizations must empower the office of public relations as an important managerial function (Dozier et al., 1995). In functional level, corporate communication must be an integrated function independent from others (Dozier et al., 1995). Organizational level proposes for the development of a two-way systematically model through internal and external relationships and communication (Dozier et al., 1995). Finally, societal level requires an organization to acknowledge the impact it has on other institutions and the public so as to be socially responsible (Dozier et al., 1995). Its main limitation is that it fails to explore the broader implications of the relationship between markets and organizations since it focuses primarily on consumers (Toth, 2007).

The theory justifies social media as an effective tool in corporate communication because of its interactive nature. The theory places corporate communication/public relations in its rightful place as an integral managerial function in an institution to both the external and internal publics.

It emphasizes the value of corporate communication and feedback mechanisms from the targeted to gauge the impact an institution has on its publics.

This theory 's limitation which is to focus on the consumers is a strength in corporate communication because in the past the consumers had been left out but through this theory the focus is on the needs of the consumer.

2.9 Technology Acceptance Model

Technology Acceptance Model was been developed by Davis (1989) .It is one of the most popular research models that has been used to predict the use and acceptance of information systems and technology by the targeted. TAM has been studied and verified to examine the individual technology acceptance behaviour in different information systems constructs.

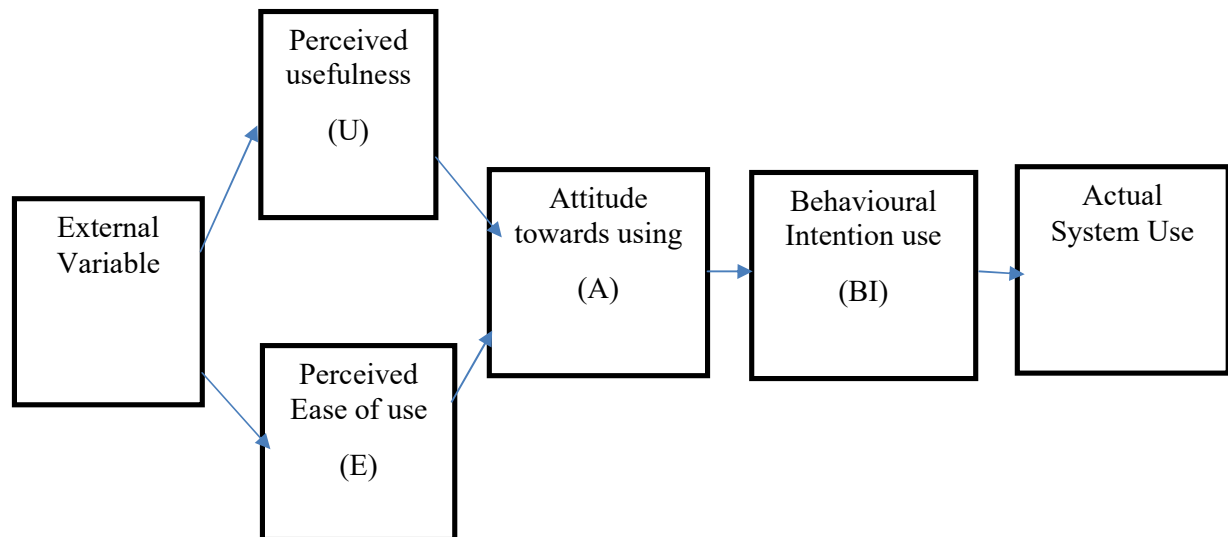
In TAM model, there are two factors that are considered for success to be measured; perceived usefulness and perceived ease to use the technology. Davis defines perceived usefulness as the prospective user's subjective probability that in using a specific application system or technology will enhance their job or life performance.

Perceived ease of use (EOU) has been defined as the degree to which the prospective user expects the target system to be free of effort. TAM as a model states that, ease of use and perceived usefulness are the most important determinants of actual system use. External variables influence the perceived usefulness and ease. These external factors are social factors, cultural factors and political factors. Social factors are language, skills and facilitating conditions while Political factors include impact of using technology in politics and political crisis. TAM alludes that the attitude to use a specific technology is concerned with the user's evaluation and desirability of employing a particular information system

application. Behavioural intention on the other hand in relation to TAM is the measure of the likelihood of a person employing the application.

This model justifies the use of social media by individuals will be determined by the perceived usefulness or the perceived ease to use social media in accessing information or passing across an intended meaning. For results to be achieved the systems being used have to be friendly and assurance that through social media quicker responses are likely to prevail. Sensitization in terms of changing the targets attitudes in to embracing social media as well as advantages of using systems is key according to this model.

Fig: Technology Acceptance Model TAM Davis (1989)



CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Overview

This chapter gives the methodology that has been used to accomplish the already established research objectives and questions. It gives the manual to follow in getting the answers to issues of concern. It explores the research design, target population, sampling design, sample size, data collection and analysis, reliability & validity and ethical consideration. Kothari (2004) describes research methodology as a way to systematically solve a research problem. It is also described as the study of how research is done scientifically and the various steps that are generally adopted by a researcher in trying to find a solution to a research problem along with the logic behind them.

3.2 Research Design

Research design is the conceptual structure within which research is conducted. Alternatively, it can be defined as the procedure used to gather, analyse, interpret and disseminate data findings. Research finding can either be qualitative, quantitative or mixed-method. Research design is the blueprint for the collection, measurement and analysis of data. The design includes an outline of the framework of study, availability of various data, and observations.

This research is both quantitative and qualitative (mixed method). As a quantitative study, it has undertaken use of a descriptive survey, aimed at establishing the relationship between the adoption and use of social media in the Judiciary and how the use of social media to interact with its public influences the image and the general operations of the Judiciary in Kenya. The

study qualitatively describes the main features of the collected data and provides a conclusive summary sufficient enough for further investigation. The research was carried out within the Judiciary premises in which various stakeholders of the Judiciary can be accessed and are relevant to the study for instance, lawyers, the general public who have on-going/active cases and judicial officers. The design adopted in this study allows collection of large amounts of data from the target population. The study was administered through the use questionnaires distributed among respondents to collect primary data. This study also involved a survey on magistrates, judges and the general public in Milimani Law Court which is a hub of court activities.

3.3 Target Population

According to Panneer Selvam (2004) a total population is the entire spectrum of a system or process of interest. Mugenda and Mugenda A. (1999), supports this view by asserting that the target population is the complete set of individuals, cases or objects with common observable characteristics. The target population for this study was:

Members of the public mainly litigants and lawyers because they are the consumers and users of the social media communication

Internal staff at the Directorate of Public Affairs & Communication as key informants because they manage the social media accounts as well as the Strategic communication plan of the Judiciary.

Judges and magistrates who preside over cases at the Milimani law courts and interact with the litigants and whom most complaints arise from their court decisions. Journalists especially court reporters because they subscribe to Judiciary social media accounts for updates on the institution

3.4 Sample Size and Sampling Procedures

A sample is a part of a population observed for the purpose of making scientific statement about the population. A sample is usually chosen from the population of the study when the population is too big to be studied as a whole. It is not known the number of persons in the Judiciary that use social media. In view of this submission, the minimum sample size required for accuracy by considering the standard normal deviation set at 95% confidence level (1.96), percentage picking a choice or response (16% = 0.16) and the confidence interval (0.05 = ±5) was calculated. To do that, the following formula was used.

$$n = (Z^2 (p) (1-p)) / C^2$$

Where:

z = standard normal deviation set at 95% confidence level

p = percentage picking a choice or response

c = confidence interval

Therefore, the sample size was

$$n = (1.96)^2 (0.16) (1-0.16) / 0.05^2$$

$$n = 3.8416 (0.16) (0.84) / 0.0025$$

$$n = 3.8416(0.1344) / 0.0025$$

$$n = 3.8416 * 54$$

$$n = 207.45$$

$$n = 208$$

The study therefore targeted a sample of 208 respondents

3.4.2 Sampling Procedures

Chadaran (2004) defines Sampling as the process of selecting a number of individuals in a manner that the selected individuals represent a larger group from which the sample has been selected. The sample size was derived proportionately and the sample selected randomly from the legal practioners and the general public in the study area.

Systematic random sampling was adopted in this study because it gave all litigants at the Milimani Law Courts an equal chance to be included in the study. To do this, the daily cause list was obtained from which a neutral starting point was identified and every first plaintiff and fifth defendant was picked to be included in the study.

Five judges and magistrates were picked using convenience sampling with five lawyers and five court reporters also being picked using convenience sampling. Two key informants were picked using purposive sampling from the Directorate of Public Affairs and Communication

3.5 Data Collection Tools and Procedure

Data refers to all the information to be collected by the researcher to complete the study, these data includes facts and figures relating to a particular activity under study, the types of data collected were both primary and secondary. Primary data is best collected from interaction with the respondents through the aid of questionnaires (researcher and self-administered) and interview guides (MugendaO. &Mugenda A, 1999). This study made use of the primary data that was collected through questionnaires. The questionnaires included both structured and semi structured questions. In the open ended part, the respondents were given an opportunity to express their views with regards to the questions asked. The closed ended questions on the other hand took a guided form. The questionnaire was designed to get personal information about the respondent, use of social media by the Judiciary and the public and the impact of social media use as a corporate communication tool in the Judiciary.

3.6 Data Analysis and presentation

Data analysis is the whole process which starts immediately after data collection has been completed and ends at the point of interpretation and processing of the results (Kothari, 2007).This study employed descriptive statistics to quantitatively analyse the data collected.

To summarize observations and findings made from the study, internal and descriptive statistics was used to analyse collected data. Data was recorded and analysed using Statistical Package for Social Sciences [SPSS]. Mugenda O. and Mugenda A. (1999) states that descriptive statistics enable the description and distribution of measurements or scores using a few statistics or indices.

The analysis used appropriate measures of central tendency, frequency distribution tables, cross tabulation to provide an in-depth understanding between the adoption and use of social media platform in the Judiciary. The data obtained was presented in form of bar charts, frequency distribution tables and pie charts. The following steps were followed in analysing the data collected: data capture, data sorting, editing, processing, results interpretation and eventually presentation.

3.7 Ethical Consideration

The researcher undertook several steps as guided by University of Nairobi in fulfilling the requirements for the Masters of Arts in Communication Studies. The researcher presented a proposal to this study which was defended and passed hence obtaining certificate of field work (see appendix V) which was duly authorized by school of Journalism. Ethics of research were followed by seeking informed consent from the respondents before going ahead to collect data from them. All information collected from the respondents was kept confidential in order to avoid any possibilities of victimization. The researcher presented the project report before a panel of examiners who proposed corrections. The corrections and amendments suggested by the defense panel were incorporated hence the obtainment of the certificate of corrections (see appendix VI) signed by the School of Journalism. Guiding principles of research such as acknowledgement of sources of published information to avoid plagiarism were observed in fulfilling this study and there the study was further subjected to

a plagiarism test by the School's Quality Department (see appendix VII) and found devoid of plagiarism. This led the researcher to obtain a declaration of originality (see appendix VIII) based on the plagiarism report of the Schools' Quality department.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION

4.0 Overview

The main focus of this chapter is the presentation, analysis and interpretation of the results of the research. Descriptive statistics such as frequencies and percentages were used to analyse responses to various items in the questionnaire (see appendix I) and the interview schedule (see appendix II).

4.1 Questionnaire return rate

The study targeted 208 respondents from the Judiciary at the Milimani Law Courts. From the target, 140 questionnaires were fully filled representing a 67.3% return rate as shown in table 4.1 below. This response rate was good and conformed to Mugenda and Mugenda (1999) stipulation that a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent. The response rate demonstrated the willingness of the respondents to participate in the study.

Table 4.1: Response Rate

Response	Frequency	Percentage
Responded	140	67.3
Non response	68	33
Total	208	100

Source: Author 2016

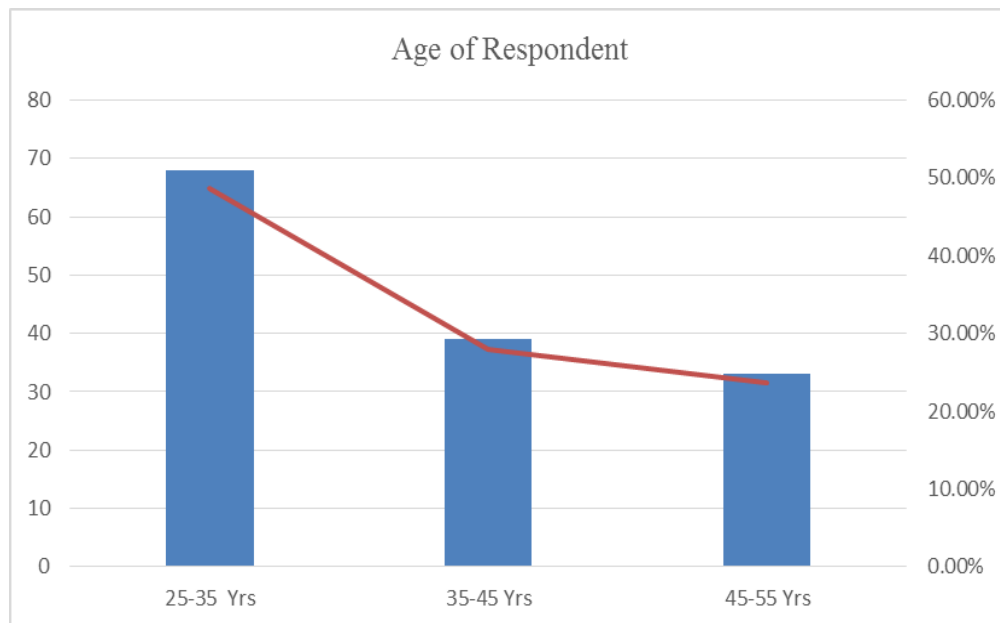
4.2 Age of the Respondents

Table 4.2: Age of the Respondents

	Age			Total
	25-35 Yrs	35-45 Yrs	45-55 Yrs	
Count	68	39	33	140
% of Total	48.6%	27.9%	23.6%	100.0%
Total	68	39	33	140
	48.6%	27.9	23.6%	100.0%

Source: Author 2016

Fig 4.2 Age Of Respondents



In the study as depicted in table 4.2, most of the respondents were aged between 25-35 years 68(48.6%) followed by 35-45 years 39(27.9%) and 45-55 years 33(23.6%). Age has a relationship with use of social media in that the youths are more on social media as opposed to the older aged people.

4.3 Respondents Level of Education

Table 4.3: Highest Level of Education

	Highest level of education			Total
	Secondary	Undergraduate	Postgraduate	
Count	32	66	42	140
% of Total	22.9%	47.1%	30.0%	100.0%
Total	32	66	42	140
	22.9%	47.1%	30.0%	100.0%

Source: Author 2016

Fig 4.3 Respondents Level of Education

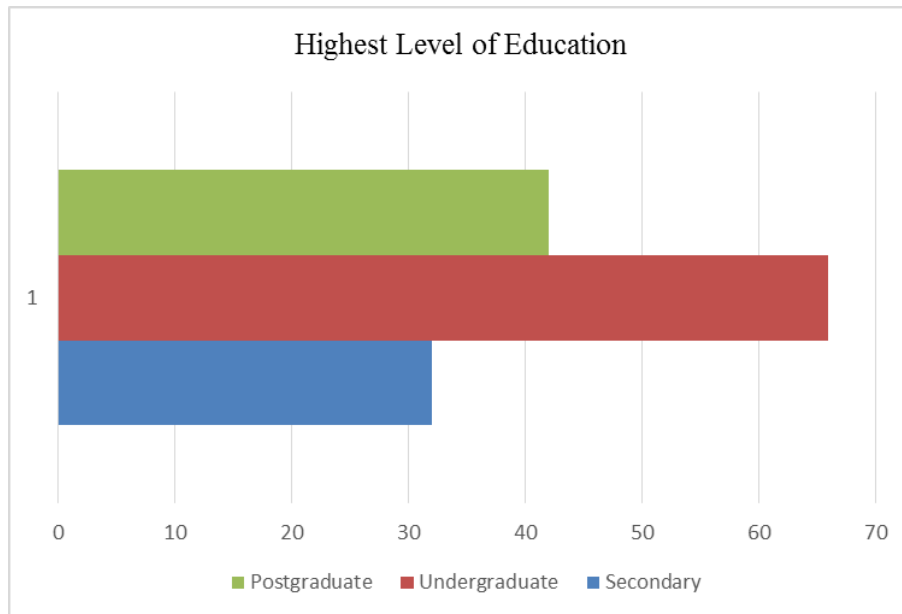


Fig 4.3 illustrates the distribution of the respondents according to their level of formal education. The results show that a majority of respondents had undergraduate 66 (47.1%) and postgraduate 42(30%) as their highest level of education and secondary level 32(22.9%). This finding indicated that a majority of people could use internet and therefore use social media hence public adoption of the social media.

4.4 Primary Mode of Access to Internet

Table 4.4: Distribution of Respondents According To the Primary Mode of Access to Internet

	Office computer	Home Computer	Mobile Data(smart phones, Ipad, tablet)	Public Wi-Fi	Total
Count	26	6	101	7	140
% of Total	18.6%	4.3%	72.1%	5.0%	100.0%
Total	26	6	101	7	140
	18.6%	4.3%	72.1%	5.0%	100.0%

Source: Author 2016

Fig 4.4 Distribution of Respondents According to the Primary Mode of Access to Internet

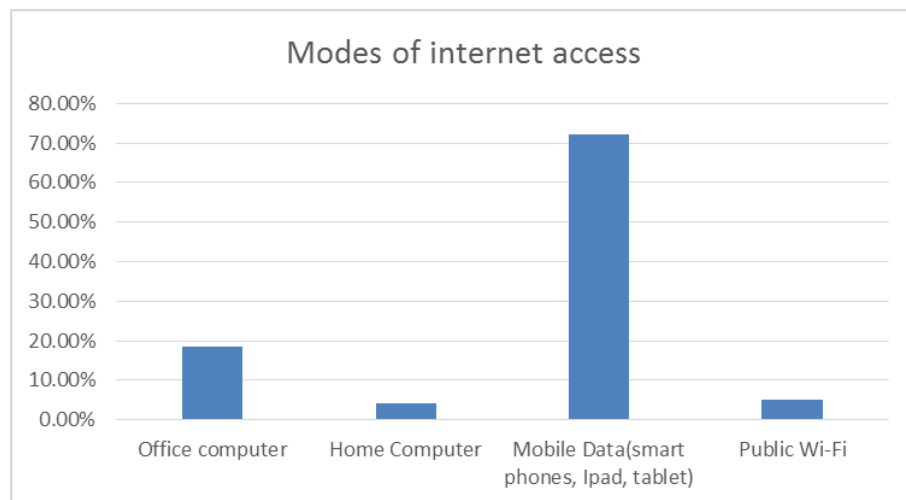


Table 4.4 shows the responses based on the question as to what primary mode the respondents used to access the internet. Table 4.4 indicates that the level of use of mobile data (smart phones, Ipad, tablet) 101(72.1%) was the highest. The least preferred primary mode of access to the internet was home computer 6(4.3%). These findings imply that mobile telephony gadgets are the most used technological gadgets in internet and internet related issues access devices hence the respondents could access internet anywhere from anywhere and at any time.

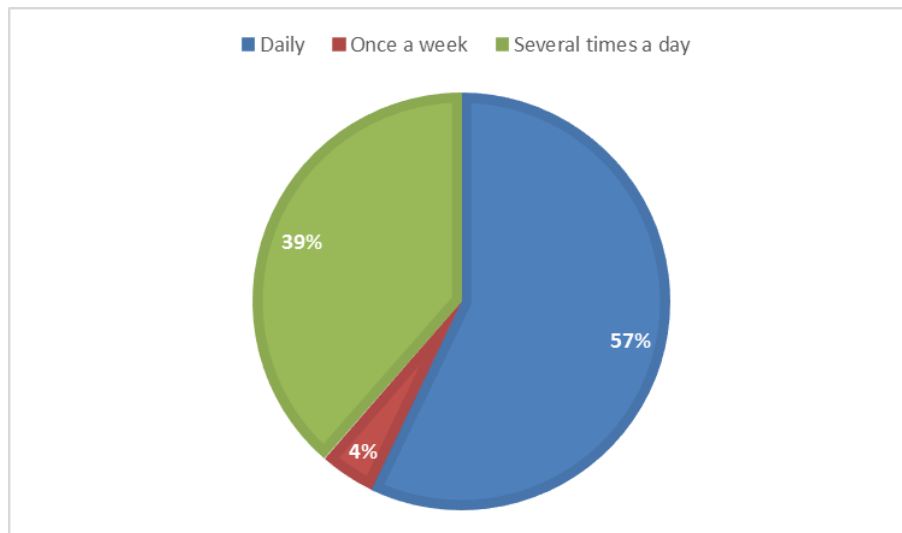
4.5 Frequency of Access the Internet in Typical Week

Table 5: Distribution of Respondent by Frequency of Access the Internet in Typical Week

				Total
	Daily	Once a week	Several times a day	
Count	80	6	54	140
% of Total	57.1%	4.3%	38.6%	100.0%
Total	80	6	54	140
	57.1%	4.3%	38.6%	100.0%

Source: Author 2016

Fig 4.5 Distribution of Respondent by Frequency of Access the Internet in Typical Week



When asked how often they accessed the internet in typical week, 80(57.1%) confirmed having accessed internet daily while 54(38.6%) accessed the internet several times a day and 6(4.3%) once a week respectively. None accessed the internet thrice a week. The reflection of these finding is that internet is becoming a way of life given the amount of time the respondents spend browsing.

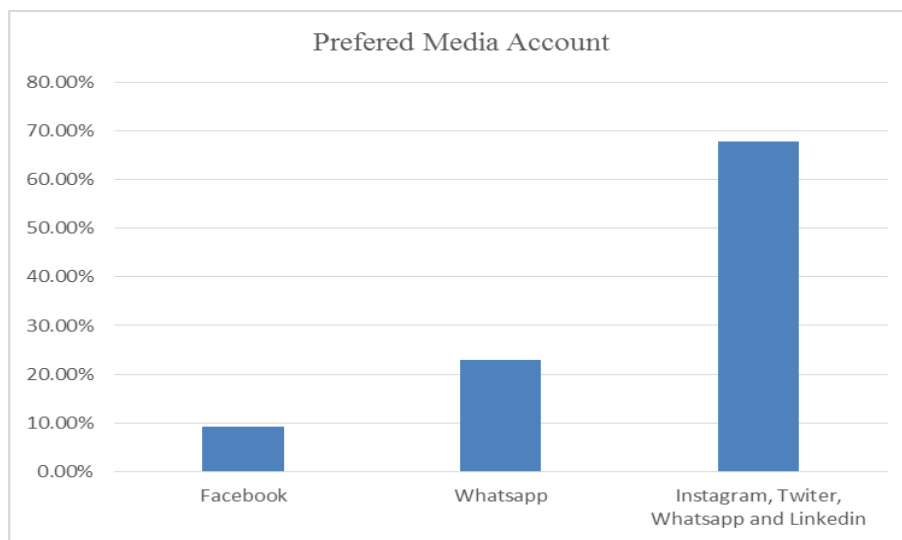
4.6 Preferred Social Media Network

Table 4.6: Preferred Social Media Network Accounts

				Total
	Facebook	WhatsApp	Instagram, Twitter, and LinkedIn	
Count	13	32	95	140
% of Total	9.3%	22.9%	67.9%	100.0%
Total	13	32	95	140
	9.3%	22.9%	67.9%	100.0%

Source: Author 2016

Fig 4.6 Illustration Of Preferred Social Media Network Accounts



There are various social media network accounts .In the study, the respondents were asked the social media network accounts they had. Table 4.6 Shows that a majority 95(67.9%) indicated that they had Multiple accounts (Instagram, Twitter, WhatsApp and LinkedIn), followed by Whatsapp only account holders at 32 (22.9%) and Facebook only account holders 13(9.3%).This means that most respondents own multiple accounts of social media platforms. There was an indication from the judicial officers that most of them do not have

social media accounts and mainly rely on intranet or the website for information on the institution.

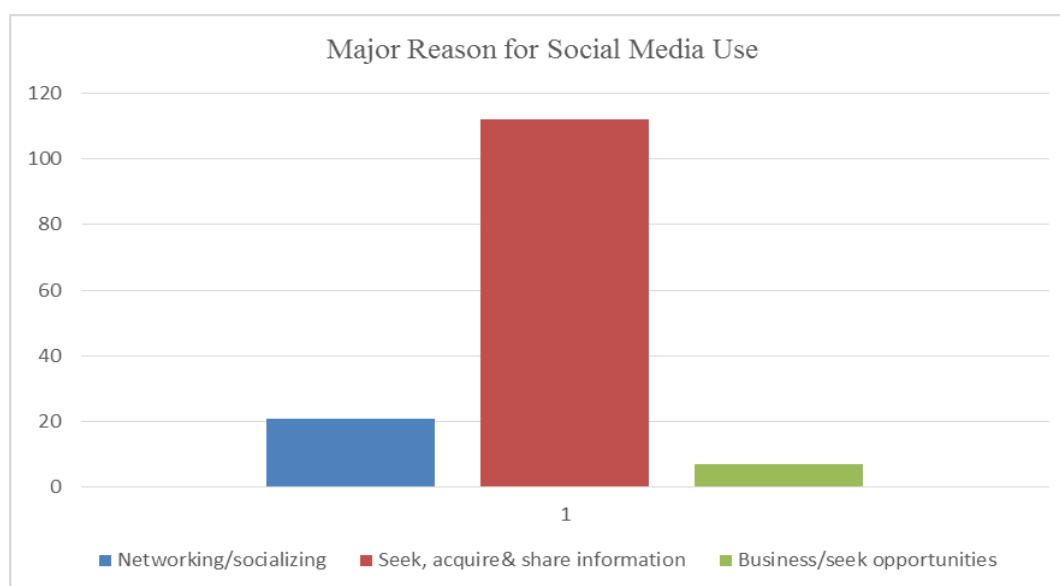
4.7 Why Respondent Use Social Media

Table 4.7: Major Reasons Why Respondent Use Social Media

	Networking/ socializing	Seek, acquire& share information	Business/seek opportunities	Total
Count	21	112	7	140
% of Total	15.0%	80.0%	5.0%	100.0%
Total	21	112	7	140
	15.0%	80.0%	5.0%	100.0%

Source: Author 2016

Fig 4.7 Major Reasons Respondent Use Social Media



The respondents were asked to give reasons why they used social media .According to table 4.7, most respondents 112(80%) cited Seek, acquire & share information to be the reason for using social media. A total of 21(15%) pointed networking/socializing while only 7(5%) respondents cited business/ seeking opportunities. These data confirm that in the judicial

system social media is mainly used as tool or instrument for seeking /acquiring and sharing information.

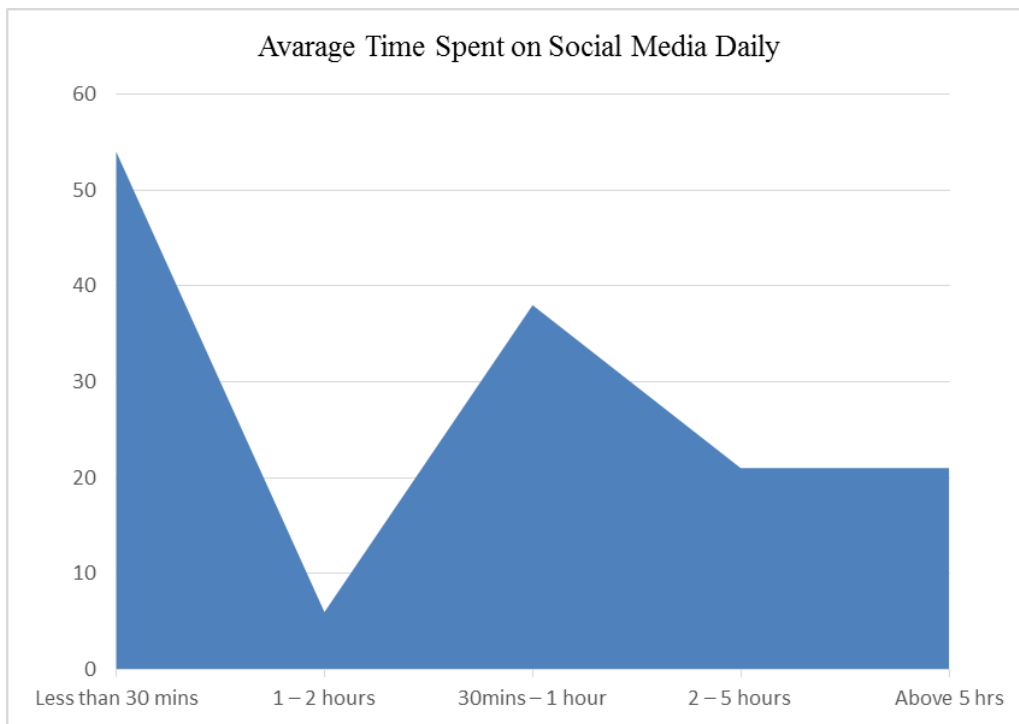
4.8 Average Time Spent on Social Media per Day

Table 4.8: Time Spent On Social Media per Day

						Total
	Less than 30 mins	1 – 2 hours	30mins – 1 hour	2 – 5 hours	Above 5 hrs	
Count	54	6	38	21	21	140
% of Total	38.6%	4.3%	27.1%	15.0%	15.0%	100.0%
Total	54	6	38	21	21	140
	38.6%	4.3%	27.1%	15.0%	15.0%	100.0%

Source: Author 2016

Fig 4.8 Average Time Spent on Social Media per Day



This question was answered by 140 respondents .Out of these 54(38.6%) said they do spend less than 30 minutes while 38 (27.1%) spend 30mins – 1 hour .21(15%) spend 2-5 hours and another 21 (15%) spend above 5 hours and only 6(4.3%) spend 1—2 hours respectively. This

means that Judiciary can actually reach its target audiences on social media considering time spent by most of the respondents.

4.9 Respondents Knowledge of the Directorate of Public Affairs and Communication (DPAC) within the Kenyan Judiciary

Table 4.9: Distribution of Respondents Conversant With DPAC

			Total
	Yes	Not sure	
Count	134	6	140
% of Total	95.7%	4.3%	100.0%
Total	134	6	140
	95.7%	4.3%	100.0%

Source: Author 2016

Fig 4.9 Respondents Knowledge of the Directorate of Public Affairs and Communication

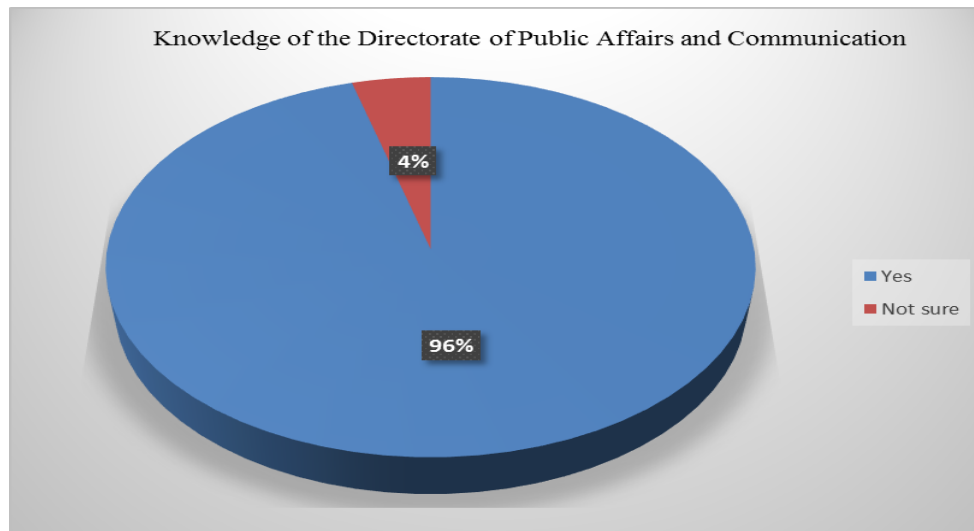


Table 4.9 shows that a majority of respondents 134(95.7%) had heard of the office of the Directorate of public affairs and communication in the Kenyan judiciary while only a paltry 6(4.3%) were not sure of the same. In as much as most respondents were aware of the

Directorate of Public Affairs and Communication, most did not know what it does or had not interacted with it. This means the Directorate has not reached its target as it ought to.

4.10 Respondents Conversant With the Office of the Ombudsman

Table 4.10: Respondents Conversant With the Office of the Ombudsman within the Kenyan Judiciary

	Yes	Total
Count	140	140
% of Total	100.0%	100.0%
Total	140	140
	100.0%	100.0%

Source: Author 2016

From table 4.10 it can be observed that the respondents 140 (100%) unanimously acknowledged to be aware of the existence of the office of Office of the Ombudsman within the Kenyan Judiciary. This means most respondents have interacted or recognize the Office of the Ombudsman and its functions within the Judiciary.

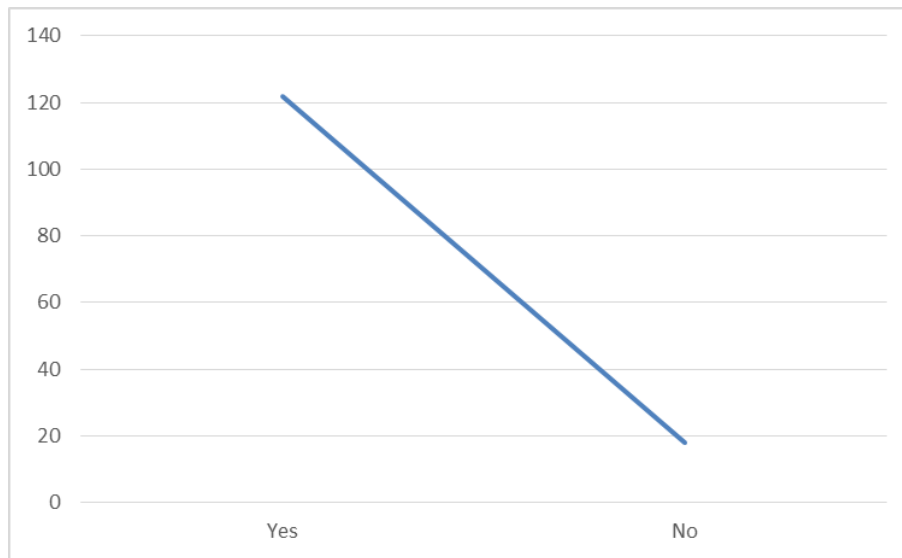
4.11 Respondents Awareness of Any Social Media Use by the Judiciary

Table 11 Distribution of Respondents Aware of Any Social Media Platforms Currently Being used by the Judiciary

			Total
	Yes	No	
Count	122	18	140
% of Total	87.1%	12.9%	100.0%
Total	122	18	140
	87.1%	12.9%	100.0%

Source: Author 2016

Fig 4.10 Respondents Awareness of Any Social Media Use by the Judiciary



The respondents were asked whether they were aware of any social media platforms currently being used by the Judiciary .Table 4.11 indicates that most of the respondents 122(7.1%) were aware of social media platforms currently being used by the judiciary while only 18(12.9%) were not aware . However, upon probing, the respondents indicated they knew of the social media accounts of the retired Chief Justice but not the official social media accounts being used by the Judiciary This implies people generally attributed the Chief Justice’s use of Social Media as the official communication by the Judiciary.

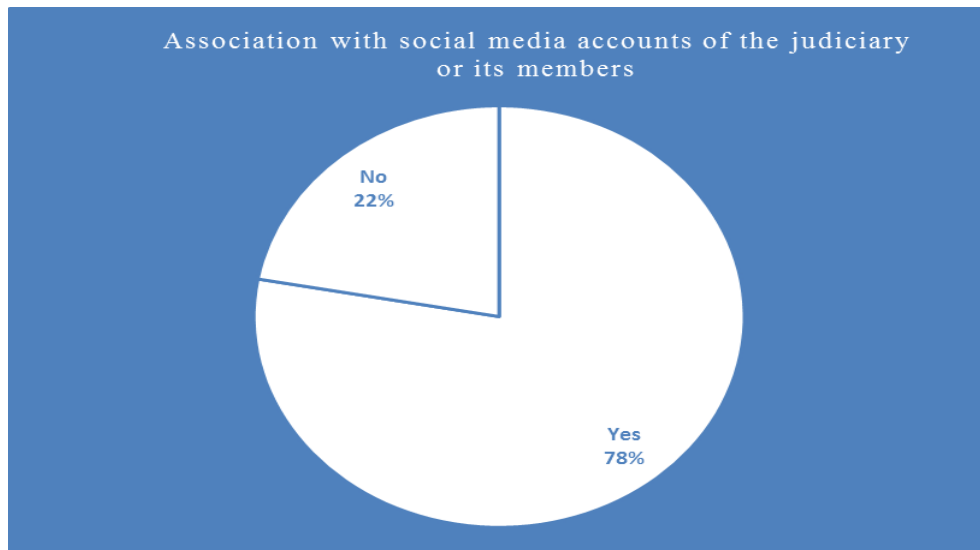
4.12 Respondents Association with Social Media Accounts of the Judiciary or Its Members

Table 4.12: Distribution of Respondents According To Liking, Following Any of the Social Media Accounts of the Judiciary or Members of the Judiciary

			Total
	Yes	No	
Count	109	31	140
% of Total	77.9%	22.1%	100.0%
Total	109	31	140
	77.9%	22.1%	100.0%

Source: Author 2016

Fig 4.11 Association with Social Media Accounts of the Judiciary or Its Members



Respondents were asked if they had liked ,followed any of the social media accounts of the Judiciary or member of the Judiciary .Table 4.12 shows that most respondents 109 (77.9%) had liked or followed the Judiciary social media accounts while 31(22.1%) had not liked or followed any social media accounts of the Judiciary or members of the Judiciary. The indication of followers still fell on the retired chief justice’s social media accounts and not the official Judiciary social media accounts which again mean that the official accounts are not known or used by most respondents.

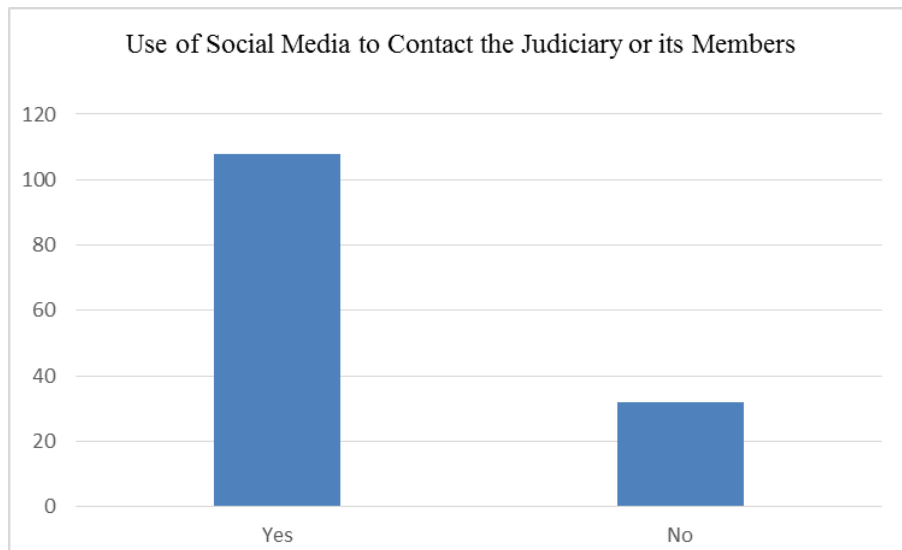
4.13 Respondents Use of Social Media to Contact the Judiciary or its Members

Table 13: Use of Social Media to Contact the Judiciary or Members of the Judiciary

			Total
	Yes	No	
Count	108	32	140
% of Total	77.1%	22.9%	100.0%
Total	108	32	140
	77.1%	22.9%	100.0%

Source: Author 2016

Fig 4.12 Respondents Use of Social Media to Contact the Judiciary or its Members



The survey sought to find out from the respondents if they had ever used social media to contact the Judiciary or members of the Judiciary. Out of the total number of 140 respondents, A majority of respondents 108(77.1%) had ever used social media to contact the Judiciary or the members of the Judiciary while 32 (22.9%) respondents had not. While these findings would give an indication that the social media platform in the judiciary is popular, active and accessible to the stakeholders in the industry it was mostly limited to the accounts of the retired chief justice.

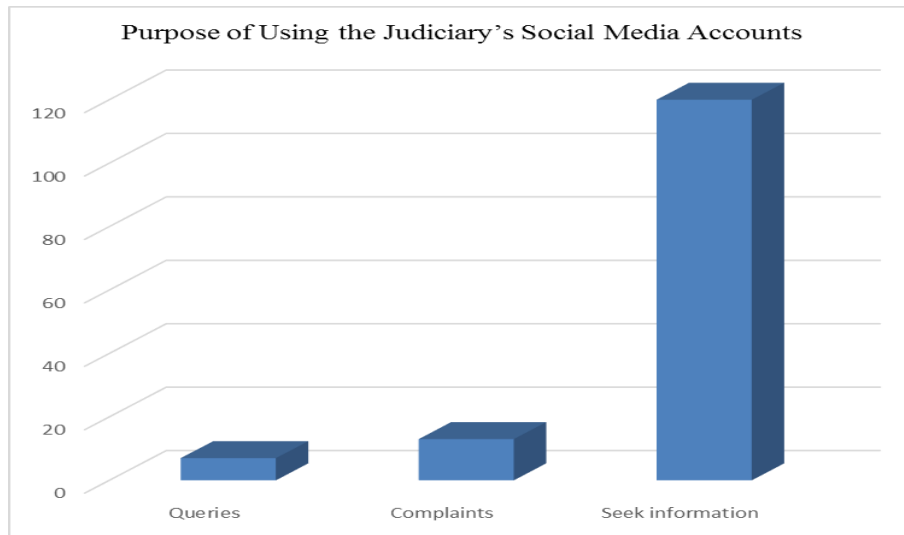
4.14 Purpose of Using the Judiciary’s Social Media Accounts

Table 14: Purposes for Which the Respondents Use the Judiciary’s Social Media Accounts

				Total
	Queries	Complaints	Seek information	
Count	7	13	120	140
% of Total	5.0%	9.3%	85.7%	100.0%
Total	7	13	120	140
	5.0%	9.3%	85.7%	100.0%

Source: Author 2016

Fig 4.13 Purpose of Using the Judiciary’s Social Media Accounts



According to table 4.14, respondents had mainly used the Judiciary’s social media account for seeking information 120 (85.7%) and complaints 13 (9.3%) or queries 7 (5%). This results show that the judiciary’s social media platforms are key points of information access and dissemination to the members of the public.

Organizations generally use social media platforms to interact with members of the public, share important information, receive queries and complaints.

4.15 Interaction between Respondents and Judiciary through Social Media

Table 15: Distribution of the Respondents According To Whether They Have Shared or Received Information about the Judiciary or Its Activities through Social Media

			Total
	No	Yes	
Count	101	39	140
% of Total	72.1%	27.9%	100.0%
Total	101	39	140
	72.1%	27.9%	100.0%

Source: Author 2016

Fig 4.14 Interaction between Respondents and Judiciary through Social Media

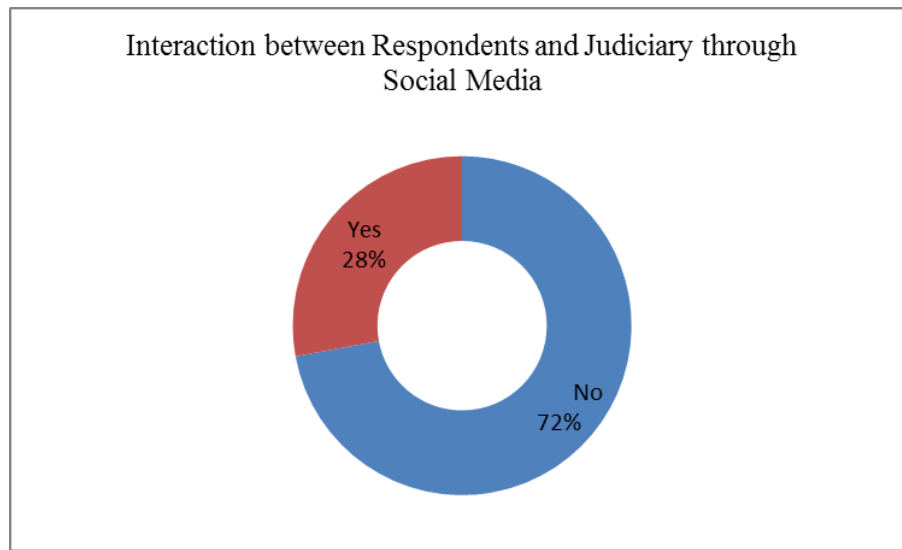


Table 4.15 shows that most of the respondents 101 (72.15) had never shared or received information about the Judiciary or its activities through social media .Among the respondents 39(27.9%) gave a positive response. This illustrates that most of the respondents had not used the official social media platforms to interact with the Judiciary. This implies that social media in the judiciary has not been regarded as an official tool of communication yet.

4.16Information about the Judiciary

Table 4.16: Respondents Source of Information about the Judiciary

				Total
	Website	Calls	physical visit	
Count	93	19	28	140
% of Total	66.4%	13.6%	20.0%	100.0%
Total	93	19	28	140
	66.4%	13.6%	20.0%	100.0%

Source: Author 2016

Table 16 shows the responses based on the question as to where the respondents go for information about the Judiciary when in need .Use of website 93 (66.4%) was rated highest followed by physical visits 28 (20%) phone calls at 19(13.6%). These figures are

demonstration that people obtain information from the judiciary primarily through the website even with the existence of social media avenues. In general, websites are normally seen as more official and credible compared to social media platforms which are considered informal and not always credible.

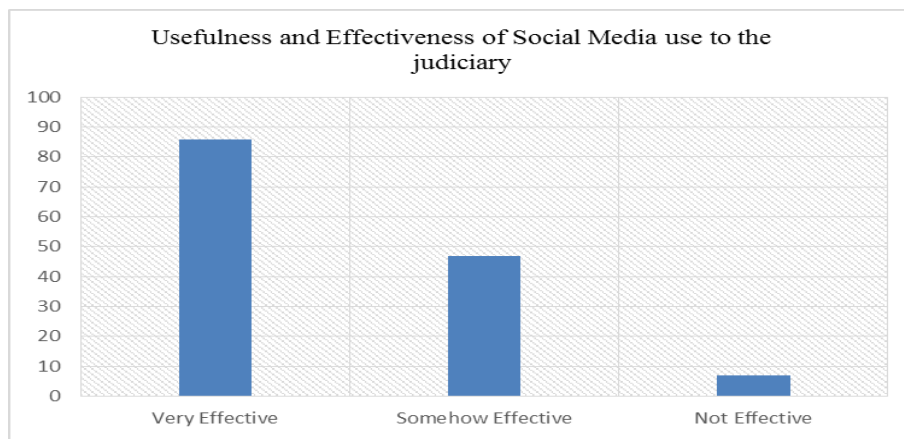
4.17 Usefulness and Effectiveness of Social Media

Table 17: Usefulness and Effectiveness of Social Media Use to the Judiciary

	Very Effective	Somehow Effective	Not Effective	Total
Count	86	47	7	140
% of Total	61.4%	33.6%	5.0%	100.0%
Total	86	47	7	140
	61.4%	33.6%	5.0%	100.0%

Source: Author 2016

Fig 4.15 Usefulness and Effectiveness of Social Media Use to the judiciary



The study sought the perspective of respondents on how useful and effective use of social media is to the Judiciary on the three point scale of 1-very effective, 2- somehow effective and 3- Not effective. Table 4.17 shows that a majority of the respondents 86(61.4%) indicated that the usefulness and effectiveness of the use of social media to the Judiciary could be very effective followed by somehow effective 47(33.6%) and not effective

7(5%). This implies that most respondents appreciate use of social media in cooperate communication.

4.18 Qualitative data findings and analysis

Analysis of data from the Key informants

An interview was carried out on two key informants from the Directorate of public affairs and communication that is mandated with managing the Judiciary's official social media platforms.

The interviews revealed that the institution had opened up to the public and the introduction of social media as an official communication platform was a big step as it was previously considered an informal tool of communication especially in the Judiciary.

According to the Judiciary's social media manager, the institution has embraced the social media concept and operates two platforms, namely: Facebook: The Judiciary - Laying the foundations for transformation. (See appendix III) Twitter: judiciary2014. As at October 11, 2016, Facebook had a following of 1124 and twitter with 541. (See appendix IV)

Most judicial officers- magistrates and judges- have not fully embraced the use of Social media

Magistrates and judges have not embraced the social media as a communication platform. This is an ethical consideration since they should only communicate through their judgements. However, more magistrates than judges have now started using social media as a communication platform.

The Judiciary uses social media platforms to: communicate news from the judiciary, provide links to news and posting news content.

Social media have improved communication in the institution and offered an alternative channel for disseminating information and reaching audiences that would not have been reached by traditional media enabling Judiciary to be more interactive.

There are challenges in using social media in official communication.

Public communications managers are expected to abide by the government's rulebook communication. This can be restrictive in terms of content and form. This partly explains the minimal interaction on the Judiciary social media platforms. Additionally, there is no one specific officer mandated or assigned to handle social media. Instead, the social media platforms are managed by a person who has other responsibilities and this explains the time taken by the Judiciary in responding to queries or giving information.

This also confirms part of the quantitative analysis in that most respondents preferred using the website or physical visits to access information.

There are no specific policy and strategy guiding social media use in the judiciary.

Although a draft communication strategy exists in the judiciary, there is no social media policy to guide the use of social media. The absence of a policy explains why most judicial officers do not use the social media platforms yet because there is nothing to guide them within a broad communication framework

4.19. Discussion of Findings

This section discusses the findings of the study in comparison to what other scholars say as noted under literature review. It is broken into: examining the utilization of social media as a corporate communication platform within the Judiciary, assessing the adoption of Judiciary's social media communication platforms among members of the public and to explore the impact of integration of social media within the Judiciary's communication structure. The analysed results are compared against the objectives of the research to assess how far these objectives have been achieved.

As regard to the utilization of social media as a corporate communication, According to Berger (2008), social media introduced new electronic communication channels that are

based on virtual environments. Within the Judiciary platform, the study highlights in chapter four the extent of social media utilization with 72% of the respondents having not used the platform to acquire & share judicial related information while 28% of them used it for used the available social media platforms.

The social media platform under the corporate communication docket has not been embraced by the respondents in the study, which is an irony as seen on the amount of time spent on the internet in trying to access services with 66% of spending between 30 minutes and an hour on the internet which means the Judiciary can actually reach most of its audience through Social media which include a wide range of tools such as Facebook and Twitter, to communicate through internet based technologies including computers and smart phones (Gibson, 2013). The website ranked as the most preferred tool to access Judiciary despite other available platforms.

In trying to explore the impact of integration of social media within the Judiciary's communication structure, 60% of the respondents were positive that the social media platforms would be useful and effective to the Judiciary which concurs to sentiments articulated by Berger (2008), stating that social media introduced new electronic communication channels that are based on virtual environments. These new media has increased the speed, daily influx and volume of communication as well as connecting and giving people a voice thus stimulating discussions on common interests.

CHAPTER FIVE

SUMMARY CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

The cumulative data was analysed using both qualitative and quantitative analysis and presented in the form of tables graph and pie charts. This study sought to establish how social media has influenced the practice of corporate communication in the Judiciary.

5.1 Summary of Key Findings

The social media revolution has had a resounding impact on the public relations industry. It offers new opportunities and new areas for successful public relations practices. The Judiciary in Kenya has not been left behind in embracing technology in its bid achieve independence, transparency, accountability and reliability.

According to the study findings, it is evident that the advent of social media has and continues to be useful in the evolution of corporate communication; the Judiciary offers new channels for necessary communication between the organization and the targeted hence new opportunities for this communication to be meaningful and mutually beneficial. As indicated in the results:

There is acknowledgement and excitement of the presence of technology as a mode of communication by the Judiciary through the various social media platform especially facebook and twitter.

The latest technological tools of the use of social media in communication for instance in case Updates in the weekly digest of recent precedent-setting judicial opinions from the

superior courts of record, has received accolades from members of the legal fraternity as well as the public, confirming internet interactions are of importance to the Judiciary.

The study established that over 75 per cent of respondents considered the online social networking information sharing as advantageous and a move in the right direction for the Judiciary despite its limitations.

There is a reluctance and resistance in the use of social media as a tool for cooperate communication by the by majority of the judicial officers.

There are no policies governing use of social media in the Judiciary which is a major gap for public communication in a government institution.

There is need to manage the content that goes on Judiciary's social media accounts to make it a more interactive platform that benefits the targeted.

The Judiciary lacks a team or department specifically set to post and respond to comments queries and suggestions being posted on their various sites, rendering the whole use of social media as cooperate communication tool as inefficient despite its potential.

5.2 CONCLUSIONS

Social media has helped corporate communication professionals and institutions to build and maintain relationships with all the stakeholders. Nowadays a company's reputation also depends on the image built by the company in social media. From the study it can be concluded that:

From the findings, it is clear that the Judiciary recognizes the importance of use of social media platforms as a way of reaching out to their audiences and improving service delivery which will eventually translate into boosting the confidence in their clients. Though social media has definitely improved communication within the judiciary, it is also clear that the potential of social media in corporate communication has not been fully realized. There is

still more that the judiciary needs to do to tap into the power of social media in corporate communication.

As Social media develops, corporate communications practice is also changing with it. Social media has proven to be an invaluable tool to the Judiciary and its stakeholders, and the future holds a wider teaching and implementation of the social media tools. Social media is the future; hence communication professionals should exploit this media for their corporate communication needs and campaigns. Social media campaigns can boost the image of the Judiciary in the sight of all the stakeholders and its proper alignment and structuring will increase public trust and involvement in an effective transparent and engaging judicial system towards justice for all.

5.3 RECOMMENDATIONS

This study has attempted to find out how social media has influenced the practice of corporate communication in the Judiciary. As the Judiciary focuses on effectively leveraging social media platforms, there are a few critical things the managers and directorate of communication should keep in mind:

Develop a comprehensive social media strategy: While Facebook Whatsapp and Twitter are the most preferred and used social media platforms as indicated by the study respondents, a comprehensive detailed social media strategy should incorporate additional social media platforms where customers, prospects, employees and all other Judiciary stakeholders could be talking about the institution.

Retain control of content posted on behalf of the Judiciary: Most Institutions outsource their social media management to either their advertising partners or consultants. In such situations, however, given the nature of its work, the sensitivity of its information and

activities the Judiciary should ensure that the institution retains control of and full editorial rights to what is being posted on their behalf.

Set targets and measure performance: It is critical that the Judiciary as it is embarking on social media initiatives to set targets, measure performance against those targets especially on social media communication

Ensure a two-way communication model: Most institutions in the past have limited use of social media to disseminating information to customers and may not see high returns from social media usage. The Judiciary should make it a two way model with effective and timely response as this will help elevate the public engagement with the public in general and its stake holders.

Resources: The Judiciary should allocate more resources in terms of personnel and time as well as developing proper social media platforms and advertising the same.

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APPENDIX I: QUESTIONNAIRE

Questionnaire for general respondents drawn from court employees, journalists, lawyers and the public.

Please complete the questionnaire form to aid in the study. The findings are to determine the adoption, utilization and impact of social media as a corporate communication tool by the Kenyan Judiciary. The data is required for academic purposes only and will be treated with maximum confidentiality. Your cooperation will be highly appreciated.

CONCEPTOR BARAZA - K50/75698/2014 University of Nairobi.

SECTION A: PERSONAL DETAILS

Name:..... (OPTIONAL)

Please tick (✓) in the box next to the most appropriate answer.

1. Gender

Male [] Female []

2. Age

18-24.1 [] 25-35 [] 35-45 []

45-55 [] Above 55 []

3. Highest level of education

Primary [] Secondary []

Undergraduate [] Post graduate []

SECTION B: SOCIAL MEDIA AND INTERNET USAGE

Please tick (✓) all that apply

4. Do you have access to the internet?

Yes [] No []

5. What is your Primary mode of access to the internet?

School computer [] Office computer []

Home computer [] Mobile data (smart phones, ipad, tablet) []

Public Wi-Fi []

6. In a typical week, how often do you access the internet?

Once a day [] Once a week []
Daily [] Thrice a week []
Several times a day []

7. Which among the following social media network accounts do you have?

Facebook [] Twitter []
Instagram [] WhatsApp []
None [] LinkedIn []

8. List the top three social media sites you use (in order of importance)

.....

9. What is your major reason for using social media?

Networking/socializing [] Entertainment []
Seek, acquire & share information [] Business/seek opportunities []
Others (Please specify).....

10. How much time do you spend on social media per day?

Less than 30 mins [] 30mins – 1 hour []
1 – 2 hours [] 2 – 5 hours []
Above 5 hours []

SECTION C: THE KENYAN JUDICIARY

Please tick (✓) in the box next to the most appropriate answer.

11. Have you heard of the Office of the Directorate of Public affairs and Communication within the Kenyan Judiciary?

Yes [] No [] Not sure []

If yes, briefly state your understanding of its functions.

.....

12. Have you heard of the Office of the Ombudsman within the Kenyan Judiciary?

Yes [] No [] Not sure []

If yes, briefly state your understanding of its functions.

.....

13. Are you aware of any social media platforms currently being used by the Judiciary?

Yes [] No []

If yes, which ones.....

.....

14. Have you liked ,followed any of the social media accounts of the Judiciary or members of the Judiciary

Yes [] No []

If yes which ones

.....

15. Have you ever used social media to contact the Judiciary or members of the Judiciary?

Yes [] No []

If yes which social media platforms?

.....

16. What have you used the Judiciary's social media accounts for?

Queries [] Seek information []

Complaints []

Others (specify).....

17. Have you ever shared or received information about the Judiciary or its activities through social media?

Yes [] No []

If yes which ones

.....

18. When in need of information about the Judiciary where do you go to?

Website [] Social media []

Calls [] Physical visit []

Others (please specify).....

19. How useful and effective do you think use of social media is to the Judiciary?

1=Very Effective, 2= Somehow Effective, 3= Not Effective

20. What kind of information/services do you think the Judiciary should share through social media?.....

APPENDIX II: INTERVIEW SCHEDULE FOR KEY INFORMANTS

Interview scheduled for key informants drawn from judicial officers and court employees.

Please participate in the interview to aid in the study. The findings are to determine the adoption, utilization and impact of social media as a corporate communication tool by the Kenyan Judiciary. The data is required for academic purposes only and will be treated with maximum confidentiality. Your cooperation will be highly appreciated.

Conceptor Baraza - K50/75698/2014 University of Nairobi.

Name **Designation**..... (Optional)

1. The offices of the Ombudsman and the Directorate of Public Affairs and Communication were established and mandated to improve the communication between the Judiciary and other stakeholders. Have the two offices achieved this purpose?
2. The previous Chief Justice, Dr. Willy Mutunga, used social media as a tool for media and public relations. Have judges and magistrates followed his example? If No why?
3. Has the Judiciary embraced use of social media in corporate communication? If yes which platforms and to what extent and for what purposes.
4. How has the social media as an official communication channel improved communication in the Judiciary?
5. What are the benefits and challenges of the use social media by the Judiciary?
6. Do social media have a place in the communication strategy of the Judiciary?
7. Are there policies that guide social media communication in the Judiciary?
8. How many followers do you have on your social media accounts?
9. How active are your pages
10. Do you respond to queries? If yes how often?

APPENDIX III: JUDICIARY FACEBOOK PAGE

The screenshot displays the Facebook page for 'The Judiciary - Laying the foundations for transformation'. The page header includes the name and a search bar. The main content area features a large image of a group of people in green uniforms, with a banner that reads 'THE JUDICIARY Justice be our Shield and Defender NAKURU LAW COURTS MISSION'. Below the image, the page name and handle '@thejudiciarykenya' are visible. The page is categorized as a 'Government Organization' and shows a '59% response rate, 6-hours response time'. A 'THIS WEEK' summary box displays statistics: 1,061 Post Reach, 179 Post Engagement, 0 Website Clicks, 1 of 2 Response Rate, and 6 hours Response Time. An 'Inbox' pop-up shows a list of messages with timestamps. The right sidebar lists friends and a search bar. The bottom of the image shows a Windows taskbar with various application icons and a system clock indicating 11:51 AM on 7/13/2016.

The Judiciary - Laying the foundations for transformation

Government Organization

Search for posts on this Page

59% response rate, 6-hours response time
Respond faster to turn on the badge

934 likes +17 this week

Home About Photos

THE JUDICIARY
Justice be our Shield and Defender
NAKURU LAW COURTS
MISSION
To deliver justice fairly, impartially and expeditiously, promote equal access to justice and enhance local jurisprudence by upholding the rule of law.

The Judiciary - Laying the foundations for transformation
@thejudiciarykenya

Add a Button Liked Message

THIS WEEK

1,061 Post Reach

179 Post Engagement

0 Website Clicks

1 of 2 Response Rate

6 hours Response Time

Inbox

when will the results of secretaries interview be out Mon

hi kindly confirm have you released names of succes... Jun 26

When are you going to release the result of the succe... Jun 6

Hae when are names of successful candindates for the... May 30

The Judiciary - Laying the ...
To deliver justice fairly,
impartially and expeditiously

Kevin Simiyu and Lillian Kamau are now friends.

Te Mukani and Sylvia Sunguti are now friends.

Bonnie Masinde Kotii likes Risk Amdrik's post

Susan Wanjiku

Dun Kioko

Linda Kathoki Mutuku

Kennedy Lukhando

Stephanie Aketch

Wahome Elijah Will...

Annette Mulala

Meg Richard

Kaplan Emre Kartal 23h

Ndanu Kioko 15m

MORE FRIENDS (20)

Anduru Robai Daisy

11:51 AM 7/13/2016

APPENDIX IV: JUDICIARY TWITTER PAGE



APPENDIX V: CERTIFICATE OF FIELD WORK



UNIVERSITY OF NAIROBI
COLLEGE OF HUMANITIES & SOCIAL SCIENCES
SCHOOL OF JOURNALISM & MASS COMMUNICATION

Telegram: Journalism Varsity Nairobi
Telephone: 254-02-3318262, Ext. 28080, 28061
Director's Office: 254-02-2314201 (Direct Line)
Telex: 22095 Fax: 254-02-245566
Email: director-soj@uonbi.ac.ke

P.O. Box 30197-00100
Nairobi; GPO
Kenya

REF: CERTIFICATE OF FIELD WORK

This is to certify that all corrections proposed at the Board of Examiners' meeting held on 21/7/2016 in respect of M.A/Ph.D final Project/Thesis defence have been effected to my/our satisfaction and the student can be allowed to proceed for field work.

Reg. No: K50/75698/2014

Name: CONCEPTOR BARAZA

Title: SOCIAL MEDIA AND THE EVOLUTION OF CORPORATE

COMMUNICATION IN THE KENYAN JUDICIARY.

Dr. Sam Kaman
SUPERVISOR

[Signature]
SIGNATURE

21/7/2016
DATE

Dr. Samuel Siringi
ASSOCIATE DIRECTOR

[Signature]
SIGNATURE

21/9/2016
DATE

Dr. Neelk Ndati
DIRECTOR



23-9-2016
DATE

APPENDIX VI: CERTIFICATE OF CORRECTIONS



**UNIVERSITY OF NAIROBI
COLLEGE OF HUMANITIES & SOCIAL SCIENCES
SCHOOL OF JOURNALISM & MASS COMMUNICATION**

Telegram: Journalism Varsity Nairobi
Telephone: 254-02-3318262, Ext. 28080, 28061
Director's Office: 254-02-2314201 (Direct Line)
Telex: 22095 Fax: 254-02-245566
Email: director-soj@uonbi.ac.ke

P.O. Box 30197-00100
Nairobi, GPO
Kenya

REF: CERTIFICATE OF CORRECTIONS

This is to certify that all corrections proposed at the Board of Examiners meeting held on 28/10/2016 in respect of M.A/PhD. Project/Thesis Proposal defence have been effected to my/our satisfaction and the project can now be prepared for binding.

Reg. No: K50/25698/2014

Name: CONCEPTOR BARAZA

Title: SOCIAL MEDIA AND THE EVOLUTION OF CORPORATE

COMMUNICATION IN THE KENYAN JUDICIARY.

M. Samson Kamau
SUPERVISOR

SIGNATURE

DATE

10/11/2016

Dr. Samuel Siriga
ASSOCIATE DIRECTOR

SIGNATURE

DATE

10/11/2016

Dr. Neethi Ndahi
DIRECTOR

SIGNATURE/STAMP

DATE

10.11.2016



APPENDIX VII: CERTIFICATE OF PLAGIARISM TEST

11/10/2016

Turnitin Originality Report

Turnitin Originality Report

SOCIAL MEDIA AND THE EVOLUTION OF CORPORATE COMMUNICATION IN THE KENYAN JUDICIARY
by Conceptor Baraza K50/75698/2014

From Mass media and Technology (MA Communication theory)

- Processed on 03-Nov-2016 16:51 EAT
- ID: 731432403
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- 2 1% match (Internet from 04-Dec-2013)

<http://thejournalofbusiness.org/index.php/site/article/download/161/160>

- 3 1% match (Internet from 24-Nov-2014)

<http://www.mtmag.com.au/4-tips-benefits-of-effective-social-media-strategies/>

- 4 < 1% match (Internet from 29-Mar-2012)

<http://www.elon.edu/docs/e-web/academics/communications/research/b2MatthewsEJSpring10.pdf>

- 5 < 1% match (student papers from 05-Aug-2016)

Submitted to Dublin City University on 2016-08-05

- 6 < 1% match (student papers from 17-Aug-2013)

Submitted to Kenya College of Accountancy University on 2013-08-17

- 7 < 1% match (Internet from 08-Oct-2014)

<http://www.judiciary.go.ke/portal/assets/downloads/reports/The%20history%20of%20Kenya%20Judiciary.pdf>



APPENDIX VIII: DECLARATION OF ORIGINALITY FORM

UNIVERSITY OF NAIROBI

Declaration of Originality Form

This form must be completed and signed for all works submitted to the University for examination.

Name of Student Concepcion Baraga
Registration Number KSO/25698/2014
College College of Humanities & Social Sciences
Faculty/School/Institute Journalism & Mass Communication
Department School of Journalism
Course Name B.A. in Communication Studies
Title of the work Social Media and the Evolution of Corporate Communication in the Kenyan Judiciary

DECLARATION

1. I understand what Plagiarism is and I am aware of the University's policy in this regard
2. I declare that this project (Thesis, project, essay, assignment, paper, report, etc) is my original work and has not been submitted elsewhere for examination, award of a degree or publication. Where other people's work, or my own work has been used, this has properly been acknowledged and referenced in accordance with the University of Nairobi's requirements.
3. I have not sought or used the services of any professional agencies to produce this work
4. I have not allowed, and shall not allow anyone to copy my work with the intention of passing it off as his/her own work
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Signature [Signature]

Date 10/11/2016

