

**ADOPTION AND USE OF INTERNAL SOCIAL MEDIA IN
ORGANISATIONAL COMMUNICATION: A CASE OF FACEBOOK
WORKPLACE AT KCB GROUP**

BY:

HARRIET MURENGU

K50/72326/2011

**A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF
JOURNALISM AND MASS COMMUNICATION IN PARTIAL FULFILLMENT
OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER
OF ARTS IN COMMUNICATION STUDIES, UNIVERSITY OF NAIROBI**

DECEMBER, 2019

DECLARATION

This research project is my original work and all sources have been accurately reported and acknowledged. This document has not been previously, in its entirety or in part, submitted at any university in order to obtain any academic qualifications.

SIGN-----

Date-----

HARRIET MURENGU

K50/72326/2011

This research project report has been submitted for examination with my approval as the University supervisor.

Signed-----

Date-----

DR SAMUEL NGIGI

University of Nairobi

DEDICATION

I dedicate this project to my son Leone Khajira.

ACKNOWLEDGEMENT

I thank the almighty God for giving me good health and grace. Special thanks to my supervisor, Dr. Samuel Ngigi for his support and guidance through this project. I thank my parents Joshua Khajira and Phanice Khayanje for their support and encouragement. Finally, I am also grateful to my brother Anthony Bukhalana for his support during this project.

ABSTRACT

The study sought to understand the adoption and use of internal social media in organisation communication at KCB Group. The objectives of the study were to investigate how internal social media is used to facilitate internal communication; to interrogate how the Group's social media policy affect the adoption and use of internal social media; investigate the challenges of using internal social media and investigate self-censorship and language use on internal social media. The majority of communication taking place on internal social media concerned news, knowledge sharing and practical information. The studies stressed that they perceived communication on internal social media was primarily work related. The study used both Qualitative and Quantitative research methods to collect data. The study used three theories Social information processing, Communication accommodation and the Media richness theory. The target population was 300 KCB employees. A sample of 176 from four selected large branches within Nairobi Moi Avenue, Kipande, Industrial area and University Way were sampled. A total of 175 questionnaires with both open and close ended questionnaires were distributed to the employees. Two key informants were interviewed. The two comprised of a corporate communication manager and Facebook Workplace administrator at the organisation. The study results indicate that a majority of employees at KCB use internal social media for communication on Facebook Workplace platform that they access through their mobile phones and computers. The information shared on Facebook Workplace is mainly work related on the various activities around the organisation network during different functions like customer experience weeks and top management workshops in different regions with pictures being shared with the employees. The study recommends more sensitisation on the adoption and use of internal social media as a tool for communication among employees. It also recommends further research to explore what actually happens on internal social media including analysis of different profiles on the platforms to understand the interactions with employees at different hierarchy levels. Another area to explore is the use and adoption of internal social media within various industries in Africa and Kenya.

TABLE OF CONTENT

DECLARATION.....	ii
DEDICATION.....	iii
ACKNOWLEDGEMENT.....	iv
ABSTRACT.....	v
LIST OF TABLES	xi
LIST OF FIGURES	xii
LIST OF ACRONYMS AND ABBREVIATIONS	xiii
CHAPTER ONE: INTRODUCTION.....	1
1.0 Overview.....	1
1.1 Background of the Study	1
1.2 Statement of the Problem.....	4
1.3 Research Objectives.....	5
1.3.1 General Objective	5
1.3.2 Specific Objectives	5
1.4 Research Questions.....	6
1.4.1 Overall Research Question	6
1.4.2 Specific Research Questions.....	6
1.5 Justification of the Study	6
1.6 Scope and Limitations of the Study	7
1.7 Operational Definitions.....	7
CHAPTER TWO: LITERATURE REVIEW.....	8
2.1 Overview.....	8

2.2 The concept of Internal Social Media.....	8
2.3 Facebook Workplace	10
2.4 Internal Social Media in Organisational Communication	11
2.5 Co-worker Behavior on Internal Social Media.....	13
2.6 Theoretical Framework.....	16
2.6.1 Social Information Processing Theory (SIP)	16
2.6.2 Communication Accommodation Theory.....	17
2.6.3 The Media Richness Theory	18
2.7 Conceptual Framework.....	20
2.8 Chapter Summary	23
CHAPTER THREE: RESEARCH METHODOLOGY	24
3.1 Overview.....	24
3.2 Research Design.....	24
3.3 Research Approach.....	24
3.3.1 Qualitative Research	25
3.3.2 Quantitative Research	25
3.4 Target Population.....	26
3.5 Sampling Frame	26
3.6 Sample and Sampling Technique.....	26
3.7 Research Instruments	28
3.7.1 Questionnaires.....	28
3.7.2 Interviews.....	28
3.8 Data Collection Procedures.....	29

3.9 Pilot Test	29
3.10 Data Processing and Analysis	29
3.11 Research Ethics	30
3.12 Chapter Summary	31
CHAPTER FOUR: DATA PRESENTATION, ANALYSIS AND DISCUSSION	32
4.1 Overview	32
4.1.1 Questionnaire Response Rate	32
4.2 Demographic Information of the Respondents	33
4.2.1 Distribution of Respondents by their Age	33
4.2.2 Distribution of Respondents on their Educational Level	34
4.2.3 Distribution of Respondents Based on their Time Working at KCB	35
4.3 Internal Social Media and Communication Facilitation	36
4.3.1 Respondents Use of Internal Social Media	36
4.3.2 Respondents Frequency of Using Internal Social Media	37
4.3.3 Respondents Accessing Internal Social Media Page	39
4.3.4 Internal Social Media Mostly Used	40
4.3.5 Frequency of Viewing Coworkers' Contribution on ISM	41
4.4 Social Media Policy and Adoption of Internal Social Media	42
4.4.1 Familiarity with Group's Social Media Policy	42
4.4.2 Motivation to Share Something on Internal Social Media	43
4.4.3 Social Media Policy Guide on What to Share or not to Share	44
4.5 Impact of Internal Social Media on Organisational Communication	45
4.5.1 Receiving Organisation Information First	45

4.5.2 Reason for Using Internal Social Media.....	46
4.5.3 Rating Information Received/Discussed Through ISM.....	47
4.5.4 Having Facebook Workplace Application.....	48
4.5.5 Facebook Workplace Installation	49
4.5.6 Being a Member of any Group on Workplace.....	49
4.5.7 Challenges of Using ISM for Organizational Communication.....	50
4.5.8 Feeling Free to Voice Opinion and Ideas on ISM without Censorship	50
CHAPTER FIVE: SUMMARY CONCLUSIONS AND RECOMMENDATIONS..	52
5.1 Overview.....	52
5.2 Summary of the Findings.....	52
5.2.1 Internal social Media and facilitation of Communication	52
5.2.2 Self-censorship and Language Use on Internal Social Media	53
5.2.3 Social Media Policy and Adoption of Internal Social Media	53
5.2.4 Challenges of using Internal Social Media	53
5.3 Conclusions.....	54
5.3.1 Internal social media and facilitation of communication.....	54
5.3.2 Social media policy effect on use and adoption of internal social media.....	55
5.3.3 Challenges experienced in adoption and use of internal social media.....	55
5.3.4 Self-censorship and language use on internal social media.....	56
5.4 Recommendations.....	56
5.5 Suggestion for Further Research.....	57
REFERENCES.....	58
APPENDICES.....	60

Appendix I: Questionnaire for employees on ISM uses	60
Appendix II: Interview Guide for ISM coordinators	65
Appendix III: Certificate of Field Work	67
Appendix IV: Turnitin Originality Report	68
Appendix V: Certificate of Corrections	69

LIST OF TABLES

Table 4. 1: Questionnaire Response Rate.....	33
Table 4. 2: Distribution of Respondents by their Age	34
Table 4. 3: Distribution of Respondents on their Educational Level.....	35
Table 4. 4: Distribution of Respondents Based on their Time Working at KCB	35
Table 4. 5: Respondents Use of Internal Social Media.....	36
Table 4. 6: Respondents Frequency of Using Internal Social Media.....	38
Table 4. 7: Respondents Accessing Internal Social Media Page	39
Table 4. 8: Internal Social Media Mostly Used	40
Table 4. 9: Frequency of Viewing Coworkers’ Contribution on ISM.....	41
Table 4. 10: Familiarity with Group’s Social Media Policy	42
Table 4. 11: Social Media Policy Guide on What to Share or not to Share	44
Table 4. 12: Receiving Organization Information First	45
Table 4. 13: Reason for Using Internal Social Media.....	46
Table 4. 14: Rating Information Received/Discussed Through ISM.....	47
Table 4. 15: Having Facebook Workplace Application.....	48
Table 4. 16: Facebook Workplace Installation.....	49
Table 4. 17: Being a Member of any Group on Workplace.....	50
Table 4. 18: Feeling Free to Voice Opinion and Ideas on ISM Without Censorship	51

LIST OF FIGURES

Figure 2.1: Dimensions influencing coworker communication on ISM	15
Figure 2.2: Media Richness Hierarchy	18
Figure 2.3: Internal Social Media Conceptual Framework.....	21

LIST OF ACRONYMS AND ABBREVIATIONS

CAT	:	Communication Accommodation Theory
CMC	:	Computer Mediated Communication
ESNs	:	Enterprise Information Systems
ISM	:	Internal Social Media
ISNS	:	Internal Social Networking Site
IT	:	Information Technology
SNS	:	Social Networking Sites
SOC	:	Sense of Community
SIP	:	Social Information Processing

CHAPTER ONE

INTRODUCTION

1.0 Overview

This chapter discusses the background, statement of the problem, research objectives, and research questions, justification of the study, significance of the study and the scope of the study.

1.1 Background of the Study

Technology connects people globally and more so the current new technology in media, social media has made communication and interaction to be faster and easier. Communication in the corporate world has taken a new shape. There are a number of definitions for social media. Different scholars have presented the term social media's definition. It is always unclear though what phenomenon and web based application tools count as social media despite the fact that it is embedded in the daily lives of many people (Mccay-Peet & Quan-Hase, 2018). According to Peet and Hase (2018), the term social media can be defined as web-based services that allow individuals to interact and share information among themselves that is easily accessible to the community.

The growth and use of social media by corporates has seen the emergence of organisations internal social media networks or social intranets that allows employees to interact and share information within the organisation. Employees in organisations have the opportunity to not only share knowledge and voice opinions but also connect with fellow workers (Miller, 2016). The results of this interaction can potentially alter the way people communicate and share information within an organisation through different hierarchy

levels (Treem & Leonardi, 2012). Many organisations are not fully reaping the potential benefits of internal social media because coworkers refrain from adopting this new social tools of communication which when utilized have the potential to increase workplace productivity and contribute to creating a sense of community that can improve organisational interaction and knowledge sharing (Madsen, 2017).

Madsen and Verhoeven, (2016) argue that communication on internal social media is characterised with elements of information that has been rephrased to avoid negative responses from coworkers. In other words, coworkers on internal social media are likely to withhold their opinions and hold back information than they would on social media such as Facebook and Twitter. Self –censorship may threaten employee freedom to voice their opinions, but it may also ensure that the information shared on internal social media is beneficial to the coworkers and promote the beliefs and values of the organisation.

The present-day organisations, many company heads face challenges of managing a constantly changing internal and external environment with the new communication advancement in technology extending possibilities for employees’ networking and specialisation of work which demands highly skilled employees (Johansson,2015) .While Internal Social Media is a relatively new innovation, not many employees within organisations have embraced their use and thus partial or minimal participation is experienced. Embracing of the new communication technology social media has experienced challenges like hesitation by users who do not know how to use social media and find difficulty in adopting, doubt in the possibility and potential of the communication means (Ciochina, 2013).

Organisational introduction of social media in the internal communication can contribute to different beneficial developments in the work force that leads to improvement of communication processes, facilitation of information flow, community development and reinforcement of values and cultures within the organisation thus leading to maximum creativity under the right conditions (Badea, 2014). Although many employees are reluctant to share information on ISM within the organisation, they are given an opportunity to actively participate in organisational communication through the internal social media platforms provided (Madsen & Verhoeven, 2016). Currently there are different internal social media platforms within organisation communication that are popularly used, they include SharePoint, Yammer, Jive and chatter which are used for building intranets or as collaboration tools (Neill, 2015)

KCB Bank Group is among the organisations that has implemented internal social media platforms in their internal communication channels where employees share information. This internal social media networks are Social Intranet, Facebook's Workplace, Microsoft's Yammer and SharePoint. Intranet and SharePoint information is shared with employees from different departments. On the other hand, Facebook's Workplace allows employees to create their own profiles, follow their coworkers, from different groups depending on their departments and share information with their coworkers. Workplace allows coworkers to express themselves on the platforms and share information, upload and share pictures. Facebook Workplace was first announced in 2015 and launched in 2016.

According to Buettner (2015), internal social media can be defined as a social networking site that is operated within an organisation with restricted access to the employees of the

company allowing them to set up personal profiles and share information with others members within the company. Many organisations have since embraced Facebook's Workplace that can be accessed by only the organisation employees internally. This has brought a shift in the traditional organisational communication structures as employees share information real time on internal social media. Miller (2016) maintains that the opportunity for employees to share information and knowledge with fellow workers can potentially change the way information is disseminated, socialisation and chain of command processes within an organisation.

1.2 Statement of the Problem

According to Vercici, et al. (2012), in organisational communication leaders have classified internal social media as one of the new key issues in communication with the other being change communication.

Internal social media is among the issues that are influencing internal communication at the workplace and Facebook's Workplace platform introduction brings a new debate on organisational internal communication structure and coworker interaction. Specifically, the study aims at analysing the adoption and use of internal social media with a reference to Facebook Workplace platform at KCB Group.

Research has been done on social media platforms use on different aspects of life in society, corporate marketing, branding and political use on Facebook, Twitter and Instagram among many other platforms where all have access to the information shared by the users. Limited research has studied the adoption and use of internal social media networks such as Workplace in Africa and Kenya. The research that has been done on the

internal social media is mostly by scholars from the Western countries. The research sought to examine some of the gaps in the current literature on internal social media adoption and use.

This research was conducted to analyse the adoption and use of Facebook Workplace at KCB Group since it was introduced in 2015. KCB Group PLC is the largest bank in Kenya in terms of asset base and has a staff count of 6220 with branches in East Africa and all over Kenya.

1.3 Research Objectives

1.3.1 General Objective

This study sought to establish the adoption and use of Internal Social Media within KCB Group and its contribution towards an enhanced internal communication and coworker engagement on Facebook's Workplace platform.

1.3.2 Specific Objectives

- i. To establish how Internal Social Media is used to facilitate internal communication at KCB Group.
- ii. To interrogate how the KCB Group social media policies, affect the adoption and use Internal Social Media.
- iii. To investigate the challenges of using Internal Social Media within KCB Group
- iv. To investigate the self-censorship and language use by KCB Group's employees on Internal Social Media

1.4 Research Questions

1.4.1 Overall Research Question

This study seeks to analyse the adoption and use of internal social media with a focus on Facebook's Workplace platform for KCB Group employees and its effect on the internal communication structure of the organization.

1.4.2 Specific Research Questions

- i. How is internal social media used to facilitate internal communication at KCB Bank Group?
- ii. How do the KCB Group social media policies affect the use and adoption of internal social media?
- iii. What are the challenges experienced in adoption and use of internal social media at KCB Group?
- iv. How does self-censorship and language use affect employee participation on internal social media at KCB Group?

1.5 Justification of the Study

The study seeks to fill the gap in the knowledge on the adoption and use of ISM in internal communication within an organisation. These study findings are expected to be important to various beneficiaries. They were used by communication practitioners in formulating internal communication strategy for organisation at different levels.

This research made contribution towards the enhancement of theories on social media and research on the internal social media thus filling gaps in the field. They also provided policy and decision makers' knowledge in the formulation of social media policies in financial

institutions. The study also contributed to existing knowledge on internal social media and employee engagement on these platforms especially in Africa.

1.6 Scope and Limitations of the Study

The study focused on KCB Group's 175 employees within Nairobi and key internal social media coordinators and corporate communication managers.

The study on adoption and use of internal social media in organizational communication was only limited to employees within Nairobi County four branches Industrial Area, Moi Avenue, University Way and Kipande House. The researcher sampled KCB Group 175 employees within Kenya. The study made generalisation on employee adoption and use of internal social media.

1.7 Operational Definitions

Facebook Workplace- defined as a social networking enterprise collaboration tool used to communicate among employees and coworkers within an organisation.

Internal Social Media- a medium of communication within an organisation where employees can interact and share information with each other to promote company values and culture.

Social Media Policy-a corporate guideline for employees who participate on social media by posting content either privately or as part of their work.

Social Media- web applications that enable users to share content with others to network.

CHAPTER TWO

LITERATURE REVIEW

2.1 Overview

This chapter explains the empirical framework where other studies on the subject matter are explained, the theoretical framework where theories relating to the subject of the study are presented, and finally the conceptual framework which is the diagrammatic representation of the theoretical framework is presented.

2.2 The concept of Internal Social Media

There has been a lot of research done in the 21st century on social media adoption and development of internal social media. According to Buettner (2015), this research on internal social networks has been characterised with the advancement of Web 2.0 technologies that included study into social networking sites in companies and their rising importance in companies. The researchers present the different reason that affect the adoption of internal social networks in organisations. Buettner et al. (2009), further explains the reasons why internal social networks are yet to be fully embedded in the communication structures of many organisations is because their importance and benefits are underutilised and undervalued. However, companies that have fully embraced the use of ISNs in the workplace have seen change of organisational communication culture from gathering information to participatory sharing of information.

The advent of internal social media tools in organisational communication has seen the rise of popular platforms such as SharePoint, Yammer, Jive and Chatter which come with options that enable employees to like content, comment and collaborate with other employees (Neill, 2015). There is need to understand the use and adoption of these tools

within the communication structure of organisations. According to Buettner (2015) there has been a development of various ways of introducing social media into internal organisational communication structures. The tools that have been developed and adopted at different work places to enable enhanced communication and collaboration but what is still unclear is whether organisations are reaping from these platforms. The other emerging issue is that intranets which are popular in many organisations will be viewed as outdated technology unable to accommodate the requirements of the current worker (Bennet et al.2009).

Different scholars have defined the term social media in varying ways. Madsen (2016) has drawn his definition from various scholars and define internal social media as a medium of communication within an organisation where employees can interact and share information with each other to promote company values and culture. According to Buettner (2015) an internal social networking sites (SNS) is a networking site that is strictly operated by a company and offers members an opportunity to set up personal profiles and connect with other members within the company only. The two definitions both have one common characteristics of internal social media which is that access to information shared on this sites are restricted to the employees within the organisations only. This differentiates internal social media Facebook Workplace from other normal social media platforms that include Facebook, Twitter, LinkedIn and Instagram that can be accessed by any user and subscriber.

The rise of social media dramatically changes how individuals interact and perceive each other. Statistics reveal that by 2019-enterprise investment in social media will rise to \$ 3.5 billion and this is for both external social media intended for customers and internal social

media used by employees (Thompson, 2015). The use of internal social media within organisations opens up debates among coworkers that push for organisational identity improvement by using vision statements and values to support constructive arguments for the benefit of the organisation (Madsen, 2016). The result is that these discussions on ISM develop into organisational cultures and beliefs which are shared formally and informally among the employees within the organisations. The use of internal social media not only provide workers with platforms for sharing information across the organisation (Madsen,2016) but also connects coworkers across the organisations by bringing them closer when their names and pictures become visible to every member of the organisation next to their comments, likes and shares (Leonardi et al., 2013).

2.3 Facebook Workplace

Facebook at Workplace introduced to allow employees to create their profile and share information among themselves creates a shift from the other ISM. Chris (2015) argue that one of the byproducts of appearance of Workplace on the scene of internal communication might well be to kill email, the venerable all-time enterprise and consumer application champion. Facebook Workplace desktop and mobile version was officially launched in October 2016.

According to Grudin and Skeels (2009) the Facebook Workplace interface is 95% similar to that of Facebook with most of the popular features being imported to it. The platform contains newsfeeds which displays all the team activities on the wall, post by group members, company events and information related to work. Another feature is live tools; live videos are available for the members. Users can create groups from different departments with administrators. The members can also send direct messages to coworkers.

2.4 Internal Social Media in Organisational Communication

In Kenya the concept of ISM is a relatively new concept with organisations slowly embracing it and integrating in the organisational communication structure. Madsen, (2016) posits that although internal social media (ISM) or social intranets are good communication channels in which employees can share knowledge and information, they are however hesitant when they communicate on these platforms. The right implementation on ISM within an organisation is meant to enable an enhanced communication and collaboration between different departments and coworkers. It is more beneficial when communication within an organisation is participatory where employees have control over what communication material and knowledge they share rather than information dissemination done centrally from an IT unit to employees within the organisation (Bennette, et al. 2009).

According to Vercici, et al. (2012), in organisational communication leaders have classified internal social media as one of the new key issued in communication with the other being change communication.

Studies on common communication channels and tools within organisations indicates that there is a lack of assessment and measure for employee engagement in internal communication (Ruck and Welch, 2012). Studies have shown that communication within an organization contribute to employees' job enthusiasm and high level of satisfaction, the end results of this is a commitment for the organisational success (Rodwell et al., 1998; Baumeister & Vohs, 2002).

Today, the integration of internal social media within organisational communication is of paramount importance as it enhances dissemination of information across the organisation. Madsen (2016), posits that when the employees within an organisation participate fully in discussions that affect their work life within the organisation on internal social media, challenge and discuss issues openly they contribute immensely to the building of strong organisational identity. Ultimately, this leads to the understanding of organisational mission and values. Internal organisational communication is important as it focuses on involving all employees in the communication with an emphasis to clear and concise information dissemination to promote engagement among employees (Kress, 2005).

Furthermore, research focusing on internal corporate communication has taken a new turn with the integration of internal social media within the communication structure of organisation communication. The term internal corporate communication can be defined as communication between an organisation's strategic managers and its internal stakeholders to understand its changing aims (Welch and Jackson, 2007). Organisations introduce ISM to enhance internal communication, but what is still not clear is whether the organisations have been able to reap the benefit of ISM. There are a lot of challenges that are experienced with the introducing ISM within an organisation and the way employees embrace it as part of the organisation internal communication structure. These challenges have been studied by researchers at different levels. Madsen (2017) explores the hurdles that organisations experience when introducing ISM within the communication structures. The way of introduction of internal social media within an organisation will determine the reception to it as a means of communication. He examines coworker behavior on ISM.

One of the major determinant on how employees embrace and adopt internal social media is affected by the way ISM is introduced and presented to the employees (Leonardi, 2009). The two major ways that ISM can be introduced to employees within an organisation and that can affect its reception as a communication tool can be either as an information technology project or management project functionalist It project (Madsen,2017). Many organisations are however far from reaping the benefits of ISM since coworkers refrain from using the social communication tools and channels (Denyer et al., 2011; Young and Hinesly, 2014). A clear end result of this is that most organisations carry on with the traditional communication channels that the employees use on a daily basis and thus communication on internal social media does not affect the organisational communication structure (Trimi and Galanxi, 2014).

According to Madsen (2016), the only way to understand why organisations struggle to embed communication on internal social media as a major part of the internal communication is to turn to the coordinators who are responsible for its introduction within the organisation. He states that the views of coworker communication on internal social media can clearly enable the understanding of the introduction of ISM within an organisation and its challenges in adoption and embracing it as a tool of communication.

2.5 Co-worker Behavior on Internal Social Media

Several studies done with regard to the use and adoption of ISM in organisation, focus on the behavior, emotions, integration to internal corporate communication and how it builds a sense of togetherness among employees within the organisation. Uysal (2016) explains that there has been an increase in employee interaction and sharing of information on internal social media platform in the workplace and that the end result of this is that it

brings a sense of togetherness that has a great fulfilment of shared needs and emotional connections. He refers to this togetherness and shared emotions as a distinct feature of internal social media that builds a sense of community (SOC).

Research into the field of enterprise information systems (ESNs) indicates that there is ever an evolving trend to addition of features that closely relate to face-to face human interactions (Wallace et al., 2017) These features are characterised by relationship building on social networking platforms such as Facebook where friends are formed and followers are added on twitter platforms (McHaney & Sachs, 2016). This however diverts to the characteristics that are found on ESNs where the primary focus of the users is different from that of users on Facebook and Twitter. The focus on enterprise social networks is primarily on the messaging capability and these platforms promote interaction via work-related messages and collective sharing of knowledge and information among coworkers to enhance skills within the organisation (Majchrzak et al., 2013). The major examples of enterprise social networking platforms that have been introduced in organisational communication channels include Microsoft's Yammer, Jive and Facebook's Workplace platforms.

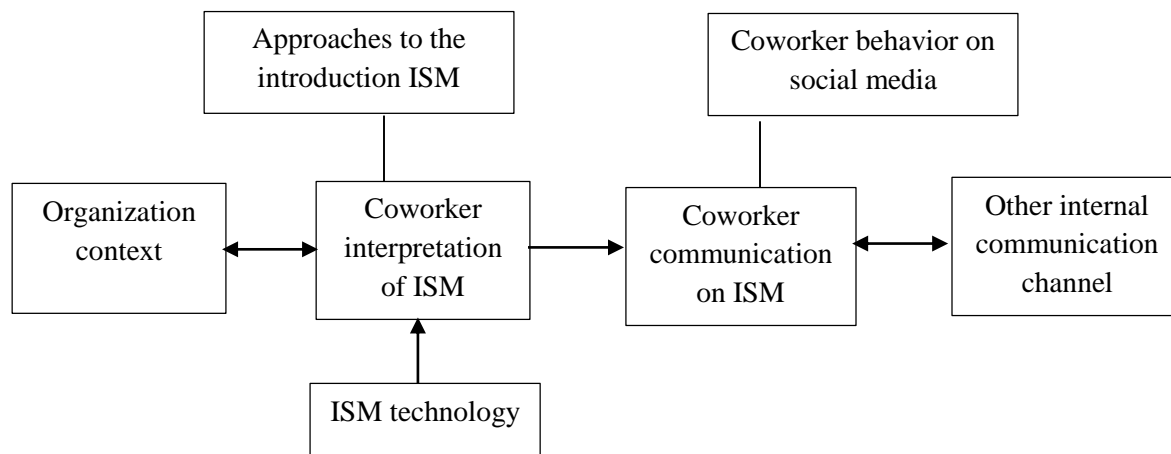
Other studies that have been to understand the challenges that organisations experience in the introduction of internal social media within their communication structure. According to Madsen (2016), in '*The challenges of introducing ISM the coordinators role and perceptions*' posits that the key challenge for the ISM coordinator in introducing internal social media within their organisation was getting the coworkers to embrace and adopt to communicate on ISM regardless of whether the platforms were reasonably well functioning

or not. The major issues that emerged here were that the communication content and organisational constraints affected the coworker willingness to communicate on ISM.

As much as internal social media create new arenas in the communication channels within an organisation, Madsen (2017) found in his study that coworkers were not sharing the same perception of the importance it plays in the sharing and dissemination of information within the organisation. The coworkers instead perceived it as a platform for sharing unimportant, informal communication and not work related communication.

He further explains in his analysis that to the coworkers within the organisations the word ‘social’ meant that the content shared belonged to Facebook or other social media platforms and not information that was work related.

Figure 2.1: Factors influencing coworker interaction on internal social media



Source: Madsen, 2017

2.6 Theoretical Framework

This section presents the theories that used in the study. Each section will cover a theoretical aspect.

2.6.1 Social Information Processing Theory (SIP)

The pioneer of this theory Joseph Walther posits that individuals use computer-mediated communication to develop interpersonal relations overtime online. He argues that CMC manage to convey emotional cues normally conveyed in non-verbal methods of communication but not all in the online communication only that it takes longer to develop this kind of communication (Walther, 1992).

Larry (2019), the SIP theory explains how people get to know each other and develop relationship when the method of communication is via computer-mediated communication like emails, instant messaging and text messaging. The theory stipulates that information processing of CMC like emails and social media platforms require more time to achieve the intended message than face-to-face communication (Walther, 2015). CMC eliminates non-verbal cues that make people make judgments about each other and how they feel. Because of this people look for clues in the message that has been shared on the computer-mediated communication and form attitudes and relationship based on that thus development of interpersonal relations take time as compared to personal face-to-face interaction (Larry, 2019).

Since the development of SIP theory, there has been a lot of technological advancement and this has been characterised by the growth of social media over time CMC communication is a daily nom among people across large geographical space. Larry (2019)

argues that it has been shown that relationships can be formed via CMC, in fact it has become clear that some people prefer this sort of communication. Uncertainty can be reduced through CMC, and people feel less inhibited to say things than they would feel saying them through face-to –face communication

2.6.2 Communication Accommodation Theory

The Communication Accommodation Theory (CAT) proponent Howard Giles explains that people change the way they behave to accommodate their partners and attune to the environment. This theory helps us understand why we communicate the way we do and interact with people at different levels at the time to ensure that we effectively communicate by accommodating the other. Communication on ISM within an organisation is driven by need to pass information within the organisation to coworkers and form discussion around the topics by coworkers commenting and sharing.

According to Giles and Ogay (2017), the four basic principles and concept of CAT where communication is determined more by the socio-historic context when interacting, negotiating and accommodation where participants have expectation and employ specific strategies when interacting. Communication accommodation on internal social media where conversations are developed, employees interact at different levels by passing the different hierarchy levels and vast geographical settings. The participants on internal social media have different communication expectations regarding the communication accommodation between coworkers.

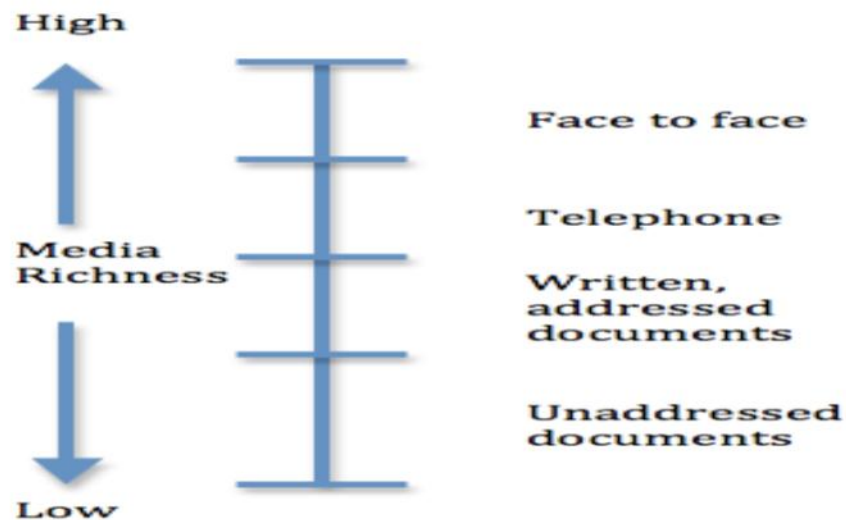
The last principle is that the participants use different strategies to form attitudes towards each other and their specific social groups. In other words, interaction between the

participants is a balance between needs for social inclusiveness and differentiation. The strategy principle was the original concept of the CAT theory and attracted many empirical studies from it. Moreover, the divergence and convergence experienced in such communications to change the attitudes all this geared towards efficient communication between parties within an organisation (Giles and Ogay, 2017).

2.6.3 The Media Richness Theory

Another theory relevant to the study is the media richness theory, which is explained through the task technology model fit that categorises media either as high or low depending with how effectively it is able to communicate shared meanings. The model helps in understanding Facebook Workplace as a tool for communication within an organisation for communication.

Figure 2.2: Media Richness Hierarchy



Source: Daft et al., (1987)

This study's use of media richness theory is of essence because the theory characterizes media as rich depending on how effectively it can communicate and facilitate shared meaning (Daft et al. 1987). In the study of internal social media, the communication that is done is through internal social media platforms and thus this channel of communication can be characterised as a high or low medium of communication depending on its ability to disseminate information and facilitate shared meanings among the users. The illustration ranks medium in terms of their capability in processing information efficiently and understanding. The mediums are classified as Face-to-Face, telephone, written addressed documents and unaddressed documents, according to the model the medium with the richest and highest ability to communicate effectively is Face-to-Face. The degree in ranking the medium either high or low reduces as we move to the next which telephone conversation is thus indicating that the participants are not able to read body language and other signals that can be passed when it is face to face conversation. Then the written addressed documents and finally unaddressed documents come to the lowest in the hierarchy because they have the most probability of bringing confusion of who and where the information being passed is intended to reach.

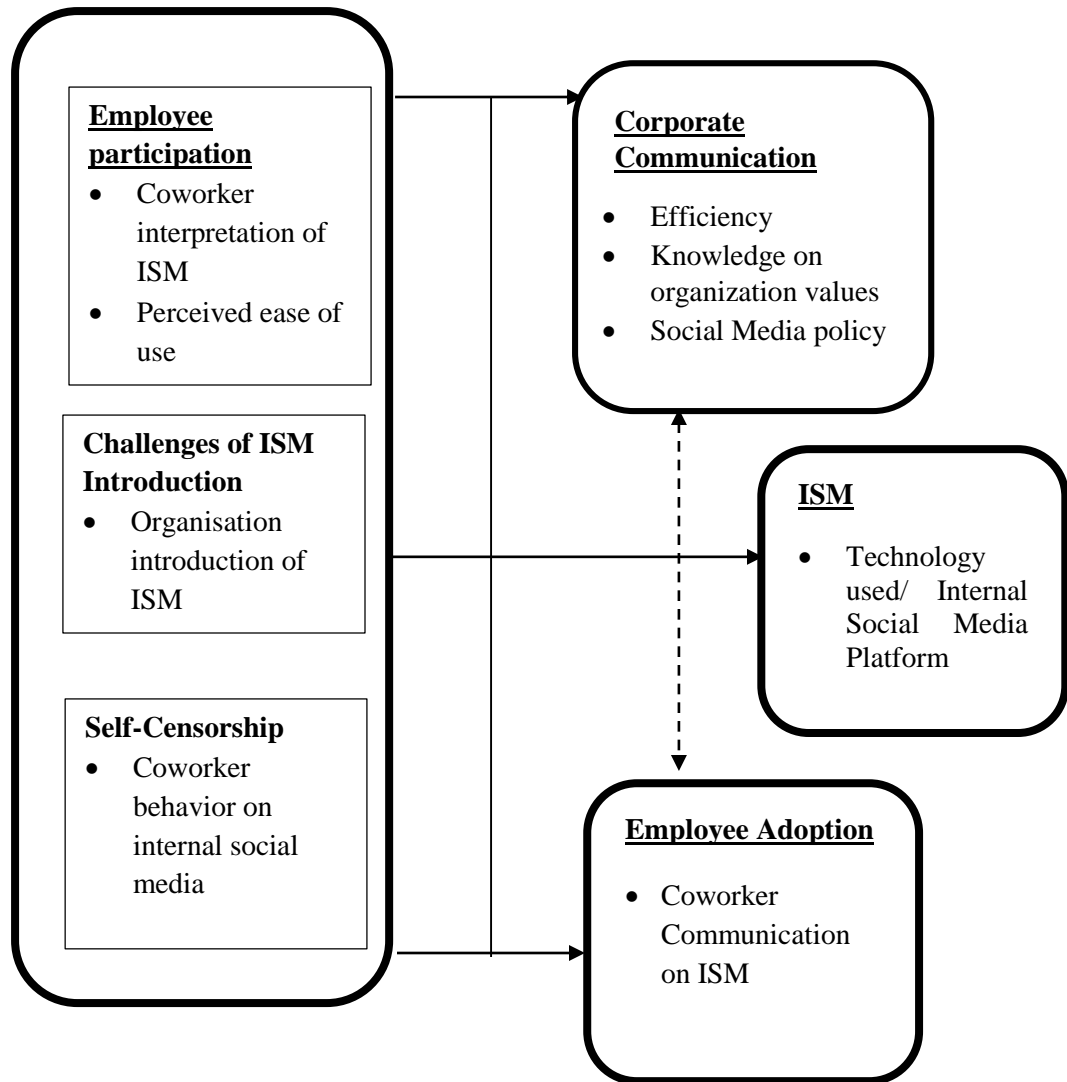
Another study done that supports the media richness theory was done by Jensen and Moynihan (2018) that indicates that face-to-face is taken as the richest medium of communication. The reason why it is considered the richest form of communication is that it can convey emotion between the participants and one is able to read the body language and the tone. This medium of communication, the participants are also able to get feedback immediately when interacting.

The proponents of media richness Theory Daft and Lengel sought to explain the richness of a communication medium within an organisation to differentiate between unclear and confusing messages. According to Daft et al. (1987) a communication medium can be characterized as either high or low in richness based on the capability to facilitate a shared meaning among the users. A medium that is rich has the power and ability to provide insights and rapid understanding among the users.

2.7 Conceptual Framework

Three theoretical studies have been expounded and elaborated above which are: social information processing, communication accommodation theory and the media richness model. In the coming section, the three theoretical analysis was used to form the basis of the conceptual framework of this study. In addition, the above- discussed frameworks were developed before social media platforms and thus creating a need for revision.

Figure 2.3: Internal Social Media Conceptual Framework



Source: Researcher (2019)

Communication in organisation has seen a lot of changes with the advent of social media and specifically internal social media for communication within organisations. Treem and Leonardi (2012) posit that the introduction of internal social media in organisational communication has introduced new dimensions that were previously unachievable before

the new technologies entered the workplace. Furthermore, ISM has changed the way information shared among employees and alters hierarchy processes within the organisation.

There is a clear indication that for an organisation to successfully embed and implement internal social media within its communication structure the employees must actively participate in the process. Madsen 2017 in his study states that employees used the word 'social' to mean things that were shared on other social media platforms such as Facebook. The effect of this confusion is that it affects the implementation of internal social media for the employees are unable to differentiate between what to share on internal social media platforms and other social media platforms that they use externally outside the organisation. In the case of KCB bank employee ISM use, since the inception of Facebook Workplace, this could be evidently seen in the type of communication that is shared on the platform.

The mode of introduction of ISM within an organisation has a big impact on the employee adoption of the same for corporate communication. What this means is that different organisations have structures that have been put in place for communication in line with the policies and values of the particular organisation. Chin et al. (2015) argues that organisation culture and style of management affect the adoption of internal social media. This statement can be true for some organisation depending on different factors that affect the adoption of internal social media including the ways or means of introduction to the employees.

Some organisations control the content posted on ISM and the comments while others allow for open debate and critique of the topics being discussed on ISM. In fact, Batista and Galliers (2012), indicates that there are organisations that have either open or closed approach to ISM where in closed organisations they restricted and controlled what employees shared while open ones allowed for free debate and comments.

Organisations introduce ISM to enhance communication within a vast geographical space but one of the major issues with ISM communication is coworker self-censorship. Self-censorship coworkers filter the information that they share on ISM based on the afterthought or fear of how the coworkers or organisation management might react to the post. In this case, the information is filtered to suit the individual and organisational needs.

Research that has been done on self-censorship by Madsen and Verhoeven (2016) indicate that self-censorship on ISM involved hesitations by employees within the organisation when sharing posts on internal social media. The perceived risks of entering into a common communication arena by coworkers triggered the feeling of not publishing on ISM because of the imagined potential audiences within the organisation.

2.8 Chapter Summary

This chapter has provided that literature review on internal social media explaining the concept of internal social media, Facebook's Workplace, co-worker behavior on internal social media. It has also explained the theoretical Framework the study will adopt. The three theories Social Information Processing Theory, Communication Accommodation Theory, and Media Richness Theory. The conceptual framework for internal social media has been explained.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Overview

This Chapter contains the research methodology that the researcher used to conduct the study. It describes in details the procedures that were followed in conducting the study. It explains the research design, sampling methods, research techniques, data collection procedures and data processing and analysis.

3.2 Research Design

Research designs provide the best framework within which a study operates thus facilitation the easiness in conducting a research from the beginning to the end (Kothari, 2004). Kothari, further explains that the research approach that the researcher will use is also determined by the design giving what the relevant data that will be needed thus minimizes bias and maximizes reliability of the collected data.

3.3 Research Approach

The researcher employed a mixed method approach and used quantitative and qualitative research approach to collect data. According to Mugenda and Mugenda (2003), that there are advantages that are associated with using qualitative and quantitative research approach in data collection during research. The research objectives of the study were better met with the use of qualitative and quantitative research method with each acting as a check to the other (Mugenda and Mugenda, 2003). The researcher used the two research methods to ensure that the data collected from the respondent who use internal social media was sufficient to meet the objective that the study sought to address.

3.3.1 Qualitative Research

Qualitative data was collected from the key informant where the researcher conducted interviews with key informants through open ended question on the questionnaires.

Kothari (2004) opines that qualitative approach to research is intended to dig deeper into the understanding of the attitudes, beliefs and practices of the respondents. He further explains that the main aims for qualitative design is to discover the underlying motives and desires using in-depth interviews to uncover the purpose. This study adopted a descriptive design in analyzing the adoption of ISM in organizational communication with a specific focus on ISM within KCB Group Kenya Facebook Workplace platform. In this case a descriptive research design was appropriate because the main purpose of the study was to analyze adoption of ISM within KCB group Kenya and analyze frequency of coworker interaction with ISM.

The researcher used in-depth face to face interview with the ISM administrator and communication manager to get insights into the objectives of introducing ISM within the organization. This approach helped in understanding the underlying factors and reasons using in depth interviews (Kothari, 2004)

3.3.2 Quantitative Research

Kothari (2004) explains that quantitative research is based on the measurement of quantity or amount and is applicable to phenomena that can be expressed in terms of quantity. The researcher collected data that helped in understanding the adoption of ISM by employees in the organization by studying a sample of the population within Nairobi County.

Mugenda and Mugenda (2003) explain that quantitative research includes designs, techniques and measures that produce discreet numerical or quantifiable data. Random sampling is done to ensure representativeness of the sample.

3.4 Target Population

Mugenda and Mugenda (2003), define a target population as a complete set of individuals, cases or objects with some common observable characteristics. The target population were KCB Group employees within Kenya. In particular, the study targeted a population of 300 employees at KCB within Nairobi region's four selected large branches. The branches were Moi Avenue, Kipande House, Industrial Area and University Way.

The researcher further conducted in-depth interviews with an ISM administrator and a corporate communication manager. The informants were able to give insights into the adoption and use of internal social media in internal communication at KCB Group.

3.5 Sampling Frame

The sampling frame for this study were records from the KCB Nairobi regional office that maintains a list of all the employees within the region.

3.6 Sample and Sampling Technique

The sample for this research was drawn from KCB employees within Nairobi. Simple random sampling technique will be used to select the study participants. According to Kothari (2007) this type of sampling is also known as chance sampling or probability sampling where every item in the population has an equal chance of inclusion in the sample and each one of the possible samples in case of finite universe, has the same probability of being selected. A total of 175 employees within Nairobi were sampled.

The formula by Mugenda and Mugenda was used to arrive at the sample:

$$n = \frac{n(1+n)/N}{1+n}$$

Where: n_f = The desired sample size (if the target population is greater than 10000).

n = The desired sample size (When the target population is greater than 10000).

N = The estimate of the population size.

Desired accuracy .05 at 95% confidence level.

$$n = \frac{300}{1 + (300 * (0.05 * 0.05))}$$

$$n = \frac{300}{1 + 0.75}$$

$$n = \frac{300}{1.75}$$

$n = 175$ the desired representative sample

A simple random sampling technique was used to select the respondents. The researcher assigned consecutive numbers from 1-300 which is the total population of the employees in the study. A list of random numbers was made before selecting the sample of 175 employees from the total list of 300 employees using random number table. Then 175 random numbers were selected from the table to participate in the survey.

Purposive sampling was used where the researcher intended to conduct interviews with specific corporate communication manager and internal social media administrator within the organization to get the insights on the adoption of ISM. This helped in meeting the objective of the study.

3.7 Research Instruments

The main research instrument were questionnaires with structured or close-ended questions. The questionnaires were administered to the employees. Interviews were also used with ISM administrator and communication manager to get in-depth data on the adoption of ISM within KCB using interview schedules. This made it possible to obtain both qualitative and quantitative data required to meet the study objective of understanding adoption of ISM within the organisation.

3.7.1 Questionnaires

The researcher used questionnaires to collect data from the employees to meet specific study objectives. The information collected using the questionnaires was analysed using SPSS. The study used both structured and unstructured questionnaires. Structured questionnaires are easier to administer because each item was followed by alternative answer while the open-ended questionnaires will permit for greater depth of response.

3.7.2 Interviews

The researcher conducted in depth interviews with the ISM administrator and communication manager. Face to face the researcher to ensure obtaining of maximum information from the respondents conducted interviews. Interviews provided in-depth data and met specific study objectives that could not be obtained using questionnaires.

An interview schedule with structured questions were used to get the required information from the respondents. Interview schedules are used to standardise the interview situation so that the interviewers can ask the same questions in the same manner (Mugenda & Mugenda, 2003)

3.8 Data Collection Procedures

The primary data for the research was collected by survey. The researcher also used interviews to collect data on the Facebook Workplace platform and the type of information shared on ISM and how popular the platforms are for communication within the organization.

3.9 Pilot Test

The study instruments were pre-tested by applying them to 17 persons from the population who were thereafter be excluded from the actual sample. Mugenda and Mugenda (2003) recommend a pre-test sample of 10% depending on the sample size. The Purpose of pre-testing the instruments is to test deficiencies in the questionnaires and interview schedules including: vague questions to determine whether the anticipated analytical techniques were appropriate (Orodho, 2005). The validity of the instruments was also ascertained by seeking expert advice from the researcher's supervisors.

3.10 Data Processing and Analysis

Data analysis involved the synthesis of information obtained through the above-mentioned methods of data collection into an understandable description of what was observed and discovered. It involved cleaning and modeling data in order to obtain useful information. The data expected from the research included: quantitative and qualitative data all of which was used to find answers to the research questions and to fulfill the objectives of the study.

The steps to be followed in data analysis included: Description of the data, answering of research questions, and testing of research assumptions. Description of the data; statistical analysis using strata and SPSS was used for data coding and presentation of quantitative

information. Summaries were presented using tables. Discussions and descriptions was used to present qualitative information. Such discussions were summaries of the descriptive data gathered in the study and was used to support the quantitative interpretations from questionnaires and other data collection tools.

In answering of research questions inferential statistics was used to investigate the research questions and assumptions. Analysis on each research question was done and conclusions and discussions were then drawn to write up the interpretations of the information obtained. In summary, findings were presented in the form of tables, descriptions, and discussions.

3.11 Research Ethics

Ethical principles of research were observed throughout the research to ensure that the results are a true description of the subject without bias. The ethical guidelines included:

Participation by all informants in the study was through informed consent. The researcher explained the subject, purpose and expected contribution of each participant. Respondents were informed that the research was for academic purposes. Only consenting informants were included in the study.

The anonymity, confidentiality, and privacy of all information gathered was assured. Due to the sensitive nature of all employment related information, anonymity was strictly observed. The researcher only recorded the aspects that are relevant to the study and did not reveal personal information of research participants. The research was solely for academic purposes and the information gathered only used as such and was distributed responsibly. Questionnaires and other research tools filled out by respondents were stored

in a locked cabinet to ensure that confidential information was not revealed to unauthorized persons especially during application of research tools.

Before the researched proceeded to the field certificate of fieldwork (Appendix iii) was obtained. Then the certificate of originality (Appendix IV) and certificate of correction (Appendix V) and attached to the project. Material from secondary and other sources were appropriately cited and the authors acknowledged as required by scientific research standards

3.12 Chapter Summary

This Chapter has delved into the research methodology used. Because of the mixed methodology of the study, the chapter has outlined the qualitative and quantitative methods used to obtain the data required to meet the objectives of the study. It has provided an explanation of the instruments necessary for meeting the objectives of the research. The research has explained how both qualitative and quantitative methods was used to collect data relating to employee adoption and use of ISM within the organisation.

The chapter also explained how data analysis using different methods such as SPSS, strata and descriptive statistical methods was used to simplify the collected data and give it meaning.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.1 Overview

This chapter presents data analysis, data presentation and subsequent interpretation of the study findings. The overall objective of this study was to establish the adoption and use of Internal Social Media within KCB Group and its contribution towards an enhanced internal communication and coworker engagement on Facebook's Workplace platform.

4.1.1 Questionnaire Response Rate

The study target population consisted of employees, internal social media coordinators, IT managers and corporate communication managers. The study targeted sample size consisted of 175 employees from the four selected KCB branches from whom the questionnaires were administered. In addition, the researcher targeted KCB internal social media coordinators, IT managers and corporate communication managers from whom the researcher conducted an in-depth interview. However, out of the 175 targeted employees, the researcher was able to sample a total of 156 employees which represents a response rate of 89%. This was acceptable according to Mugenda and Mugenda (2003) who established that for generalisation purpose a response rate of 50% is adequate for analysis and reporting, 60% is good and a response rate of at least 70% is excellent.

Table 4. 1: Questionnaire Response Rate

Questionnaires	Frequency	Percentage
Fully Filled and Returned	156	89
Not Returned	19	11
Total	175	100

4.2 Demographic Information of the Respondents

This section seeks to show the demographic information of the respondents that participated in the study. Among some of the information highlighted to benefit this section includes the age of the respondents, gender representation, work status, duration worked at KCB among others.

4.2.1 Distribution of Respondents by their Age

Researcher requested respondents to indicate their age. This data was sought because different age groups interact and have different attitudes towards new media and in this case internal social media. The data presented was evaluated and presented in Table 4.2.

Table 4. 2: Distribution of Respondents by their Age

Age	Frequency	Percentage
19-29 Years	24	15
30-39 Years	44	28
40-49 Years	42	27
50-59 Years	45	29
Above 60 Years	2	1
Total	156	100

Based on the study results presented by Table 4.2, the researcher found out that 29% of those who participated in the study were between the ages of 50-59 years. Notably, respondents aged between 30-39 years come second with 28% while those aged between 40-49 years come third at 27%. In addition, 15% of the respondents were aged between 19-29 years while those above 60 years were marginally represented at only 1%.

The study findings are a clear indication that the majority of KCB employees from the four targeted branches are between the age group of 30-59 years. Despite the age, the participants indicated that they interact with internal social media and thus it clearly indicates that there is a clear awareness of the use of internal social media within the organisation across age groups.

4.2.2 Distribution of Respondents on their Educational Level

The education levels attained by respondents involved in this study is presented in table 4.3.

Table 4. 3: Distribution of Respondents on their Educational Level

Education Level	Frequency	Percentage
College Level	3	2
University Level	136	87
Post Graduate Level	17	11
Total	156	100

According to the study results presented in Table 4.3, it was found out that majority 87% of respondents who participated in the study had university degree as their highest educational level. It was also found out that, 11% of respondents had post-graduate degree while those with college level education were partially presented at 2%. The results obtained indicates that majority of KCB employees are well educated and, thus, are well aware of the significance of utilising ISM as a modern effective mode of organisations communication.

4.2.3 Distribution of Respondents Based on their Time Working at KCB

The length of time respondents had been working at KCB is presented in Table 4.4.

Table 4. 4: Distribution of Respondents Based on their Time Working at KCB

Age	Frequency	Percentage
1-5 Years	33	21
6-10 Years	100	64
11-15 Years	13	8
Above 16 Years	10	6
Total	156	100

Based on the study results, it was established that majority, 64% of respondents who participated in the study had been working at KCB for between 6 to 10 years, and 33% between 1 to 5 years. In addition, it was found out that those who had worked at KCB for between 11 to 15 years were 8% while 6% of respondents had worked for over 16 years. The results indicate that most of respondents having worked for long at KCB had substantial information regarding ISM utilization for organisation communication that the study sought. The findings show that most employees are familiar with ISM and its use within the organisation.

4.3 Internal Social Media and Communication Facilitation

4.3.1 Respondents Use of Internal Social Media

The study requested respondents to indicate whether they used internal social media for communication within the organisation.

Table 4. 5: Respondents Use of Internal Social Media

	Frequency	Percent
Yes	147	94
No	9	6
Total	156	100

Based on the study results obtained, it was found out that majority, 94% of respondents indicated that they utilised ISM for communication within the organisation. However, 6% of respondents indicated that they were not using ISM for communication facilitation. The study results obtained indicates that ISM is highly used for communication facilitation at

KCB given the high number of respondents who were established to be utilising it for purpose of communication facilitation.

An interview conducted with the corporate communication manager reveals that internal social media is used by employee to facilitate communication however it is not entirely the communication tool that is used because emails still remain more dominant. He states that,

“Employees engage on internal social media but emails still take the lead in official communication. Sending out of circulars and daily company updates are done via emails. The internal social media platform is an added communication channel within the organisation.”

The study results in the case of internal social media employees are not only recipients but can be able to respond, share and like the posts that they view thus enabling participation in the dissemination of information. The results also clearly indicate that even though internal social media used for communication, emails remain the official communication channels within the organisation. Thus the question that arise from this finding is that how relevant is the use and adoption of internal social media in the communication structure of the organisation.

4.3.2 Respondents Frequency of Using Internal Social Media

Respondents were requested by the researcher to indicate how often they utilised internal social media platforms for communication facilitation.

Table 4. 6: Respondents Frequency of Using Internal Social Media

	Frequency	Percentage
Hourly	26	17
Every 8 Hours	56	36
Every 12 Hours	17	11
Once a Day	32	21
Once a Week	16	10
Every 2 Weeks	4	3
More than 2 Weeks	5	3
Total	156	100

Based on the study results presented in Table 4.6 , it was found out that 36% of respondents indicated that they used ISM for communication facilitation every eight hours. Also, 21% of respondents indicated that they used ISM once in a day while 17% indicated that they used ISM on hourly basis. In addition, 11% of respondents indicated that they used ISM for communication facilitation every twelve hours whereas 10% used ISM once in a week. Respondents who indicated that they used ISM for communication facilitation for at least two weeks were partially represented as 3% respectively. The study result is a clear indication that most of the KCB employees tend to utilise ISM for communication facilitation to a great extent which can be attributed to the fact that majority of them are well educated and they are, thus, aware of ISM effectiveness as a platform of communication facilitation.

4.3.3 Respondents Accessing Internal Social Media Page

Respondents were requested to indicate the platform they used when accessing ISM page.

Table 4. 7: Respondents Accessing Internal Social Media Page

	Frequency	Percentage
Mobile/Smartphone	85	54
Laptop/Computer	71	46
Total	156	100

Based on the study results in Table 4.7, it was found out that 54% of KCB staffs accessed their ISM pages through the use of mobile/smartphones whereas 46% used laptops/computers. The results obtained indicates that majority of KCB employees are utilising smartphones to access their ISM page because it is easier to use as long as one has internet connections. The employees are able to download the Workplace and Work chat applications on their phones and thus enabling them to access information from wherever they are without any hindrance as long as they are connected to internet. What does this say about the shift in internal communication structures? This means that employees are able to access information on what is happening even when they are away from their work station. The corporate communication manager at the organisation pointed out that,

“Internal social media is used widely by the employees at KCB Group but this is mainly when there are different functions within the organisation branches and units. For example, during the customer experience week employees use the platform to share photos with their coworkers on the interpretation and execution of the themes at their work stations.”

The presence of Workplace and Work Chat applications on the employees’ phones is a clear indication of the direction and importance internal social media is taking in communication within the organisation.

4.3.4 Internal Social Media Mostly Used

Researcher also requested respondents to indicate the ISM that they mostly utilised to ensure communication facilitation.

Table 4. 8: Internal Social Media Mostly Used

	Frequency	Percentage
Yammer	25	16
Workplace Facebook	131	84
Total	156	100

Results in Table 4.8 indicated that most of study respondents utilised workplace Facebook as their ISM to facilitate communication as represented by 84% while Yammer as an ISM for communication facilitation was utilised by 16% of the study respondents. The study results indicate that Facebook Workplace was the common ISM that majority of KCB employees used as a way of facilitating communication within the organisation.

The administrator interviewed agreed that,

“Facebook Workplace is very popular among employees. The reason for this is because the platform was introduced independently as an internal social media platform and employees were made aware through their emails with information on how to access and use being sent to individuals through their emails.”

Yammer, which is an internal social media tool that comes with Microsoft Outlook 365, is not popular among the employees; this can be attributed to the fact that most employees only use Outlook when it comes to emails and are not so familiar with the Yammer ISM option. On the other hand, Facebook Workplace is popular as an internal social media tool because it was introduced to the employees as so. The notifications that the users get on

their email make them more aware of the platform. The study finding conforms with Grudin and Skeels (2009) who provides that Facebook Workplace interface is 95% similar to that of Facebook with most of the popular features being imported to it. The platform contains newsfeeds that displays all the team activities on the wall, post by group members, company events and information related to work. This is therefore the key reason why many employees at KCB prefer using Facebook as an ISM for communication facilitation since they are more familiar with how it works.

4.3.5 Frequency of Viewing Coworkers' Contribution on ISM

Researcher requested respondents to indicate how often they viewed coworker's contribution on ISM.

Table 4.9: Frequency of Viewing Coworkers' Contribution on ISM

	Frequency	Percentage
Not at All	2	1
Neutral	36	23
Slightly Often	42	27
Often	45	29
Very Much Often	31	20
Total	156	100

The study results in Table 4.9 indicates that, 29% of respondents viewed their coworker's contribution on ISM often as indicated by 29%. In addition, 27% of respondents indicated that they viewed their coworker's contribution on ISM slightly often, 23% were neutral, and 20% viewed it very much often while 1% did not view their coworker's contribution on ISM at all. The study results indicate that employees are well versed on the significance

of what is posted on the ISM platforms, hence, the reason most of them view what their coworkers contributes. The findings agree with Madsen (2016) in constructing organisational identity on internal social media found that coworkers constructed organisational identity when they challenge, negotiate, and discuss organisational issues on ISM, hence, this is the reason why most of employees are interested in viewing what their coworkers have posted.

4.4 Social Media Policy and Adoption of Internal Social Media

4.4.1 Familiarity with Group’s Social Media Policy

Respondents were requested to indicate whether they were familiar with group’s social media policy.

Table 4. 9: Familiarity with Group’s Social Media Policy

	Frequency	Percentage
Yes	149	96
No	7	4
Total	156	100

Based on the study results presented in Table 4.10, majority, 96% of respondents indicated that they were familiar with group social media policy while 4% indicated that they were not familiar with the KCB Group social media policy.

The internal social media administrator said,

“Social media policy has not affected the adoption of internal social media in the organisation. The policy gives clear guidance on what the organisation of the employees on social media be it twitter or Facebook Workplace. The information shared on internal social media should also be information that enriches the organization workforce. If the platform is left with no guidance, then the end results might be misuse of the platform”.

The corporate communication manager interviewed said,

“The social media policy in the organisation has been put not suppress employees from expressing their views but to mark boundaries when using social media platforms.”

The study results are a clear indication that KCB has put in place effective social media policies in order to have proper control over the social media usage by their employees since company loyalty and ethics extends to all forms of communication including social media, hence, they have instituted policies to deter employees from misuse of all social media platforms both internal and the external. The findings of the research indicate that there are different mandates that are given within the organisation when it comes to sharing of information about the company. The social media policy ensures that the employees know their limit when using this medium of communication. It also provides a framework for the organisation to evaluate its involvement on social media and steps to maximize benefits and mitigate business and legal risks.

4.4.2 Motivation to Share Something on Internal Social Media

Respondents were also requested to indicate what usually motivates them to share information on ISM. Majority of the respondents indicated that sharing something on ISM is very reliable, it improves relationship with co-workers, it helps to improve organisational awareness, it creates a sense of trust among the employees and that it enhances the protection of the individual employee opinion. They also agreed that they are able to view their fellow employees’ internal social media walls and get to know their areas of specialty. This enables ease in accessing help in case of enquiries on different issues that affect them.

4.4.3 Social Media Policy Guide on What to Share or not to Share

Researcher also requested respondents to indicate whether social media policy guide them while interacting on internal social media.

Table 4. 10: Social Media Policy Guide on What to Share or not to Share

	Frequency	Percent
Yes	135	87
No	21	13
Total	156	100

Based on the study results in Table 4.11, 87% of respondents who participated in the study indicated that they guided by social media policy when deciding on what to share and what not to share while 13% were of contrary opinion. The results indicate that employees are well aware that random sharing without considering the content can have consequences on the company since with online sharing, information is passed very fast which can affect the operational efficiency of the company.

The corporate communication manager emphasised that the organisation social media policy does not limit employees on what to share or not to share it only guides and gives the measures that taken in case any employee regardless of the position operates outside the policy. This ensures that the employees are able to use social media responsibly since the policy indicates that a bridge to it could lead to termination of employment.

The above sentiments were also shared by the employees some indicating that they are very careful and clear on what to share and post on internal social media because they know that any bridge of the policy might lead to their termination.

4.5 Impact of Internal Social Media on Organisational Communication

4.5.1 Receiving Organisation Information First

Table 4.12 below presents study findings on where KCB employees receive organisation information first.

Table 4. 11: Receiving Organisation Information First

	Frequency	Percentage
Email	21	13
Internal Social Media	128	82
Intranet	7	4
Total	156	100

As illustrated in Table 4.12 above, it was determined that 82% of KCB staffs received organisation information first via internal social media platform, 13% received via the email while only 4% who received organisation information via the intranet. This indicate that, KCB has recognised the usefulness of utilising ISM for communication facilitation as evidenced by the large number of its employees who indicated that they normally receive any information from the company first through ISM. This extensive use of ISM for communication facilitation is conforming to Kress (2005) view that internal organisational communication is important as it focuses on communication with all employees with emphasis on clear, consistent and continuous communication in building employee engagement. In addition, the study finding agree with Chris (2015) who argue that one of the byproducts of appearance of Workplace on the scene of internal communication might well be to kill email, the venerable all-time enterprise and consumer application champion.

According to the communication manager.

“Internal social media has improved the interaction between employees. It is much easier to know the different departments and who are attached to them through internal social media. This is very possible through the groups that are formed on the platform, a good example is the IT department, the Human resource department and the different branches group that clearly show all the members.”

4.5.2 Reason for Using Internal Social Media

Table 4.13 indicate that respondent’s agreement in regards to their reasons for using ISM for organisational communication strongly as illustrated by the average mean score 4.263.

Table 4. 12: Reason for Using Internal Social Media

	Mean	Std. Deviation
Giving Feedback	4.212	0.672
Dissemination of Information	4.038	0.610
Making Announcement	4.462	0.626
Knowledge Transfer	4.340	0.502
Total Score	17.051	2.410
Average Score	4.263	0.603

Respondents agreed that the reason for using ISM for organisational communication is to facilitate making announcements (mean=4.462); facilitating knowledge transfer (mean=4.340); providing feedbacks (mean=4.212) and also in dissemination of information (mean =4.038). Based on the above findings, it is clear that despite ISM being used for various communication facilitation purposes, KCB utilise it mostly for making announcements across the organisation. This can be attributed to the fact that ISM facilitates organisational communication by allowing all employees to receive the

information in real time as well as allowing a platform where people can express their suggestions as others view.

4.5.3 Rating Information Received/Discussed Through ISM

Respondents were requested to rate the information that they received/discussed through ISM.

Table 4. 13: Rating Information Received/Discussed Through ISM

	Frequency	Percent
Helpful	105	67
Unhelpful	47	30
Do not Know	4	3
Total	156	100

As depicted in Table 4.14 above, it was established that 67% of respondents rated information that they received/discussed through ISM as helpful, 30% rate the information unhelpful while 3% did not know whether the information was helpful or not helpful. The study results show that majority of KCB employees were benefiting from various information that their co-workers shared on the ISM as it facilitated communication. To employees, the information they receive through ISM is helpful because it emphasis on maximising employee engagement in organisations and promoting a more inclusive culture where employees are encouraged to present their point-of-views in a more organised manner. Also, the information is also helpful to the company as it gives the company more privacy since their online exchanges are secure since they have the option of restricting access to those with security clearances.

4.5.4 Having Facebook Workplace Application

Respondents were required to indicate whether they had Facebook workplace application that facilitated communication.

Table 4. 14: Having Facebook Workplace Application

	Frequency	Percent
Yes	114	73
No	42	27
Total	156	100

According to the study results in Table 4.15 above, 73% of respondents indicated that they had Facebook workplace application for facilitating communication whereas 27% indicated that they did not have. The study result is an indication that majority of KCB employees are technology savvy and they are utilising the same in their bid to facilitate communication. Being able to use internet has allowed KCB employees to download workplace applications easier. In addition, the fact that majority of people have smart phones which are easier to connect to the internet has also played a very essential role in allowing more people to install and access workplace application in their phones. The other reason why so many people have Facebook workplace application is that it is similar to the normal Facebook. This assertion conforms with Grudin and Skeels (2009) who provides that the Facebook Workplace interface is 95% similar to that of Facebook with most of the popular features imported to it. The only difference is that Workplace is for enterprise and thus the access is restricted to only the people who work within the organisation.

4.5.5 Facebook Workplace Installation

Researcher asked respondents to indicate where their Facebook workplace page is installed.

Table 4. 15: Facebook Workplace Installation

	Frequency	Percent
Phone	86	55
Laptop	70	45
Total	156	99

Based on the study results in Table 4.16 above, it was determined that 55% of respondents had their Facebook Workplace page installed in their mobile phones while 45% of respondents had their Facebook Workplace page installed in laptops. The reason why many people had installed their Facebook Workplace applications on their mobile phones is because they are easy to carry around, thus, allowing users to have access at any given time, hence, being able to follow conversations on their applications. The once sign on feature on the Workplace platform also makes it convenient and easy for the users to access and use since it is tied to other applications.

4.5.6 Being a Member of any Group on Workplace

Researcher requested respondents to indicate whether they are members of any group in their workplace.

Table 4. 16: Being a Member of any Group on Workplace

	Frequency	Percent
Yes	105	67
No	51	33
Total	156	100

The study results in Table 4.17 above determined that 67% of respondents had been members of some group in their workplace while 33% indicated that they were not members of any group in their workplace.

4.5.7 Challenges of Using ISM for Organizational Communication

Respondents were requested to indicate some of the challenges that results from using ISM for organisational communication. The challenges that respondents reported were as follows; delay in receiving feedback; it sometimes causes conflict among employees due to their post especially where they are individualised; some employees spend too much time on ISM and thus affects productivity, and lastly some of the employees are not well versed to new technology, thus, face challenges with use of new media technology

4.5.8 Feeling Free to Voice Opinion and Ideas on ISM without Censorship

Respondents were requested to indicate whether they felt free to voice their own opinion and ideas on ISM without censorship.

Table 4. 17: Feeling Free to Voice Opinion and Ideas on ISM without Censorship

	Frequency	Percent
Yes	105	67
No	51	33
Total	156	100

The study results depicted in Table 4.18 above determined that, 67% of respondents always felt free to voice their own opinion and ideas on ISM without censorship while 33% indicated the opposite. This indicates that, KCB employees are always free to share their view with their coworkers on the Facebook Workplace platform. The issue that arise in the section is the ability for employees to discuss issue that affect their work place without holding back any information and participate in healthy debates that support the organizational values. The administrator that was indicated that the organization does not suppress employees from expressing their feelings on internal social media but rather encourage healthy discussions that promote organisation values and culture.

CHAPTER FIVE

SUMMARY CONCLUSIONS AND RECOMMENDATIONS

5.1 Overview

This chapter discusses a summary of the key findings of the study and presents the conclusions based on the study findings.

5.2 Summary of the Findings

Based on the feedback given by the respondents the researcher came with a summary of the findings used to draw conclusions and recommendations. The summary of the findings guided by the research questions. In a bid to answer them, the researcher administered questionnaires and conducted in depth interview with Facebook Workplace admin and internal communication expert.

5.2.1 Internal social Media and facilitation of Communication

The research found out that internal social media is rapidly bringing a shift in the facilitation of organization internal communication. A majority of the employees use internal social media for facilitation of communication frequently with most of them accessing the workplace application on their phones and computers.

The most popular internal social media platform used to facilitate communication is Facebook Workplace and employees receive information and announcements first on internal social media. The research findings also indicated that a large number of employees were members of a group on internal social media.

5.2.2 Self-censorship and Language Use on Internal Social Media

The research also found out that sharing information on internal social media improved relationship with coworkers helps improve organisational awareness and creates a sense of trust among employees. As much as the above findings indicate the importance of internal social media in organisational communication, there are a part of employees who felt that they were not free to voice their opinion. This came out clearly with some clearly indicating that they feared voicing their opinion due to the set out guidelines in the social media policy.

5.2.3 Social Media Policy and Adoption of Internal Social Media

The research found that the company's social media policy guides employees on what to share and how to use internal social media. It was clear that a majority of the employees were conversant with the social media policy (87%) while the ones who were not at (13%). This means that the sensitisation on the policy and how to use social media has been done and that the employees comply with it while using internal social media to interact with each other on the Facebook Workplace platform.

5.2.4 Challenges of using Internal Social Media

The study results also showed the challenges that employees have in using internal social media as: delay in receiving feedback, cause of conflict among employees especially individualised posts and some employees' inability to understand the new media technology thus face challenges assessing and navigating on internal social media. These challenges faced by employees are issues that if well sensitised the organisation will fully reap the benefit of using internal social media as a tool for communication.

5.3 Conclusions

The findings of this study indicate that internal social media introduction in internal communication largely facilitates communication among employees. Most employees have installed Facebook Workplace application on their phone and receive the information within the organisation on the platform. The interaction with coworkers also improves because of the use of internal social media. However, the adoption of internal social media has its challenges as it came out in the interviews with the communication manager and the internal social media administrator.

5.3.1 Internal social media and facilitation of communication

The study findings indicate that employees have adopted internal social media and it facilitates communication especially among coworkers and different groups within the organization. However, the interviews with communication manager and internal social media administrator indicate that as much as Facebook Workplace was introduced as an additional channel of communication, it is not used as a main communication channel but rather emails remain the dominant official communication channel with circulars and official communication being done through emails. An article by Preimesberger on *How Facebook wants to change Status Quo with Workplace*, argues that one of the byproduct of its appearance on the scene might well be to kill email, the venerable all-time enterprise and consumer application champion.

Scholars also argue that the use and adoption of ISM is changing communication in organisations. Communication in organisations is taking a new shift with the use of new

technology and internal social media where workers are now able to access information wherever they are.

5.3.2 Social media policy effect on use and adoption of internal social media

The research found that employees were familiar with the social media policy. However, there was a percentage of employees who do not understand the social media policy. Hansche and Henry (2016), all policies and procedures related to the financial institutions sanctioned social media activities by employees should be identified and reviewed to ensure that these activities have appropriate approval.

5.3.3 Challenges experienced in adoption and use of internal social media

The challenges that were reported in the adoption of internal social media include: delay in receiving feedback, sometimes causes conflict among employees as a result of individualized posts and some employees spend too much time on internal social media. Because of all this productivity is affected. Lastly, some employees are not well versed with to new technology, thus, face challenge with the use on new media technology.

This finding divert from the previous research done by Madsen (2017), The first challenge for organisations which had introduced Ism within the last five years was the word “social’ which was perceived as an initial barrier to getting coworkers and organisations alike to accept the media. The meaning coworkers assigned to ISM was that it was a means for sharing personal news and cake recipes, and therefore considered it a waste of time in a work context.

5.3.4 Self-censorship and language use on internal social media

The study results indicate that 67% of employees felt free to voice their opinion and ideas on ISM without censorship. The information shared involve work related issues. This indicates that as much as there are employees who feel free to voice their opinions on internal social media there is still a percentage that are hesitant to freely communicate on internal social media.

Previous studies done indicate that organisational culture and especially lack of trust, stopped organisations from fully integrating ISM in internal communication (Sievert and Lipp, 2016). Madsen (2017) found that coworkers did not understand the informal nature of the communication arena, and that silly questions and imperfections were okay. They perceived that self-censorship would prevent coworker communicating. Coworkers would fear the consequences of showing their ignorance, of being “on stage”, of standing out, or of not having interesting knowledge to share: it depends on the filter of the individual person. Some might wonder about the consequences.

5.4 Recommendations

Based on the findings of the research, the researcher came up with recommendations for the use of internal social media within organizations to facilitate internal communication. Internal social media being a new phenomenon, organizations need to embrace it more and embed it in the internal communication structure. Employees need to be sensitised on internal social media use and all the available channels so that the organizations can reap fully the benefits of this enterprise social network services. This will enhance facilitation of communication within the organization at different levels. It will ensure that all

employees are included in the conversations that take place within the organisation and sharing of information and free interaction is realised among coworkers.

The organisation social media policy guides and provide a framework for the institution to monitor the use of social media policy; this however should not be interpreted as a way to suppress expression on work related issues that affect employees.

The awareness of internal social media as a new tool of communication is a great start to ensuring that employees embrace it as an everyday channel of communication. One of the challenges of introduction and adoption of use of Facebook Workplace as a communication tool was that originally, people used it frequently due to excitement but with time, they use it occasionally to communicate. Employees to be encouraged on embracing it as a part of their everyday internal communication.

5.5 Suggestion for Further Research

The study sampled employees from one organisation and thus further studies need to be done which will explore the use and adoption of internal social media within various industries in Africa and particularly Kenya.

While the research provides new insights in the shift of organisational internal communication, further research is required to explore what actually happens on internal social media including analysis of different profiles on platforms to understand the interactions with employees at different hierarchy levels. Finally, participatory communication on internal social media should also be an area of research.

REFERENCES

- Bennet, J, Owens, M, Pitt, M and Tucker, (2010), "Workplace Impact of Social Networking". *Property Management*, Vol.28 No .3 pp 138-148
- Giles, H. (2016). Communication accommodation theory. *The International Encyclopedia of Communication Theory and Philosophy*.
- Iris, R., Ofer, I., Tomen, S., Roger, M., & Lin, Z. (2019). 'Emotion in Enterprise Social Media Systems". *Information Technology and People*.
- Jagongo, A. C. K. (2013). The Social Media and Entrepreneurship Growth: A New Business Communication Paradigm among SMEs in Nairobi. *International Journal of Humanities and Social Science*, 213-225.
- Jensen, U. T., Moynihan, D. P., & Salomonsen, H. H. (2018). Communicating the Vision: How Face-to-Face Dialogue Facilitates Transformational Leadership. *Public Administration Review*, 350-361.
- Kothari, C. (2004). *Research Methodology: Methods and Techniques*. New Delhi: New Age International (P) Limited.
- Kothari, P. (2007). *An Introduction to Research Methods in Social Sciences*. New Delhi: Kodowa Publishers.
- MacBride, S. (2004). *Many voices, one world: Towards a new, more just, and more efficient world information and communication order*. Rowman & Littlefield.
- Madsen, V. T. (2017). The challenges of introducing internal social media – the coordinators' roles and perceptions. *Journal of Communication Management*, 2-13.
- Madsen, V. T. (2018). "Participatory communication on internal social media – a dream or reality? Findings from two exploratory studies of coworkers as communicators", *Corporate Communications: An International Journal*, 614-625.
- Mary Welch. (2011). "The evolution of the employee engagement concept: communication implications". *Corporate Communications: An International Journal*, 328-340.
- Merlene, N. S. (2015). Emerging Issues in Internal Communications: Generational shifts, Internal social Media and Engagement. *Public Relations Journal*.
- Miller, P., & Marsh, E. (2016). *The digital renaissance of work: Delivering digital workplaces fit for the future*. Routledge.
- Mugenda, O & Mugenda, A. (2003). *Research Methods: Quantitative and Qualitative Approaches*. Nairobi: Acts press.

- N, M. P. (2003). *Theories of Communication Networks*. Cambridge: Oxford University Press.
- Noriah, I. M., & Abu, Y. (2014). Developing Sampling Frame for Case Study. *World Journal of Education*.
- Ogay, H. G. (2007). Communication Accommodation Theory. In B. B. (Eds), *Explaining Communication: Contemporary Theories and Exemplars* (pp. 293-310). Mahwah: NJ: Lawrence Erlbaum.
- Orodho, J.A. (2005). *Techniques of Writing Research Proposals and Reports in Education and Social Sciences*. Nairobi: Kanezja HP enterprises.
- Otieno, D. O., & Matoke, V. B. (2014). Social Media as Tool for Conducting Academic Research. *International Journal*, 4(1).
- R, W. M. (2007). "Rethinking Internal Communication: A Stakeholder Approach," "Corporate Communications: *An International Journal*, 177-198.
- Skeels, M. and Grudin, J. (2009) *When Social Networks Cross Boundaries: A Case Study of Workplace Use of Facebook and LinkedIn*. Proceedings of the ACM 2009 International Conference on Supporting Group Work, Sanibel Island.
- Skeels, M. M., & Grudin, J. (2009). When social networks cross boundaries: a case study of workplace use of facebook and linkedin. *In Proceedings of the ACM 2009 international conference on supporting group work ACM*, 95-104.
- Soliz, H. G. (2014). Communication Accommodation Theory: A Situated Framework for Relational, Family, and Intergroup Dynamics. *Research Gate*, 157-167.
- Verheyden, M. (2017). "Social Media and the Promise of Excellence Internal Communication". *Journal of Organizational Ethnography*, 11-25.
- Walther, J. B. (2015). Social information processing theory (CMC). *The International Encyclopedia of Interpersonal Communication*, 1-13.
- Walther, J. B. (2015). Social information processing theory (CMC). *The International Encyclopedia of Interpersonal Communication*
- Wim, E. J. (2012). Corporate Communication Positioned within Communication Studies. Corporate Communication an International Journal: *The Journal and its History Scope and Future Developments*.

APPENDICES

Appendix I: Questionnaire for employees on ISM uses

My name is Murengu Harriet, a student pursuing a Master of Arts degree in Communication Studies at the University Of Nairobi- School Of Journalism. As a part of course requirement, I am undertaking *a study to analyse the adoption of Internal Social Media by employees*. The findings of this study will strictly be used for academic purposes and/or identify the gaps and propose solutions.

The questionnaire is therefore intended to seek your views on the various aspects of Internal Social Media usage and adoption within the organization. Kindly fill it with all sincerity and honesty. The information you provide will be utilised purely for academic purpose and will be treated with utmost confidentiality.

SECTION A: DEMOGRAPHICS

Name

(Optional)

1. Age (Tick Appropriately)

19-29 [] 30-39 [] 40- 49 [] 50-59 []

2. Education Level

College level [] University level [] Post graduate level []

3. How long have you worked in this organization?

1- 5 years [] 6 - 10years []

11 - 15 [] Above 16 years []

SECTION B: INTERNAL SOCIAL MEDIA AND COMMUNICATION FACILITATION

4. Do you use Internal Social Media? (Yes) (No)

5. How often do you use internal social media?

Hourly [] Every 8 hours [] Every 12hours []

Once a day [] Once a Week [] Every 2 Weeks [] More than 2 weeks []

6. How do access your ISM page? Via (tick all option that apply)

Mobile/smartphone [] Computer/Laptop []

7. Which internal social media platform do you use often/ are you most familiar with?

Yammer [] Workplace by Facebook []

8. Why are you more familiar with option in 6 (a)?

.....
.....
.....

9. How often do you view coworkers' contribution on ISM?

.....

.....
.....
10. What kind of information do you share with coworkers on internal social media?

.....
.....
.....

SECTION C: SOCIAL MEDIA POLICY AND ADOPTION OF INTERNAL SOCIAL MEDIA

1. Are you familiar with the group's social media policy?

.....
.....
.....

2. In your own words what motivates you to share something on ISM?

.....
.....
.....

3. Does the social media policy guide you on what to share and what not to share?

.....
.....
.....

SECTION D: IMPACT OF INTERNAL SOCIAL MEDIA ON ORGANIZATIONAL COMMUNICATION

1. Where do you receive organization’s information first?

Email [] Internal Social Media [] Intranet []

On a scale of 1 to 5, 1 being the lowest and 5 being the highest, please rate the reason for use of ISM

USE	1	2	3	4	5
Giving Feedback					
Dissemination of Information					
Making Announcement					
Knowledge Transfer					

2. How can you rate the information received/discussed through ISM?

Helpful [] Unhelpful [] Do Not Know []

3. Do you have the Facebook’s Workplace Application?

Yes [] No []

If yes where is it installed?

Phone [] Laptop []

4. Are you a member of any group on Workplace?

Yes []

No []

If yes how many groups are you in on Workplace?

5. In your own view what are the challenges of using internal social media (Workplace) for organizational communication?

SECTION D: SELF-CENSORSHIP ON INTERNAL SOCIAL MEDIA

6. Do you feel free to voice your opinions and ideas on internal social media platforms without censorship?

.....
.....
.....

7. What kind of information do you share on Facebook's Workplace?

.....
.....
.....

Appendix II: Interview Guide for ISM coordinators

My name is Murengu Harriet, a student pursuing a Master of Arts degree in Communication Studies at the University Of Nairobi- School Of Journalism. As a part of course requirement, I am undertaking *a study to analyze the adoption of Internal Social Media by employees*. The findings of this study will strictly be used for academic purposes and/or identify the gaps and propose solutions.

The interview is therefore intended to seek your views on the integration of ISM within the organization and the employee adoption of the platforms. Kindly respond with all the sincerity and honesty. The information you provide will be used purely for academic purposes and treated with utmost confidentiality.

ADOPTION OF INTERNAL SOCIAL MEDIA WITHIN THE ORGANISATION

1. Area of expertise
2. How is internal social media used to facilitate internal communication at KCB Group?
3. How do the KCB Group social media policies affect the use and adoption of internal social media?
 - What is your view on the adoption of internal social media by employees?
 - What is your view on the nature of information to be shared among employees on internal social media?

4. What is the impact of internal social media on dissemination of information within the Group?
5. What are the major challenges as internal social media administrators that have been experienced in the introduction and its adoption to communication within the organization?
6. In your opinion, has internal social media improved dissemination of information within the organization?
7. Has the Introduction of internal social media within the organization improved co-worker interaction and sharing of ideas?
8. Has the KCB Group social media policy affected employees' freedom of interaction and sharing of information on internal social media? Explain your answer
9. In your own opinion, do you think employees express themselves freely on Facebook's Workplace? Explain your answer.

Appendix III: 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 09/06/2019 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: K50/72326/2011

Name: MURENGU HARRIET

Title: Adoption and Use of Internal social Media

In Organizational Communication - A case study of
Facebook's workplace at KCB Group.

Dr Samuel Sirangi
SUPERVISOR

Dr Samuel Sirangi
PROGRAMME COORDINATOR

Dr Samuel Sirangi
DIRECTOR

Sirangi
SIGNATURE

Sirangi
SIGNATURE

Sirangi
SIGNATURE/STAMP



30/06/2019
DATE

04/11/2019
DATE

04/11/2019
DATE

Appendix IV: Turnitin Originality Report

Document Viewer

Turnitin Originality Report

- Processed on: 28-Nov-2019 13:49 EAT
- ID: 1223231289
- Word Count: 12575
- Submitted: 1

Adoption and Use of Internal Social Media in ... By Murengu Harriet
K50/72326/11

Similarity Index
15%

Similarity by Source

Internet Sources:
7%

Publications:
4%

Student Papers:
13%

exclude quoted exclude bibliography excluding matches < 10 words mode:

Change mode [print](#) [refresh](#) [download](#)

2% match (Internet from 07-May-2019)
<https://www.emeraldinsight.com/doi/full/10.1108/JCOM-04-2016-0027>

1% match (student papers from 01-Jul-2018)
[Submitted to University of Wollongong on 2018-07-01](#)

1% match (student papers from 29-Oct-2019)
[Submitted to Mount Kenya University on 2019-10-29](#)

1% match (publications)
["Practice-Driven Research on Enterprise Transformation", Springer Science and Business Media LLC, 2013](#)

1% match (student papers from 23-Apr-2019)
[Submitted to Higher Education Commission Pakistan on 2019-04-23](#)

<1% match (student papers from 24-Sep-2012)
[Submitted to University of Greenwich on 2012-09-24](#)


<1% match (student papers from 12-Apr-2019)
[Submitted to Kenyatta University on 2019-04-12](#)

<1% match (Internet from 21-Jul-2017)

Murengu Harriet
28-11-2019
13-12-2019

UNIVERSITY OF KENYA
28 NOV 2019
JOURNALISM & MASS COMMUNICATION

Appendix V: 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, 28081
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 4/11/2019 in respect of M.A/PhD. Project/Thesis Proposal defence have been effected to my/our satisfaction and the project/thesis can be allowed to proceed for binding.

Reg. No: K50/72326/2011

Name: MURENGU HARRIET.

Title: ADOPTION AND USE OF INTERNAL SOCIAL MEDIA
IN ORGANIZATIONAL COMMUNICATION: A CASE OF FACEBOOK WORKPLACE
AT KCB GROUP.

<u>Dr. Samuel Njagi</u> SUPERVISOR	<u>[Signature]</u> SIGNATURE	<u>29/11/2019</u> DATE
<u>Prof. Necho Ndati</u> PROGRAMME COORDINATOR	<u>[Signature]</u> SIGNATURE	<u>13.12.2019</u> DATE
<u>Prof. Necho Ndati</u> DIRECTOR	<u>[Signature]</u> SIGNATURE/STAMP	<u>13.12.2019</u> DATE

