AN ASSESSMENT OF USE OF SOCIAL MEDIA IN BUSINESS COMMUNICATION IN KENYA AMONG POSTGRADUATE STUDENTS AT USIU

BY

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UNITED STATES INTERNATIONAL UNIVERSITY
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A Project Submitted to the Chandaria School of Business in Partial Fulfilment of the Requirement for the Degree of Global Executive Masters in Business Administration (GeMBA)

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SPRING 2017
DECLARATION

I hereby declare that this is my original work and has not been submitted to any other college, institution or university other than the United States International University in Nairobi for academic credit.

Signed: ___________________________  Date: ________________________

Michael Sindani,

This project has been presented for examination with my approval as the appointed supervisor.

Signed: ___________________________  Date: ________________________

Dr. P.N. Kiriri

Signed: ___________________________  Date: ________________________

Dean, Chandaria School of Business
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ACKNOWLEDGEMENT

I would like to acknowledge the Almighty God for enabling me complete this proposal. I would also like to acknowledge my supervisor Dr. Kiriri for the generous support and knowledge offered to me. My further gratitude goes to my friends and family for their support.
DEDICATION

I dedicate this project to my Son Adrian, fellow students of the MBA class, friends and my family.
ABSTRACT

This study sought to assess the use of social media in business communication in Kenya among postgraduate students at USIU. To achieve this purpose, the study sought to answer these research questions: What are the effects of social media on business communication and growth? What are the challenges of use of social media in business communication and growth? What are the strategies to address challenges in use of social media in business communication and growth?

This study adopted descriptive research design and the population of this study was 702 postgraduate students at USIU. A sample of 140 respondents was selected from this population. The study relied on primary data using a questionnaire. The questionnaires comprised of closed ended questions in line with the objectives of the study. A five point Likert scale was used for closed ended questions. Data analysis was done using Statistical Package for Social Sciences (SPSS). The measures of central dispersion including means and standard deviation were used. The findings were presented in the form of tables and figures.

The study found out that communication had been enhanced among the students through social media, social media platforms have transformed lives of students, recruitment of staff in this institution was enhanced by social media and screening of employees is done using social media and social media had helped companies to shorten hiring times in this institution.

The study reveals that the institution had turned to social media in conducting most of the business, social media can expose an organization to lawsuits, social media had contributed to hijacking as attackers gain access to the information of this organization, the use of social media had introduced viruses which replicated themselves in carrying out certain operations without user knowledge and Some messages posted on social media destroy the institutional name and negative comments posted by users of social media spoil the reputation of this organization.

The study established that the organization trains its employees on social media risks, social media policies were put in place and are incorporated into the overall institutional policies, the organization works with human resources (HR) department to establish new policies to address employee posting of work-related information and had strong
This study concludes that there is a general positive effect of the social media on business growth, information from social media is unreliable and that access to relevant resource is necessary for students to take efficient decision in their research and verification of information from social media and accounts could aid in providing credibility of the information gathered from the social media platform. Information from social media is unreliable and that access to relevant resource is necessary for students to take efficient decision in their research. Inadequate bandwidth, slow internet connections and inadequate computers, lack of privacy of information, expensive to access internet are the least challenges encountered by students in access of social media platforms at the institution. Verification of information from social media and accounts could aid in providing credibility of the information gathered from the social media platform. Additionally, implementation of social media policies and provision of in-links redirecting users to research sites in the social media platform could attract more visitors to the site hence boosting social media as a tool of research.

The study recommends that the institution should continually embrace social media if they want to remain competitive. The study has shown that Social media has been effective in service delivery, with the increasing growth of internet users and low internet cost social media is expected to grow further and hence the need for to lay an effective strategy for the adoption of social media tools even in the future. The study also recommends that due to its damaging effect if mishandled, the institution should ensure that social media tools are handled by well trained and knowledgeable staff. Institutions should embrace use of social media platforms by formulating policies on how to use social media, this will ensure regulation and verification of information posted in the social media platforms hence making the information credible to be used by scholars for research and education purpose.
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CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Study

According to Kaplan and Haenlein (2009), social media as a group of Internet based applications that are built on the ideological and technological foundations that allow the creation of exchange of User Generated Content. According to Safko and Brake (2009) Social Media refers to activities, practices, and behaviors among communities of people, who gather online to share information, knowledge, and opinions using conversational media. Conversational media covers the web-based applications that make it possible to create and easily transmit content in the form of words, pictures, videos, and audios. Drury (2008) places emphasis on the word share, as the most important part of social media. By December 2011 the Facebook social online networking application had 845 million active users of which 425 million used Facebook mobile products.

The growth of new digital media in the first decade of the twenty-first century has seen a transformation of marketing communication, with 94 per cent of marketing executives responding to a 2010 survey indicating that they expect to spend more on social media over the following three years (Busby et al., 2010). One of the newest forms of social media is micro blogging, most commonly associated with Twitter. Since its launch in 2006, Twitter has accumulated more than 175 million users (Twitter.com, 2011), other social media channels for social business are: Facebook, LinkedIn, YouTube and Blogs.

According to Sicilia (2008) a huge contributing factor is the growth of mobile phones owners with instant and easy access to social media. Hoffman (2007) indicated that we cannot ignore the huge potential of social media irrespective of the industry. Before the introduction of social media, consumers relied on companies for information and marketing and public relation managers would selectively put forth only what they needed to publicize. At the moment with websites like Yelp, Urban spoon and Trip advisor more people follow what the customers say about a business.

Social media is online content created by people using highly scalable and accessible publishing technologies. In its basic sense, it’s a shift in how people discover, read and share news, information and content. It is a fusion of sociology and technology transforming monologues (one to many) into dialogues (many to many) and is the
democratization of information, transforming people from content readers to publishers. Social Media allows people to connect in the online world to form relationships for personal, political and business use.

Ruiz (2006) indicated that more people are relying on sources they trust such as social media reviews made by their friends, family or friends rather than trusting commercially driven institutions such as news broadcasting agencies and advertisers. According to Kapoulas (2010) being open and true on platforms such as Facebook, Twitter, LinkedIn and Twitter can help a business build a huge base of loyal customers. Weber (2006) in his book, *Marketing to the Social Web*, posits that “The marketer’s primary job is to be the aggregator of customers and potential customers. The marketer’s secondary job now and in the future is to create compelling environments that attract people. “Some people still believe that social media is a fad, a bubble that will burst as suddenly and dramatically as the first Internet bubble did.

In Latin America, Lux (2009) expresses that social media is not about money or institutions, stockholders making billions of dollars, corporate ownership but social media is about ordinary people taking control of the world around them and finding creative new ways to bring their collective voices together to get what they want. It is the world to which institutions must adapt and we have only the no clue of what will happen when a new generation of digitally empowered kids joins the workforce. There will be fluctuations in the market and new-media ventures will come and go. That’s a natural cycle of any growth industry. But it’s clear that people will never go back to the day when marketers had to funnel messages through a few media monoliths. The stunning speed with which these changes are occurring has blindsided business marketers. Having spent decades refining tactics built around messages, they are now being told that the messages don’t matter. They need to become Chief Conversation Officers (Lux, 2009).

Role of social media in business is basically about building a conversation with one’s clients and consumers. Companies are successfully using social Media to drive sales, build traffic, find employees, build community and create a positive, well-known brand. Social media can be leveraged to create wonderful marketing masterpieces. Big names like Skittles and Dell have successfully used social media to increase their sales, brand and community around their products.
According to Betich (2010), in Kenya, almost all business entities that deal with communicating with the customers has social media as an important part be it marketing, branding, PR, customer service or any other function of a business that requires you to reach out, social media plays a vital role. Close 90% of marketers are using social media to market their businesses out of which 65% have just started or only a couple of months into it (Rafaeli, 2010). Out of those who are currently using social media, almost more than half are on social media for more than 6 hours per week while 12.5% spend more than twenty hours per week. Going by the patterns companies that have just started using social media spend little time. In terms of the benefits, most of the businesses cite brand awareness and publicity as the highest return, an increase in foot traffic, finding new business partners, rise in search engine rankings and generating leads. Social media technology, such as Facebook, and Twitter, has enabled customers to express their feelings regarding a product or service they have purchased. With this feedback, businesses can improve decisions on how to serve clients and create more informed solutions, thus increasing customer loyalty (Myron 2010).

Social media, although a relatively recent phenomenon, is becoming an increasingly important part of any business’s marketing and client base development platform. The perception of social media marketing has shifted quickly—no longer viewed as a trendy or passing fad, having a flexible and well-managed presence in each of the “big three” (Facebook, Twitter and Google+) has become a must for any business seeking to secure a place in both the traditional and digital marketplace. What could once be accomplished by a traditional website now needs to be supplemented by a robust and responsive utilization of the tools social media offers. With the embracing of social media in business communication, companies are facing challenges in communicating effectively using this new media. In Kenya, most businesses are facing huge challenges in effective use of social media in business communication.

1.2. Problem Statement

Social media has altered how people lives and institutions in ways that people are only beginning to comprehend (Rafaeli, 2010). More than 75% of the U.S. adult population is now online. By some estimates, more than one billion people will be using social media by 2012, whether through blogs, social networks or photo/video sharing (Gallaugher &
Ransbotham, 2010). Several studies have been conducted on social networking site use covering several topics ranging from ethical issues (Clark & Roberts, 2010) to privacy and security ones (Dinh, 2011; Dwyer, 2007; Patel & Jasani, 2010). From these studies, it was established that social media is mainly used for social conversations with majority (81%) of the users conversing with friends. As such, social media provides corporations with an opportunity to reach a large customer base with a single click. Despite the enormous benefits social media brings to the business, there are a number of shortcomings of social media in business communication.

1.3. Purpose of the Study
The general objective of this study was to assess the use of social media in business communications in Kenya.

1.4. Research Questions

1.4.1. What are the effects of social media on business communication and growth?
1.4.2. What are the challenges of use of social media in business communication and growth?
1.4.3. What are the strategies to address challenges in use of social media in business communication and growth?

1.5 Significance of the Study

1.5.1 Business communication
The findings of the study would be beneficial to marketing team of companies especially when developing and designing products and services that would meet the consumers buying and consumption behaviours. In addition, the study would help in tailoring promotional messages that fit into the consumers lifestyles, way of life and consumption behaviour. They can effectively converge/ merge communication with other players that would be a springboard for value-added products. Most importantly, the information would be beneficial in entering new markets or expanding existing markets for their products, thus increasing their market share.

1.5.2 Public relations
The study would be tremendously valuable to the organization’s public relations practitioners as it provides insights into the future of public relations across the globe, with
a special emphasis on developing economies like Kenya. The sector would have valuable information that would help in managing the image of an organization in the public domain.

1.5.3 Researchers and Academicians

The study provides researchers and academicians with relevant first-hand information on the use of social media in business communication, the peculiar factor that affect executives and the extent to which research on this area has been done. The academicians may, in effect, have practical up to the minute information that would be a springboard for innovative research as well as development of curriculums that embrace use of social media in business communication.

1.6 Scope of the Study

The scope of the study was limited to USIU postgraduate students. The study was based on the assessment of use of social media in business communication among postgraduate students at USIU in Kenya. USIU was selected as it has the most elaborate, comprehensive and progressive postgraduate program in Kenya. This meant that the survey was easily conducted.

The study was faced with a challenge in getting responses from the target population for fear that the information sought in the study may expose their organization or paint a negative image about their associations. To overcome this challenge, the researcher explained the importance of the study to the respondents to ensure they understand the role of the study its importance to them. The study was undertaken in the Month of September, 2016.

1.7 Definition of Key Terms

1.7.1 Bio

A ‘Bio’, short for biography, is the small portion of your online profile that explains to new or potential followers who you are. All social platforms have some version of a Bio, as they are valuable in attracting new followers with similar interests. When it comes to your Twitter strategy, your Bio is the first thing users see when they discover your profile
and a good Bio can greatly improve how often you show up in keyword searches (Social Media Glossary, 2016)

1.7.2 Business Communication
Refers to the sharing of information between people within an organization and also with existing and potential customers for the commercial benefit of the organization (Kalla, 2005)

1.7.3 Social Media
A group of Internet-based applications that build on the ideological and technological foundations of Web 2.0 and that allow the creation and exchange of user generated content (Cavico, Mujtaba, Muffler and Samuel, 2013).

1.7.4 Connection
On LinkedIn, there are several types of connections you can make. The basic type of connection is a 1st degree connection—a contact that you know personally or professionally and that has accepted your invitation to connect. Other degrees of connections are dependent on your extended network and how closely they are connected to other individuals you know (Spafford, 2009).

1.7.5 Content marketing
A marketing strategy based on attracting and retaining customers through the creation and distribution of valuable content, such as videos, white papers, guides, and info graphics. Content marketers look to earn customer loyalty and influence decisions by providing useful, entertaining, or educational media. A famous example of content marketing is the Michelin Guide, first published by the tire company Michelin in 1900. Rather than telling people to buy their tires, Michelin provided maps, advice on car repairs, lists of hotels, and other valuable information that would encourage car ownership. Over time the Michelin Guide evolved into the world’s most influential guide to restaurants—driving massive brand awareness and loyalty for Michelin. With the rise of social media and search engines, content marketing is now a vital technique for businesses of all sizes (Content Marketing Institute, 2016)
1.7.6 Like
Derived from the dictionary-approved meaning (children like ice cream, duh), to like something on social media is a Facebook invention that’s evolved into an understood expression of support for content. Along with shares, comments, and favourites, likes can be tracked as proof of engagement. Facebook’s algorithm adjusts individual content feeds based on like patterns, making for interesting results when consciously meddled with (Zyl, 2008)

1.8 Chapter Summary
Chapter one presents the background of the assessment of use of social media in business communication among postgraduate students as the purpose of the study. The chapter also outlines the statement of the problem in the context of use of social media in business communication. It further lays out the specific objectives of the research, the value of the study and its scope of the study as well as the working definitions of specific terminology used in the work. Chapter two covered literature review in line with the research questions while chapter three covered research methodology. Chapter four present the research results and findings while chapter five presents discussions, conclusions and recommendations of the study.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

This chapter presents a review of the concepts and the studies available on use of social media in business communication in Kenya among postgraduate students. The chapter is presented in subsequent sections based on the objectives of the study. These subsections include: effects of social media on business communication and growth, the challenges of use of social media in business communication and growth, the strategies to address challenges in use of social media in business communication and growth and research gap.

2.2 Social Media on Business Communication and Growth

Cavico, Mujtaba, Muffler and Samuel (2013) opined that social media is a composition of web-based networks hosted by the Internet that facilitates the sharing of information and communication between the users collectively. According to Smith (2012) social media is a social interaction that relies on the use of the Internet technologies in combination of words and videos. This interactive process between users of social media facilitates communication, socialization, sharing of emails and documents.

Various platforms of communication have evolved as a result of social media. These platforms include Face book, Twitter, whatsapp and Instagram. These platforms have transformed the lives of people in as they communicate to each other. Fischer and Reuber (2011) orated that face book is a social networking site in which people communicate to each other efficiently and conveniently. Social media is at times called social networking. Facebook, Skype and discussion forums form social media tools (Tapscott & Williams, 2008).

Kaplan and Haenlin (2010) established that social media fall into different categories. These include: collaborative projects like Wikipedia), blogs, content communities (like YouTube), social networking sites (like Facebook), virtual social worlds (like Second Life) and virtual game worlds.

The application of social media in business communication is far and wide social media
helps a business to connect its customers as it seeks to make engagements with them. This helps an organisation in building good working relationships that facilitate organisational growth. Social media can therefore be used in attracting the new customers as well as retaining the old customers (Mangold & Faulds, 2009).

Organizations that rely on social media to undertake their business practices are reporting significant benefits. A study by McKinsey and Company of executives from around the world (McKinsey, 2009) found out that 69% of the respondents reported that their companies had gained measurable business benefits, including improved products, services and marketing lower cost of doing business and higher revenues.

Social media is also applied by most businesses in marketing. This therefore means that social media is a marketing tool for most businesses. This helps companies to carry out extensive research, as they connect with the communities. The growth in Social media has allowed social networking and which has made it possible for most companies to rely on social media as a marketing tool (Kotler & Armstrong, 2011).

2.2.1 Social Media Marketing

Sisira (2011) defines social media marketing as an attempt to use social media to persuade consumers and other customers of a business worthiness of the products and/or services. It relies on online communities, social networks and blog marketing. Most consumers are moving away from traditional media that include TV and magazines and increasingly adopted the use social networking sites to search for information (Bruhn, Schoenmueller & Schafer, 2012).

Zeller (2012) states that social media is cost effective in its application in most businesses. Social media also allows a company track and only focus to customers with real interest in the company products. Sisira (2011) summarises three advantages of using social media marketing. These advantages include, the social media providing an opportunity for marketers to present their products / services to customers and listen to their complaints. It enables marketers to identify various peer groups who help in establish brand equity. It is also cost effective as most of the social networking sites are free.

Social Media Marketing Industry Report (2010) indicates that 56% of the marketers are using social media for 6 hours or more each week, and nearly one in three invest 11 or
more hours weekly to carry out marketing. The top social media platforms used by these markets include Twitter, Facebook, LinkedIn and blogs. These therefore imply that social media is greatly applied in marketing of the company products and helps in organisational growth due to high streams of revenue generated. Clark and Melancon (2013) orated that social media increases customer satisfaction. This is because an opportunity is presented for customers to interactively meet sellers and the sellers attend to their complaints. An increased customer satisfaction creates good relationships and therefore retains the customers. This will increase customer loyalty.

2.2.2 Brand Awareness

Bertilsson (2009) held that brands are symbols that allow consumers to make a difference between the producers and trace the quality of the product back to the manufacturer. Therefore, when a company wants to compete successfully on the market, the brand must consist of several features. Kottler (2010) define a brand as name, term, sign, symbol, or design, or combination of them which is intended to identify the goods and services of one seller or group of sellers and to differentiate them from those of competitors. A high level of awareness of the products and the company facilitates organisational growth due to increased revenue streams. Social media has enabled companies to clearly make their products known to customers. The sites of social networking can provide great information about the customers and their interests, lifestyles, and attitudes-data that might otherwise be difficult or impossible to acquire (Caroline & Wollan, 2011).

Baier, Katoen and Larsen (2008) opined that customers’ brand attitude plays a crucial role in firms’ efforts to make profitable business. That is because a strong brand could gain a firm competitive advantage and therefore growth in a certain sector (Kim et al., 2008). Brown (2010) held that many companies and organizations of all types and sizes are using social media to monitor and respond to negative feedback about their brands or products. Pencak (2011) found out that the media is giving opportunity to companies to connect and directly communicate their brand value with the consumers and respectively faster. This helps in building up strong relationships between the parties. Grant, Lama, Anderson, McMahan, Liu, Vargas and Montoya (2010) found out that brand awareness helps customers in prediction of their purchase behaviour. Kwon (2009) established two possibilities which brand awareness can be expressed as: brand recall and brand recognition. Percy (2008) held that brand recognitions can be through visual or verbal.
Visual recognition occurs when a customer sees the brand in the store while verbal recognition occurs when a customer hears the brand name, which can lead to the creation of awareness.

2.2.3 Recruitment of Human Capital

Broughton, Foley, Ledermaier and Cox (2013) opined that the attraction and retention of a pool of qualified and skilled human capital determines organisational growth. Today, there is a changing trend in the Human Resource practices as searching, hiring and recruitment of employees is done online. Recruitment practisers agree that it is easier today for employers to obtain data about potential candidates through social media sites. The profiles of potential candidates are simply checked on the social media. This reduces the cost involved in searching and advertising for positions.

Potentialpark (2011) carried out a survey of over 30,000 graduates, students and early career professionals worldwide. The findings of the survey indicated that in Europe, almost 100% of survey participants would like to interact with employers online. However, 48% of the employers rely on LinkedIn and 25% rely on Facebook for hiring (Potentialpark, 2011). E-recruitment is a process where candidates are hired via the internet. According to Smith and Rupp (2004), e-recruitment offers a number of advantages. It helps companies to shorten hiring times through an increase in information flow that can easily be sent and received through the internet. Thus the recruitment processes is accelerated. It also reduces recruiting costs, hiring times and employee turnover as the process is solely computer based. It also enables the company to acquire diverse number of employees. There is an opportunity to access both regional and global employees.

Social media sites also allow users to create web-based profiles. This enables job seekers to market themselves to potential employers. It is also a screening mechanism because employers can use information available on social network sites to cheaply and easily gain a broader image of a potential employee. Davison, Maraist and Bing (2011) carried out a survey for the US Society for Human Resource Management (SHRM). The survey established that found that the number of organisations that reported using social network sites as an HR tool had grown from 21% in 2006 to 44 per cent in 2008. 34% were using these sites as a marketing tool to recruit or contact applicants and 13% were using them as
a screening tool.

A report by the UK Commission for Employment and Skills (2012) established that currently 3% of UK businesses actively make use of social media as a channel for recruitment. In spite of this low figure, it seems likely that companies are increasingly making use of social media at different stages of the recruitment process, for example as a means to attract potential employees to their corporate recruitment website or more generally to foster a positive company image among the wider public.

A survey by Simply Hired (2012) in the US established that that 90% of job seekers believe that companies look at their social media accounts before offering an interview or a job. A similar European study by Clements (2012) reveals that almost 100 per cent of young job seekers under the age of 25 would like communication with employers to increasingly take place online. A recent global study by Jobvite (2012) among employers gave emphasis on the increased importance of social media in recruitment as well as its future potential. The study found out that 92% of respondents use or plan to use social media for recruiting, an increase of almost 10% from the 83% using social recruiting in 2010. Searle (2006) further opined that since 1998, there has been a 60% increase in applications through corporate websites, with more than 90% of Global 500 firms using this option to attract potential employees.

A recent survey by Jobvite (2012) among employers indicated that globally, LinkedIn is currently the most popular social network tool being used for recruiting (used by 93% of employers), followed by Facebook (66%) and Twitter (54%). Furthermore, it appears that use of social media tools and their application at different levels in the recruitment process are different. According to Vaughn and Brown (2011) majority of the survey results reveal that much of the information with hiring managers’ report may not be explicitly job-related. Social media sites offer a tool to explore aspects of a candidate that traditional recruitment screening cannot always easily reach. These aspects include their personalities and competencies. Therefore, social media plays a crucial role for the hiring managers.

2.2.4 Organizational Learning

Petkovic (2008) defined organizational learning as a perpetual process that involves organizational change and this implies innovation and improvement in the operations and
the functions within an organization (Petkovic, 2008). Organizational learning can also be defined as a process where one organization attempts to improve, identify and correct errors and adapt to the surrounding environment by the use of ever changing knowledge and understanding. It is through organizational learning that an organization transforms into a learning organization.

Social media is changing the way learning happens in organizations. Today, social media allow employers to embrace the younger generation's need to collaborate and learn which in turn will transform the workplace into an environment where people learn naturally with each other. After gaining this knowledge, the employees could use this information to improve the organizational growth via increased productivity. Social media allows an interaction with employees before, during and after the actual training session. But organizations will need to change how they think about training and learning programs. Training models that focus on controlling the content and pushing information down to learners will not work in the collaborative environment of social media.

Social media provide a great opportunity to leverage the deep and diverse expertise many organizations already possess. Rather than turn to outside consultants or third-party providers, companies can harness internal expertise with tools, including micro-blogging, wikis, and YouTube-like repositories of learning videos, expert directories or communities of practice. Internal discussion boards or social media spaces help employees to collaborate and exchange ideas and experiences. These tools are also being used for self-service benefits enrolment, matching current employees to open positions and more. This interaction has greatly contributed to long-term sustainability and therefore organisational growth. Zyl (2008) notes office social system provides a collaborative learning environment, in which problems encountered are collectively solved and solutions shared among users thus bridging the gap between procedures and practice. Inkpen and Tsang (2005) orated that knowledge workers that include bank professionals, rely on social media as valuable sources of information and knowledge that can substantially influence their performance. Embracing a learning culture within an organisation creates a pool of qualified and highly skilled experts. This allows perpetuity of an organisation. This allows facilitates organisational growth. There is also the gaining of competitive advantage for such an initiative to such companies.
2.3 Challenges of Use of Social Media in Business Communication and Growth

Today, many organisations have turned to social media in conducting most of the business operations. This great dependency on social media has presented a lot of opportunities for these organisations as they seek to grow. However, this rise of social media has brought a number of challenges that have hindered business communication and growth. Many organisations therefore need to come up with proper strategies to address these challenges. Message Labs (2007) and Zyl (2008) orated that spammers and virus writers can set up false profiles and trawl through social networking sites including blogs gathering information about job titles, phone numbers, and email addresses. Organizations also expose themselves to potential loss of confidential information, resource wastage with regards to server and network bandwidth as well as damage to organizational reputation through negative remarks from disgruntled employees and customers.

According to Greenwald (2009), a company may go through lawsuits, bad publicity and decreased employee morale as a result of employees' use of social networks. 55% of employees visit a social networking site at least once a week. Possible areas of company liability include sexual harassment, bullying and threats of workplace violence. All these occur during these visits. This increase in the risk of liability can decrease productivity and cost the company a large amount of money in defending against lawsuits and possible revenue lost due to damage to the reputation of the company (Greenwald, 2009).

The European Network and Information Security Agency (2007) report summaries the major challenges posed by social media. It increases social activities and associated with developing addictive behavior therefore lowering employee's productivity. There are also privacy issues and security risks such as identity fraud. It also contributes to social networking spam, which involves the propagation of unsolicited messages. Companies can expose their intellectual property and other proprietary information to the competitors with negative results. There is also the risk of exposure of the company's hardware to malware such as viruses and worms. Many social networking members share pictures, videos, and music, high definition movies that results in bandwidth and storage consumption. Many individuals who use the social media do so at work for both non-work and work related purposes.
2.3.1 System Hijacking

This is a type of network security attack in which the attacker takes control of a communication between two entities and masquerades as one of them. The aim of hijacking is to gain access to the information of the company. There are a number of system hijackings. One form of this hijack is the AS hijack where the activities conducted with the hijacked networks are masked and appear to be carried out by the victim itself. An attacker announcing the victim’s prefixes originating at the victim’s system characterizes such attacks. According to a report by Information Systems Audit and Control Association (2010), system hijacking was ranked at a top five risk facing social media adoption in business communication and growth.

Cross-site scripting does another common type of hijacking. This is a type of attack in which the victim’s network browser is induced to carry out malicious code. This malicious code may steal the victim’s personal information and therefore enabling the attacker to masquerade as the victim or to cause the victim’s computer to initiate an attack against a third party without either the victim’s or the third party’s knowledge (Timm and Perez, 2010). There is also cross-site request forgery as a form of hijacking. This is a kind of attack that causes an end user’s web browser to perform actions of the attacker’s choosing without the user’s knowledge. By embedding a malicious link in a web page or sending a link via email or chat, an attacker may cause the users of a web application to perform unwanted actions. In a specific sense, the attacker causes the user’s browser to make requests to a web site to which it has been authenticated, without the user’s or the web site’s knowledge. These may interfere with end user programs, data and the network (Burns, 2007). System hijacking has great effects on the company information. There is loose of company information to attackers. This may greatly loose reputation of the company. Great loss of reputation of company reduces overall competitive advantage and therefore low growth.

2.3.2 Viruses and Malware

Cohen (2009) defines a system virus as a program that can infect other programs by modifying them to include a possibly evolved copy of itself. With the infection property, a virus can spread throughout a computer system or network using the authorizations of every user using it to infect their programs. Every program that gets infected may also act
as a virus and thus the infection grows. Oyelere (2015) defines a virus as a piece of software that attaches itself to another program causing undesirable effect on the program. It is attached similar to the way in which biological virus affect other organisms. A computer virus is capable of perpetuating itself with the basic objective of performing certain activities that could range from annoyance to serious vandalism. This means that the virus will try to replicate itself and carry out certain operations without letting the computer user even know of its ability to be inconspicuous in its existence.

Spafford (2009) opined that if the source of the instructions was an individual who intended that the abnormal behavior occur, this is considered as malicious coding. This malicious coding is called malware. Worms are another form of software that is often referred to as a computer virus. Unlike viruses, worms are programs that can run independently and travel from machine to machine across network connections; worms may have portions of themselves running on many different machines. Worms do not change other programs, although they may carry other code that does, such as a true virus. It is their replication behavior that leads some people to believe that worms are a form of virus, especially those people using Cohen’s formal definition (which incidentally would also classify standard network file transfer programs as viruses). The fact that worms do not modify existing programs is a clear distinction between viruses and worms (Imran, 2012). System virus increases the costs involved in retrieval of the effected data and information. It also reduces system time of processing information. System virus therefore reduces the adoption of social media by companies.

2.3.3 Online Scams

Button (2014) conducted a study the extent and nature of online scams. The study used data from depth interviews with 15 online fraud victims, 6 focus groups with a further 48 online fraud victims and interviews with 9 professional stakeholders involved in combating this problem. The study identified a range of reasons including: the diversity of frauds, small amounts of money sought, authority and legitimacy displayed by scammers, visceral appeals, embarrassing frauds, pressure and coercion, grooming, fraud at a distance and multiple techniques as contributing factors to online scams. Norton (2016) surveyed the cyber security of 17,000 adults in 17 countries for their 2016 Cyber security Insights Report. The report found that 44% of millennials in the U.S. have been the victim of an online crime in the past year compared to just 16 per cent of the Baby generation.
Online scams may also involve phishing. As much as phishing is not unique to social media, there has been a recent spike in phishing attacks associated with social media sites (Fisher, 2011). A lot of people view social media sites on mobile phones and this makes it harder to differentiate the real and fake web sites. According to Baker (2009), social media helps attackers to send phishing messages that appear as if it is coming from someone that the victim knows. Having obtained login information for a few accounts, scammers will then send out messages to everyone connected to the compromised accounts, often with an enticing subject line that suggests familiarity with the victims.

Therefore, online scams have been on a rise as a result of social media. Some people post false and cunning information on social media concerning a company for example vacancies. Some applicants end up applying for these positions only to discover them as scams. A lot of people have been victims of online scams. The continuous rise of online scams has created mistrusts and suspicions in potential customers. This therefore means decreased brand awareness of the companies, which has made most of the companies lose out potential customers. The reduction in number of customers means reduction in revenues.

2.3.4 Outlet of Negative Comments

Social media is open to public access as it has a large number of users. Some users however can miss-use the platform. There is possibility of posting of negative comments about the company by users. These negative commends spoil the image of the company and therefore lowers the reputation. This reduction in corporate image serves to reduce growth of such companies. Negative comments on the company also serve to spoil the brand image. This reduction in brand image reduces the growth of such companies. This loses the competitive advantage of the company. Bacile, Swilley and Ye (2014) orated that with the spread of the Internet and electronic systems that form social media, consumers are sharing information concerning the products, services and organizations whether negative or positive. Boo and Kim (2013) further states that when negative comments are spread to other consumers, an organization’s reputation could be damaged.

Wagner (2015) conducted a study on managing negative commends posted on social media. The study’s conceptual framework was social exchange theory. Participants in Central Ohio were recruited through e-mail. Data were gathered by observing 2 social
media marketers manage social media and by interviewing social media managers. Secondary data from the organization displayed the engagement level of consumers. Data analysis of the themes suggested that organizations should search daily for reviews and respond immediately and organizations should create a positive social media environment by encouraging conversations and engaging followers in conversations. Further, organizations should use experience comments as an opportunity to create value and not delete comments unless derogatory to the audience. Lastly, the analysis demonstrated that organizations should build and maintain relationships with customers and other audiences through social media.

Williamson (2009) held that the messages that employees post on social media might act to destroy the company name and reputation. People usually post messages, which explain how they perceive and feel about the work place without thinking what they have written. Some kinds of comments create deeper concerns among the customers who may involve in the system. This may create a bad impression of the company and therefore lowering reputation.

### 2.4 Solution to the Challenges of Social Media Use

As much as social media pose a number of challenges that hinder its application in business communication and growth, several solutions exists to these challenges. These solutions can act to greatly drive great adoption of social media by companies if well implemented. This therefore points out a need for the adoption of these solutions by Companies so as to spur growth of companies.

Odhuno (2014) conducted a study on risks and risk mitigation measures in design targeting managers in the Human Resource, Marketing, Customer Service, Operations, Legal, Social Media and Information Technology departments in the four mobile operators in Kenya was adopted at the time of the study. The study used primary data collected through structured questionnaires. The study established that mobile operators enforced social media policies, monitored activity on their social media sites, trained their employees and used symbols in risk communication to mitigate their exposure to social media risks. The study recommended that the mobile operators should adopt a training model that includes an annual or bi-annual refresher sessions for all employees in addition to the first social media training that is done when the employees are newly employed in
order to increase the state of awareness of social media risks. The study also recommended that the mobile phone operators should adopt a co-ordinate and integrated approach to social media policy development. Lastly, mobile telephone operators who do not have disaster management plans should develop them in order to have a clear set of procedures to use in decision making in case of a social media breach or attack.

Thorton and Ferf (2011) held that in order for companies to take full advantage of the benefits and opportunities presented by social media, organizations must develop risk mitigation measures to mitigate the risks involved its use. Organizations should also develop a social media policy and integrate it with other company policies as well as align it to the organizations strategic direction. They further state that where a company might have an electronic communication policy to address appropriate uses of the company’s computer system.

2.4.1 Installation of Antivirus and Anti-Malware

Social media can have tremendous benefits but also can have serious security risks for organizations. Some of the serious security threats include malware and unintentional disclosure of secret or sensitive information that concerns organizations or individuals (Waxer, 2011). Some companies have opted to keep away from the use of social media citing these reasons. In a study conducted by Schroeder (2010), it was found that 72% of companies believed that the use of social media by employees posed a threat to the organization they worked for. The findings were justified by Sophos (2010) who reported that incidences of malware were on the increase in some of the preferred social media sites which included Facebook, twitter, LinkedIn and Myspace. In the same study by Schroeder (2010), 57% of users reported they received spam via social media sites, an increase of 70.6% compared to the previous year. Additionally, 36% of users report they were sent malware via social media sites, a rise of 69.8% over 2009.

Social media face threats of viruses and malware. These viruses cause a major threat to files and important information of an organization. However, organizations should ensure that antivirus soft wares are installed to their systems. This helps to detect, control and prevent viruses and therefore minimizing potential loose to company information. A great number of antivirus software exists. These include Kaspersky, Norton, McAfee, AVG and Ad Aware. Successful working of this antivirus requires constant updating and
monitoring. There is also need for training of staff on running and maintaining antivirus software.

According to Maxwell (2011) the existence of updated anti-malware software would control the damage caused by viruses or spyware and helps to prevent the user’s machine from being compromised and used as an initiation point for future attacks. Anti-malware software would also prevent the threats to information integrity. In social media, data is stored in various locations and controlled by users with varying levels of experience. Attackers can tailor vital data by use of malware introduced into a server or network or accidentally by users.

Brodie (2009) recommended that the different malware categories such as viruses, worms, Trojans, spyware, and adware should be defined and then safeguards explained for each. The training in this area should emphasize prevention, identification, containment, and eradication of malware and a malware infection. For example, employees should ensure up-to-date antivirus and antispyware software are installed on all computers they use and understand the importance of performing regular scans not only of their computers, but also of any file they download from a web site, e-mail, or flash drive.

2.4.2 Awareness Campaigns and Training

Companies should train employees and staff of the risks involved with using social media sites. Training sessions will allow the company to give periodic informational updates to customers to maintain awareness of potential fraud and to establish clear guidelines regarding what information should be posted as part of the enterprise social media presence. A report from BITS (2011) enumerates training employees on social media use, risks, company policies and guidelines as the first line of defense for preventing inappropriate dissemination of content by employees and for sensitizing them to potential reputational risks from outside sources. It proposes that the content of the training program should include who is permitted to use social media and the standard for gaining access, what social media tools are permitted by the company, which ones are forbidden, how the tools work and what is their potential impact on the company’s reputation, all the company guidelines for the frequency, style, tone and length of content, all relevant corporate policies on the code of conduct pertaining to external communications, the review process for content before it is posted publicly, the escalation process when it is
appropriate to activate and the consequences of inappropriate or unauthorized use of social media.

Hansen (1999) established that companies need to create awareness in employees of how their opinions and comments on social media may adversely affect the employment relationship. This could be enhanced through education and introduction of an organization's social media policy. There is need for a company to set clear policies that include how employees reference their employer online. Anderson and Pattinson (2007) suggested security awareness seminars, standard email memos, notice board memos, phone calls, web pages, one on one discussions, group meetings and flyers as some common forms of creating awareness.

2.4.3 Policies and Guidelines

There is need to establish proper policies and guidelines which dictate to employees and customers what information should be posted as part of the enterprise social media presence. There is also a need to work with the human resources (HR) department to establish new policies or ensure that existing policies address employee posting of work-related information. Awareness training and campaigns that reinforce these policies should also be put in place by these organizations. To be effective, a social media policy must be part of a co-ordinate and properly documented human resource strategy (Chelia and Field, 2012).

Policies and guidelines also involve the reinforcement of passwords. This is because in many social media applications, data is distributed in various locations. Some of these are under the control of relatively inexperienced users. According to Cisco (2008) on the global survey, 44 % of workers share devices with others without supervision and 18 % share passwords with colleagues. The policies should clearly set forth the minimum password requirements of the organization. Emphasis should be given to the selection of strong passwords. Password sharing or leaving them out where other people can discover should be strongly prohibited.

Brodie (2009) and Acceptable Use Policy (2006) established that computers should have a screensaver timeout and this implies that, if the users leave their computers, the password-protected screensaver comes up after a short time. This helps in keeping out both inside and outside attackers.
A report by Cisco (2008) found out that organizational security policies do not always exist as 23% of IT professionals reported they worked for a company that did not have security policies. Furthermore, 47% of end-users and 77% of IT professionals reported that their companies’ security policies needed improvement or updating. The extent of failure of end users to comply with security policies may frustrate IT staffs. According to a study by Gillis (2010), 42% of workers reported the main reason they did not follow security policies was that the policies restricted them from using the tools and resources they needed to do their jobs.

Keeping way employees from using social media at the work place to which they are used to can hurt the organization negatively. Many organizations restrict use of social media because they are concerned about information leakage, as well as damage to the organization’s reputation from employees’ actions online. However, the key for an organization is not to try to cut off employees from social media but to keep its security policies updated and its employees properly educated on security requirements.

2.5 Summary of the Literature
This chapter has looked at social media use on business communication and growth, the challenges of social media and the solutions to the challenges. Each section is presented in line with the objective of the study. The chapter covers various views and perspectives as contributed by different scholars. Chapter three presents research methodology and look into detail on research design, population, sampling frame and sample, data collection methods, research procedure and data analysis.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction
This section presents the methodology that was applied in answering the research questions. It covered the research design, target population, data collection instruments, data collection procedures and data analysis.

3.2 Research Design
This study adopted descriptive research design. A descriptive study is based on making findings about the questions; who, what, where, when, or how much. According to Cooper and Schindler (2011) descriptive studies are always handled with hypothesis which is clearly defined questions and serve a number of objectives in the study. The researcher found it appropriate to use descriptive research design because this study was concerned with assessing the use of social media in business communications in Kenya.

3.3 Populations and Sampling Design

3.3.1 Population
According to Cooper & Schindler (2001), the study population refers to the total collection of elements which one would like to study or make inferences. It is the total collection of elements with common observable characteristics about which some inferences can be made. The population for this study was 702 postgraduate students at USIU

<table>
<thead>
<tr>
<th>Specialization</th>
<th>Frequency</th>
<th>Proportion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic Management</td>
<td>280</td>
<td>40%</td>
</tr>
<tr>
<td>Finance</td>
<td>141</td>
<td>20%</td>
</tr>
<tr>
<td>Human resource management</td>
<td>141</td>
<td>20%</td>
</tr>
<tr>
<td>Marketing</td>
<td>70</td>
<td>10%</td>
</tr>
<tr>
<td>GSSE</td>
<td>70</td>
<td>10%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>702</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Source: USIU AFRICA (2016)
3.3.2 Sampling Design

3.3.2.1 Sample Frame

According to Cooper and Schindler (2011), sampling frame is a list of all the elements closely related to the target population and from which the sample for the study will actually be drawn from. For this study the sample frame was drawn from the students undertaking a postgraduate studies at United States International University- Africa in Nairobi in the areas of: strategic management, Finance, Human resource Management, marketing and GSSE.

3.3.2.2 Sampling Technique

Sampling technique is a method researchers use to select an appropriate list of respondents from the entire study population (Cooper and Schindler, 2011). The study utilized both the simple random sampling and stratified sampling technique. The process must be handled carefully so as to draw a sample that would give relevant, accurate and valid information that would aide in the study. This study adopted a stratified sampling technique where the students were categorized into their areas of specialization at Masters Level. In each specialization, which forms strata, simple random sampling technique was used because it gave each member of the population equal chance of inclusion in the study.

3.3.2.3 Sample Size

Determining sample size is a very important in order to collect accurate result within a quantitative survey design. No survey can ever be deemed to be free from error or provide 100% surety thus error limits of less than 5% and confidence levels of higher than 95% is regarded as acceptable (Hussey & Hussey, 1997). Mugenda and Mugenda (2003) argue that if well selected, a sample of between 10-30% of the population is adequate for generalization of findings to the whole study. Based on this, the study selected 20% of the population because the population was highly homogeneous. Therefore, a sample of 140 respondents was selected as shown in the Table 3.2.
Table 3.2: Sample Size

<table>
<thead>
<tr>
<th>Specialization</th>
<th>Frequency</th>
<th>Sample Proportion</th>
<th>Sample Size</th>
</tr>
</thead>
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<td>56</td>
</tr>
<tr>
<td>Finance</td>
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<td>28</td>
</tr>
<tr>
<td>Human Resource Management</td>
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<td>20</td>
<td>28</td>
</tr>
<tr>
<td>Marketing</td>
<td>70</td>
<td>20</td>
<td>14</td>
</tr>
<tr>
<td>GSSE</td>
<td>70</td>
<td>20</td>
<td>14</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>702</strong></td>
<td></td>
<td><strong>140</strong></td>
</tr>
</tbody>
</table>

3.4 Data Collection Method

Primary data was collected from the respondents by the use of structured questionnaires. The questionnaire had four sections: the demographic section and the three study objectives. The research data was collected using a ‘drop and pick later method’. The questionnaires were directly dropped at the respondents’ convenient place and they were given one week to fill the questionnaire before collecting them. This time was given to the respondents so as not to rush them to fill them. A structured questionnaire was used to collect the data. The data collection instrument for the study was developed based on literature from various scholars. The questionnaires used a 5-point Likert scale where 1 = No Extent, 2 = Little Extent, 3 = Moderate Extent, 4 = Great Extent and 5 = Very Great Extent; to show the extent of agreement to which respondents had while examining the entrepreneurial orientation with a comparative approach to global social sustainable enterprises and strategic management.

The respondents’ consent was sought before the data collection process begins, they were informed of the purpose of the study and the kind of information being sought. The researcher assured them of the confidentiality of their responses and that the information would be used for academic purposes only.

3.5 Research Procedures

After development of the draft questionnaire, a pilot test was carried out with ten students in Gemba at Panafric Sarova to test for any inconsistencies, ambiguity and incomprehension who were not included in the final study. The purpose of pre-testing the data instrument is to ensure that the items in the instrument are stated clearly and has the same meaning to all respondents (Kothari, 2004). It is only during pre-testing that the
researcher was able to assess the ease of use of the instrument. Any sensitive, confusing or biased items were identified and modified or omitted.

Pretesting permits refinement before the final test (Cooper & Schindler, 2011). It is also useful in order to assess the clarity of the questions and establish the average length of time it took to administer the questionnaire. This helped the researcher to prepare and plan for the actual data collection process. The pre-test participants did not participate in the actual survey to avoid pre-emption of the study at the actual area. In the process of piloting, the study ensured the rectification of any errors of ambiguity existing in the research instrument.

According to Bollen (2005) content validity refers to a qualitative type of validity where the domain is made clear and the analyst judges whether the measures fully represent the domain. Further according to Drost (2012) there are basically two ways of assessing content validity. The validity of the data collection instruments was determined through discussing the stated questions in the instruments with USIU postgraduate students selected for the pre-test. The students were expected to tick the questionnaires that help to establish their challenges in filling the questionnaires so that the same can be rectified before the final data collection (Orodho, 2003).

The study used face and content validity to ascertain the validity of the questionnaires. As a check on face validity, test/survey items are sent to the pilot group to obtain suggestions for modification (Lacity & Jansen, 1994). Content validity draw an inference from test scores to a large domain of items similar to those on the test content. Validity is concerned with sample-population representativeness covered by the test items that is to be a representative to the larger domain of knowledge and skills.

According to Cooper & Schindler (2003), reliability refers to the consistence, stability or dependability of the data. To measure the reliability of the data collection instruments, an internal consistency technique is applied to the gathered data. A reliable measurement is one that if repeated a second time will give the same results as it did the first time. If the results are different, then the measurement is unreliable (Mugenda & Mugenda, 2003). The researcher selected a pilot group of 10 postgraduate students to test the reliability of the research instrument. The aim was to correct inconsistencies arising from the instruments, which helped to ensure that they measured what was intended.
The researcher personally administered the questionnaires containing the closed ended questions to the students who are the sample respondents. This is done so as to ensure a higher response rate, by giving the respondents sufficient time to fill the questionnaire. All clarity was done between the researcher and the respondent by the use of telephone calls. All the respondents were expected to fill the same questionnaire.

3.6 Data Analysis Method

Data analysis refers to analyzing what has been collected and making deductions, and interferences. It is extracting significant variables, detecting anomalies, and testing any assumptions (Kombo & Tromo, 2009). Data processing entails editing, classification and tabulation of data collected so that they are amenable to analysts (Kothari, 2009). The questionnaires were checked for completeness to ensure consistency; any gaps were edited and filled. The collected data was coded and entered into Statistical Package for Social Science (SPSS) version 21.0 programme.

Data from questionnaires were summarized, coded, tabulated and analyzed. Editing was done to improve the quality of data for coding. Descriptive analysis was done where mean, frequencies and percentages from the data were derived from each of the study variable. The analyzed data was presented in form of frequencies, percentages, mean, standard deviation, tables and figures.

3.7 Chapter Summary

Chapter three presented the research methodology and design used in the study. Simple random sampling technique was used and the population was 702 postgraduate students. The chapter has also presented the data collection methods, research procedures and data analysis method. The next chapter presents results and findings.
CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction

This chapter presents results and findings of the study as set out in the research questions and methodology. The study sought to assess the use of social media in business communications in Kenya and was guided by three research questions: What are the effects of social media on business communication and growth? What are the challenges of use of social media in business communication and growth? And what are the strategies to address challenges in use of social media in business communication and growth? The findings are presented in form of tables and figures.

4.1.1 Response Rate

Out of the 140 questionnaires were distributed, 112 questionnaires were fully filled and returned giving a response rate of 80%. This response was good enough and representative of the population and conforms to Mugenda and Mugenda (2003) stipulation that a response rate of 70% and above is excellent.

<table>
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<tr>
<td>Finance</td>
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</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>140</strong></td>
<td><strong>112</strong></td>
</tr>
</tbody>
</table>

4.2 Demographic Information

4.2.1 Gender of the Respondents

The study sought to determine the gender of the respondents. From the responses, 47% (53) were male while 53% (59) were female. This shows that all genders were included thus provided a good representation for the study.
4.2.2 Age Distribution
The study sought to determine the age distribution of the respondents. From the responses, 30% (34) of the respondents were in the age group between 26-30 years, 28% (31) were between 20-25 years, 27% (30) were between 31-35 years and 15% (17) were above 40 years. This shows that the findings covered all the age groups thus relevant and reliable information for the study was obtained.

Figure 4.2: Age Distribution
4.2.3 Period of Time in the Institution
The respondents were required to indicate the period they had been students at USIU. From the responses, 12% of the respondents indicated a period less than 1 year, 50% indicated a period between 1-2 years and 38% indicated above 2 years. This shows that the respondents had been in the institutions long enough thus relevant experience on the use of social media in business communications.

![Figure 4.3: Period of Time in the Institution](image)

4.2.4 Area of Specialization at USIU
The respondents were required to indicate the area of their specialization at USIU. From the finding in Figure 4.5, 13% of the respondents indicated strategic management, 21% indicated finance, 19% indicated human resource management, 17% indicated marketing, 17% indicated GSSE and 14% indicated other areas. This shows that the respondents had relevant knowledge thus they had ease in addressing the question and provided the correct responses.
Social Media on Business Communication and Growth

Several statements on the extent to which social media affect business communication and growth were identified and the respondents were asked to indicate the extent to which they agree with each of the statement. A scale of 1-5 where; 1= No Extent, 2 Little Extent, 3=Moderately Extent, 4= Great Extent, 5= Very Great Extent. Mean and standard deviation were used for ease of interpretation and generalization of findings. The finding is shown on in the subsequent sections.

4.3.1 Social Media Marketing

From the responses, the USIU management marketed its programs through social media had a mean of 3.794 and a standard deviation of 0.9599 and social media was a source of competitive advantage in the institution had a mean of 3.678 with a standard deviation of 0.8824.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean</th>
<th>Std. Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>The USIU management markets its programs through social media</td>
<td>3.794</td>
<td>.9599</td>
</tr>
<tr>
<td>social media was a source of competitive advantage in the institution</td>
<td>3.678</td>
<td>.8824</td>
</tr>
</tbody>
</table>

4.3.2 Brand Awareness

From the finding, communication had been enhanced among the students through social media at USIU had a mean of 3.678 and a standard deviation of 0.9125, social media platforms had transformed lives of students at USIU had a mean of 3.848 with a standard deviation of 0.9699, social media had fostered good working relationship among students
at USIU had a mean of 3.830 and a standard deviation of 1.0212 and the USIU team used social media to respond to negative feedback about their brand name with a mean of 3.33 with a standard deviation of 0.9528.

**Table 4.2: Brand Awareness**

<table>
<thead>
<tr>
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<th>Std. Dev</th>
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</tr>
<tr>
<td>Social media has fostered good working relationship among students at USIU.</td>
<td>3.830</td>
<td>1.0212</td>
</tr>
<tr>
<td>The USIU team uses social media to respond to negative feedback about their brand name</td>
<td>3.330</td>
<td>.9528</td>
</tr>
</tbody>
</table>

4.3.3 **Organizational Learning**

From the finding, most students relied on social media to search for information had a mean of 3.758 and a standard deviation of 0.9419, social media had facilitated satisfaction of the students at this institution had a mean of 3.526 and a standard deviation of 0.9392, social media had enabled students at USIU to conduct academic research had a mean of 3.955 and a standard deviation of 0.8207 and social media had facilitated learning in an easy way in the institution with a mean of 3.589.

**Table 4.3: Organizational Learning**

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean</th>
<th>Std. Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social media has enabled students at USIU to conduct academic research</td>
<td>3.955</td>
<td>.8207</td>
</tr>
<tr>
<td>Most students are relying on social media to search for information</td>
<td>3.758</td>
<td>.9419</td>
</tr>
<tr>
<td>Social media has facilitated satisfaction of the students at this institution</td>
<td>3.526</td>
<td>.9392</td>
</tr>
</tbody>
</table>

4.3.4 **Recruitment of Human Capital**

Recruitment of staff in this institution was enhanced by social media had a mean of 3.50 and a standard deviation of 1.0569, screening of employees was done using social media had a mean of 3.401 and a standard deviation of 1.0263, social media had helped companies to shorten hiring times in this institution had a mean of 3.339 and a standard deviation of 0.9353, LinkedIn was the most popular social network tool being used for recruiting had a mean of 3.58 and a standard deviation of 1.0278, and employees in the
institution relied on social media for performance had a mean of 3.651 and a standard deviation of 1.1207.

Table 4.4: Recruitment of Human Capital

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean</th>
<th>Std. Dev.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recruitment of staff in this institution is enhanced by social media</td>
<td>3.500</td>
<td>1.0569</td>
</tr>
<tr>
<td>Screening of employees is done using social media</td>
<td>3.401</td>
<td>1.0263</td>
</tr>
<tr>
<td>Social media has helped companies to shorten hiring times in this institution</td>
<td>3.339</td>
<td>0.9353</td>
</tr>
<tr>
<td>LinkedIn is the most popular social network tool being used for recruiting</td>
<td>3.580</td>
<td>1.0278</td>
</tr>
<tr>
<td>Employees in this institution rely on social media for performance</td>
<td>3.651</td>
<td>1.1207</td>
</tr>
</tbody>
</table>

4.3.5 Social Media Effect on Business Communication and Growth at USIU

The respondents were asked to indicate the extent to which social media affected business communication and growth at USIU. From the finding, 27.7% of the respondent indicated very great extent, 29.5% indicated great extent, 33.9% indicated moderate extent and 8.9% indicated little extent.

Table 4.5: Social Media Effect on Business Communication and Growth at USIU

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very great extent</td>
<td>31</td>
<td>27.7</td>
</tr>
<tr>
<td>Great extent</td>
<td>33</td>
<td>29.5</td>
</tr>
<tr>
<td>Moderate extent</td>
<td>38</td>
<td>33.9</td>
</tr>
<tr>
<td>Little extent</td>
<td>10</td>
<td>8.9</td>
</tr>
<tr>
<td>Total</td>
<td>112</td>
<td>100.0</td>
</tr>
</tbody>
</table>

4.3.6 Correlations Analysis on Social Media Effect on Business Communication and Growth

Pearson’s correlations analysis was conducted at 95% confidence interval so as to establish the influence of social media on business communication and growth at USIU. From Table 4.6, there is a positive correlation in influence of social media on business communication and growth of magnitude 0.397 with social media marketing, 0.530 with brand awareness, 0.400 with organizational learning and a magnitude of 0.255 with recruitment of human capital. The independent variables also had a positive significant correlation relationship with P-values of 0.000, 0.000, 0.000, and 0.007 respectively.
Table 4.6: Correlations Analysis on Social Media Effect on Business Communication and Growth

<table>
<thead>
<tr>
<th></th>
<th>Growth</th>
<th>Social Media Marketing</th>
<th>Brand Awareness</th>
<th>Organizational Learning</th>
<th>Recruitment of Human Capital</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Growth</strong></td>
<td>Pearson Correlation: 1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Social Media Marketing</strong></td>
<td>Pearson Correlation: .397**</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Brand Awareness</strong></td>
<td>Pearson Correlation: .530**</td>
<td>.488**</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>.000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Organizational Learning</strong></td>
<td>Pearson Correlation: .400**</td>
<td>.508**</td>
<td>.616**</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Recruitment of Human Capital</strong></td>
<td>Pearson Correlation: .255**</td>
<td>.550**</td>
<td>.477**</td>
<td>.453**</td>
<td>1</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.007</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td></td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).

4.4 Challenges Facing the Use Social Media

Several statements on the challenges facing social media as they affect business communication and growth were identified and the respondents were required to indicate the extent to which it applied in their institution. The finding is shown in the subsequent sections.

4.4.1 System Hijacking

From the finding, social media had contributed to hijacking as attackers gain access to the information of this organization had a mean of 3.31 and standard deviation of 0.930, social media was open to public access had a mean of 3.49 with standard deviation of 1.022 and
social media can expose an organization to lawsuits had a mean of 3.37 with standard deviation of 0.850.

**Table 4.7: System Hijacking**

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean</th>
<th>Std Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social media has contributed to hijacking as attackers gain access to the information of this organization.</td>
<td>3.31</td>
<td>.930</td>
</tr>
<tr>
<td>Social media is open to public access</td>
<td>3.49</td>
<td>1.022</td>
</tr>
</tbody>
</table>

**4.4.2 Viruses and Malware**

From the responses, the use of social media can introduce viruses which replicate themselves in carrying out certain operations without user knowledge had a mean of 3.16 with standard deviation of 1.044, system virus increased the costs of retrieving the effected information in the institution had a mean of 3.40 with standard deviation of 1.017.

**Table 4.8: Viruses and Malware**

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean</th>
<th>Std Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>The use of social media can introduce viruses which replicate themselves in carrying out certain operations without user knowledge</td>
<td>3.16</td>
<td>1.044</td>
</tr>
<tr>
<td>System virus increases the costs of retrieving the effected information in this institution.</td>
<td>3.40</td>
<td>1.017</td>
</tr>
</tbody>
</table>

**4.4.3 Online Scams**

From the finding, the use of social media contributed to scams carried out online in the institution had a mean of 3.30 and standard deviation of 1.038 and social media helps in sharing of pictures and this result in consumption of storage capacity had a mean of 3.38 with standard deviation of 0.970.

**Table 4.9: Online Scams**

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean</th>
<th>Std Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>The use of social media contributes to scams carried out online in this institution.</td>
<td>3.30</td>
<td>1.038</td>
</tr>
<tr>
<td>Social media helps in sharing of pictures and this result in consumption of storage capacity.</td>
<td>3.38</td>
<td>.970</td>
</tr>
</tbody>
</table>

**4.4.4 Outlet for Negative Comments**

As shown in the findings, the institution had turned to social media in conducting most of the business had a mean of 3.52 and a standard deviation of 0.859, social media can lower employee's productivity due to its addictive behavior had a mean of 3.53 with standard deviation of 1.064, social media may lead reduce the awareness of brands of this
institution had a mean of 3.28 with standard deviation of 1.034, users of social media may post negative comments about the institution had a mean of 3.35 with standard deviation of 0.878, social media had helped the institution to build relationship with audience had a mean of 3.75 and a standard deviation of 0.840, some messages posted on social media were to destroy the institutional name had a mean of 3.53 and standard deviation of 1.030, some comments posted by users of social media created the clients of the institution had a mean of 3.56 and a standard deviation of 0.898 and negative comments posted by users of social media spoiled the reputation of this organization had a mean of 3.45 and a standard deviation of 1.114.

### Table 4.10: Outlet for Negative Comments

<table>
<thead>
<tr>
<th>Description</th>
<th>Mean</th>
<th>Std. Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>Users of social media may post negative comments about the institution</td>
<td>3.35</td>
<td>.878</td>
</tr>
<tr>
<td>This Institution has regular with clients via social media</td>
<td>3.63</td>
<td>.869</td>
</tr>
<tr>
<td>Social media has helped this institution to build relationship with audience</td>
<td>3.75</td>
<td>.840</td>
</tr>
<tr>
<td>Some messages posted on social media to destroy the institutional name.</td>
<td>3.53</td>
<td>1.030</td>
</tr>
<tr>
<td>Some comments posted by users of social media create the clients of the institution</td>
<td>3.56</td>
<td>.898</td>
</tr>
<tr>
<td>Negative comments posted by users of social media spoil the reputation of this organization</td>
<td>3.45</td>
<td>1.114</td>
</tr>
<tr>
<td>This institution has turned to social media in conducting most of the business</td>
<td>3.52</td>
<td>.859</td>
</tr>
<tr>
<td>Social media can expose an organization to lawsuits</td>
<td>3.37</td>
<td>.850</td>
</tr>
<tr>
<td>Social media can lower employee's productivity due to its addictive behavior</td>
<td>3.53</td>
<td>1.064</td>
</tr>
<tr>
<td>Social media may lead reduce the awareness of brands of this institution</td>
<td>3.28</td>
<td>1.034</td>
</tr>
</tbody>
</table>

### 4.4.5 Extent to which Challenges Facing Social Media Affect Business Communication and Growth at USIU

The respondents were asked to indicate the extent to which the challenges facing social media affect business communication and growth at USIU. From the responses, 17.9% indicated very great extent, 32.1% indicated great extent, 30.4% indicated moderate extent and 19.6% indicated little extent.
Table 4.11: Extent to which Challenges Facing Social Media Affect Business Communication and Growth at USIU

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very great extent</td>
<td>20</td>
<td>17.9</td>
</tr>
<tr>
<td>Great extent</td>
<td>36</td>
<td>32.1</td>
</tr>
<tr>
<td>Moderate extent</td>
<td>34</td>
<td>30.4</td>
</tr>
<tr>
<td>Little extent</td>
<td>22</td>
<td>19.6</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>112</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

4.4.6 Correlation Analysis on Challenges Facing Social Media

From the finding in Table 4.12, there is a negative correlation in challenges facing social media on business communication and growth of magnitude -0.189 with system hijacking, -0.223 with viruses and malware, -0.226 with online scam and a magnitude of -0.468 with outlet for negative comments. The independent variables also had a positive significant correlation relationship with P-values of 0.046, 0.018, 0.005, and 0.000 respectively.

Table 4.12: Correlation Analysis on Challenges Facing Social Media

<table>
<thead>
<tr>
<th></th>
<th>Growth Pearson Correlation</th>
<th>System Hijacking</th>
<th>Viruses and Malware</th>
<th>Online Scam</th>
<th>Negative Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Growth</td>
<td></td>
<td>.189*</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>System Hijacking</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pearson Correlation</td>
<td>-.223*</td>
<td>.565*</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td>.018</td>
<td>.000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Viruses and Malware</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pearson Correlation</td>
<td>-.266*</td>
<td>.486*</td>
<td>.641**</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td>.005</td>
<td>.000</td>
<td>.000</td>
<td></td>
</tr>
<tr>
<td>Online Scam</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pearson Correlation</td>
<td>-.468*</td>
<td>.487*</td>
<td>.600**</td>
<td>.614**</td>
<td>1</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
</tr>
</tbody>
</table>

*. Correlation is significant at the 0.05 level (2-tailed).
4.5 Solution to Challenges Facing Social Media

Several statements on the solutions to the challenges facing social media were identified and the respondents were required to indicate the extent to which it applied in their institution. The findings are shown in the subsequent sections.

4.5.1 Awareness Campaigns and Training

From the finding, the organization trained its employees on social media risks had a mean of 3.37 and a standard deviation of 0.891, organization trained its staff on use of social media had a mean of 3.77 and a standard deviation of 0.946, the organization created awareness in employees of how their comments on social media may adversely affect the organization had a mean of 3.78 and a standard deviation of 0.934 and most organizations used memos as a way of creating awareness on the use of social media had a mean of 3.69 and a standard deviation of 0.947.

Table 4.13: Awareness Campaigns and Training

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean</th>
<th>Std. Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>My organization trains its employees on social media risks.</td>
<td>3.37</td>
<td>.891</td>
</tr>
<tr>
<td>This organization trains its staff on use of social media</td>
<td>3.77</td>
<td>.946</td>
</tr>
<tr>
<td>This organization creates awareness in employees of how their comments on social media may adversely affect the organization</td>
<td>3.78</td>
<td>.934</td>
</tr>
<tr>
<td>Most organizations use memos as a way of creating awareness on the use of social media</td>
<td>3.69</td>
<td>.947</td>
</tr>
</tbody>
</table>

4.5.2 Policies and Guidelines

From the finding, social media policies had been put in place in the organization had a mean of 3.66 with a standard deviation of 0.895, the social media policies were incorporated into the overall institutional policies had a mean of 3.76 and a standard deviation of 0.910, the organization worked with human resources (HR) department to establish new policies to address employee posting of work-related information had a mean of 3.70 and a standard deviation of 0.946, the organization had strong passwords for safeguarding social media effects had a mean of 3.73 and a standard deviation of 0.929, sharing of the passwords in the organization was discouraged had a mean of 3.84 and a standard deviation of 0.941, the organization had security policies that were followed by staffs had a mean of 3.87 and a standard deviation of 0.860, the organization regularly updated its security policies had a mean of 3.89 and a standard deviation of 0.971 and the...
organization discouraged the use of social media at work place by employees had a mean of 3.82 and a standard deviation of 0.951.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean</th>
<th>Std. Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social media policies are put in place in my organization</td>
<td>3.66</td>
<td>.895</td>
</tr>
<tr>
<td>The social media policies are incorporated into the overall institutional policies</td>
<td>3.76</td>
<td>.910</td>
</tr>
<tr>
<td>My organization works with human resources (HR) department to establish new policies to address employee posting of work-related information</td>
<td>3.70</td>
<td>.926</td>
</tr>
<tr>
<td>This organization has strong passwords for safeguarding social media effects.</td>
<td>3.73</td>
<td>.929</td>
</tr>
<tr>
<td>Sharing of the passwords in my organization is discouraged.</td>
<td>3.84</td>
<td>.941</td>
</tr>
<tr>
<td>This organization has security policies that are followed by staffs</td>
<td>3.87</td>
<td>.860</td>
</tr>
<tr>
<td>This organization regularly updates its security policies</td>
<td>3.89</td>
<td>.971</td>
</tr>
<tr>
<td>This organization discourages the use of social media at work place by employees</td>
<td>3.82</td>
<td>.951</td>
</tr>
</tbody>
</table>

4.5.3 Installation of Antivirus and Anti-malware

From the responses, the institution ensured that antivirus soft wares are installed to their systems had a mean of 3.61 and a standard deviation of 0.892, anti-malware software prevents the threats of social media in the institution had a mean of 3.69 and a standard deviation of 0.836, data was stored in various locations in the institution had a mean of 3.74 and a standard deviation of 0.802 and data was controlled by users with varying levels of experience in the organization had a mean of 3.72 and a standard deviation of 0.988.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean</th>
<th>Std. Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>My institution ensures that antivirus soft wares are installed to their systems.</td>
<td>3.61</td>
<td>.892</td>
</tr>
<tr>
<td>Anti-malware software prevents the threats of social media in my institution.</td>
<td>3.69</td>
<td>.836</td>
</tr>
<tr>
<td>Data is stored in various locations in my institution</td>
<td>3.74</td>
<td>.802</td>
</tr>
<tr>
<td>Users with varying levels of experience in this organization control data.</td>
<td>3.72</td>
<td>.988</td>
</tr>
</tbody>
</table>
4.5.4 Correlation Analysis on Solution to Challenges Facing Social Media

From the finding in Table 4.16, there is a positive correlation in solution to challenges facing social media on business communication and growth of magnitude 0.361 with awareness campaign and training, 0.425 with policies and guidelines and a magnitude of 0.397 with installation of antivirus and anti-malware. The independent variables also had a positive significant correlation relationship with P-values of 0.000, 0.000 and 0.000 respectively.

### Table 4.16: Correlation Analysis on Solution to Challenges Facing Social Media

<table>
<thead>
<tr>
<th></th>
<th>Growth</th>
<th>Awareness</th>
<th>Policies and Guidelines</th>
<th>Antivirus and Antimalware</th>
</tr>
</thead>
<tbody>
<tr>
<td>Growth</td>
<td>Pearson Correlation</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Awareness</td>
<td>Pearson Correlation</td>
<td>.361**</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Policies and Guidelines</td>
<td>Pearson Correlation</td>
<td>.425**</td>
<td>.580**</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>.000</td>
<td></td>
</tr>
<tr>
<td>Antivirus and Antimalware</td>
<td>Pearson Correlation</td>
<td>.397**</td>
<td>.519**</td>
<td>.605**</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
</tr>
</tbody>
</table>

**Correlation is significant at the 0.01 level (2-tailed).**

4.6 Chapter Summary

Chapter four gave a detailed account of the research findings. It showed the response rate, and demographic information of the respondents like their gender, age, length of time the students had been in USIU and their area of specialization. The chapter also highlighted the effect of social media on business communication and the challenges of the use of social media on business communication and growth. It provided information on the strategies to address the challenges in use of social media in business communication and growth. The next chapter presents discussions, conclusion and recommendations.
CHAPTER FIVE
5.0 DISCUSSIONS, CONCLUSION AND RECOMMENDATION

5.1 Introduction

This chapter outlines the summary of the findings, discussion, conclusions and recommendations of the study based on the research questions of the study.

5.2 Summary

The objective of this study was to assess the use of social media in business communications in Kenya. To achieve this, the study sought to answer the following research questions: What are the effects of social media on business communication and growth? What are the challenges of use of social media in business communication and growth? And what are the strategies to address challenges in use of social media in business communication and growth?

The study used descriptive survey design. This design is applicable to the research because this study was concerned with assessing the use of social media in business communications in Kenya. A sample size of 140 respondents was used for the study were selected using both the simple random sampling and stratified sampling technique. The study collected primary data from the respondents by the use of structured questionnaires. The researcher personally administered the questionnaires containing the closed ended questions to the students who are the sample respondents. The questionnaires were checked for completeness and to ensure consistency; any gaps edited and filled and were summarized, coded, tabulated and analyzed. Descriptive analysis was done where mean, frequencies and percentages from the data were derived from each of the study variable and then presented in tables and figures.

The study found out that communication had been enhanced among the students through social media, social media platforms had transformed lives of students, fostered good working relationship among students, had enabled students to conduct academic research and the USIU management markets its programs through social media. Most students were relying on social media to search for information, social media had facilitated satisfaction of the students, the USIU team used social media to respond to negative feedback about their brand name, recruitment of staff in this institution was enhanced by
social media and screening of employees was done using social media. Social media had helped companies to shorten hiring times in this institution, LinkedIn was the most popular social network tool being used for recruiting, social media had facilitated learning in an easy way in this institution, was a source of competitive advantage and employees in this institution rely on social media for performance.

The study revealed that the institution had turned to social media in conducting most of the business, social media can expose an organization to lawsuits, lower employee's productivity due to its addictive behavior and helps in sharing of pictures and this result in consumption of storage capacity. Social media had contributed to hijacking as attackers gain access to the information of this organization, the use of social media had introduced viruses which replicate themselves in carrying out certain operations without user knowledge, system virus increased the costs of retrieving the effected information in this institution and the use of social media contributed to scams carried out online in the institution. Social media was open to public access and users posted negative comments about the institution. Some messages posted on social media destroy the institutional name and negative comments posted by users of social media spoil the reputation of this organization.

The study established that the organization trained its employees on social media risks, social media policies were put in place and were incorporated into the overall institutional policies and the institution ensured that antivirus soft wares were installed to their systems policies. Anti-malware software had prevented the threats of social media in the institution, data was stored in various locations in the institution and controlled by users with varying levels of experience and the organization had created awareness in employees on how their comments on social media may adversely affect the organization. The organization worked with human resources (HR) department to establish new policies to address employee posting of work-related information, the organization had strong passwords for safeguarding social media effects and sharing of the passwords in the organization was discouraged. The organization had security policies that were followed by staff, regularly updates its security policies and discourages the use of social media at work place by employees.
5.3 Discussion

5.3.1 Social Media on Business Communication and Growth

On social media marketing the respondents indicated that communication had been enhanced among the students and that social media platforms had transformed lives of students. This is an implication that social media had served the purpose of networking the students and this corresponds to Fischer and Reuber (2011) who rated that face book is a social networking site in which people communicate to each other efficiently and conveniently. The application of social media in business communication is far and wide social media helps a business to connect its customers as it seeks to make engagements with them. This helps an organisation in building good working relationships that facilitate organisational growth. Social media can therefore be used in attracting the new customers as well as retaining the old customers (Mangold & Faulds, 2009).

The study further revealed that social media had fostered good working relationship, enabled students to conduct academic research and the institution management markets its programs through social media. Good working relationships come as a result of constant communication where concerns are addressed in good time. Brown (2010) held that many companies and organizations of all types and sizes are using social media to monitor and respond to negative feedback about their products. This finding further concurs with that of Sisira (2011) who summarises three advantages of using social media marketing. These advantages include, the social media providing an opportunity for marketers to present their products/services to customers and listen to their complaints to identify various peer groups who help in establish brand equity and cost effective as most of the social networking sites are free.

Regarding to the brand awareness the respondents indicated that most students were relying on social media to search for information had facilitated satisfaction of the students, the USIU team uses to respond to negative feedback about their brand name, recruitment of staff and screening of employees was enhanced. Caroline and Wollan (2011) noted that the sites of social networking can provide great information about the customers and their interests, lifestyles, and attitudes-data that might otherwise be difficult or impossible to acquire. This enables the organization in providing services that are relevant in the market. This finding is also in line with that of Pencak (2011) that the
media is giving opportunity to companies to connect and directly communicate their brand value with the consumers and respectively faster. Most consumers are moving away from traditional media that include TV and magazines and increasingly adopted the use social networking sites to search for information (Bruhn, Schoenmueller & Schafer, 2012).

On recruitment of human capital the respondents indicated that social media had helped companies to shorten hiring times in this institution, LinkedIn was the most popular social network tool being used for recruiting, social media was a source of competitive advantage and employees rely on social media for performance which is consistent with Vaughn and Brown (2011) majority of the survey results reveal that much of the information with hiring managers’ report may not be explicitly job-related. Social media sites offer a tool to explore aspects of a candidate that traditional recruitment screening cannot always easily reach. The finding is also consisted with a survey by Simply Hired (2012) in the US who established that that 90 % of job seekers believe that companies look at their social media accounts before offering an interview or a job. It corresponds with Clements (2012) whose study revealed that almost 100 per cent of young job seekers under the age of 25 would like communication with employers to increasingly take place online.

5.3.2 Challenges Facing the Use Social Media

Regarding to the system hijacking the respondents indicated that social media expose an organization to lawsuits, lower employee's productivity due to its addictive behavior, social media helps in sharing of pictures and this result in consumption of storage capacity and had contributed to hijacking as attackers gain access to the information of this organization. This according to Information Systems Audit and Control Association (2010), system hijacking was ranked at a top five risk facing social media adoption in business communication and growth. Labs (2007) and Zyl (2008) posits that organizations expose themselves to potential loss of confidential information, resource wastage with regards to server and network bandwidth as well as damage to organizational reputation through negative remarks from disgruntled employees and customers. The finding further agrees with Greenwald (2009) who stated that a company may go through lawsuits, bad publicity and decreased employee morale as a result of employees’ use of social networks. System hijacking has great effects on the company information. There is loose of company information to attackers. This may greatly loose reputation of the company. Great loss of
reputation of company reduces overall competitive advantage and therefore low growth.

On virus and malware the respondents indicated that the use of social media can introduce viruses which replicate themselves in carrying out certain operations without user knowledge, system virus increases the costs of retrieving the effected information and contributes to scams carried out online in the institution. This finding concurs with that of Imran (2012) that system virus increases the costs involved in retrieval of the effected data and information, reduces system time of processing information and reduces the adoption of social media by companies. The findings further agree with Waxer (2011) who stated that social media can have incredible benefits but also can pose serious security risks for organizations, some of the serious risks to organizations include malware accidental disclosure of sensitive information.

The respondents indicated that online scams may lead reduce the awareness of brands of the institution, is open to public access and users may post negative comments about the institution. This is consistent with Button (2014) who identified a range of reasons including: the diversity of frauds, small amounts of money sought, authority and legitimacy displayed by scammers, visceral appeals, embarrassing frauds, pressure and coercion, grooming, fraud at a distance and multiple techniques as contributing factors to online scams. A computer virus is capable of perpetuating itself with the basic objective of performing certain activities that could range from annoyance to serious vandalism and this may pose a serious challenge to the organization in terms reputation.

Regarding outlet for negative comments the respondents indicated that some messages posted on social media to destroy the institutional name and negative comments spoiled the reputation of this organization which is in agreement with Williamson (2009) that the messages that employees post on social media may act to destroy the company name and reputation. People usually post messages, which explain how they perceive and feel about the work place without thinking what they have written. Some kinds of comments create deeper concerns among the customers who may involve in the system. This may create a bad impression of the company and therefore lowering reputation. Boo and Kim (2013) further stated that when negative comments are spread to other consumers, an organization’s reputation could be damaged.
5.3.3 Solution to Challenges Facing Social Media

On the installation of antivirus and anti-malware, the respondents indicated that the institution ensures that antivirus soft wares are installed to their systems policies. This finding concurs with Maxwell (2011) found out that existence of updated anti-malware software would control the damage caused by viruses or spyware. Thorton and Ferf (2011) held that in order for companies to take full advantage of the benefits and opportunities presented by social media, organizations must develop risk mitigation measures to mitigate the risks involved its use. Installation of antivirus and anti-malware is one of the mitigation measures which helps to prevent the user’s machine from being compromised and used as a launching point for future attacks. Social media face threats of viruses and malware.

It is important that organizations take keen interest in prevention of viruses and malwares because these viruses cause a major threat to files and important information of an organization. Organizations should ensure that antivirus soft wares are installed to their systems. This helps to detect, control and prevent viruses and therefore minimizing potential loose to company information. A great number of antivirus software exists. These include Kaspersky, Norton, McAfee, AVG and Ad Aware. Successful working of this antivirus requires constant updating and monitoring. There is also need for training of staff on running and maintaining antivirus software.

On the awareness campaign and training the respondents indicated that the organization trained its employees on social media risks, social media policies are put in place and incorporated into the overall institutional policies, data was controlled by users with varying levels of experience, organization trains its staff on use of social media and the organization creates awareness in employees of how their comments on social media may adversely affect the organization. This finding is in line with that of BITS (2011) enumerates training employees on social media use, risks, company policies and guidelines as the first line of defense for preventing in-appropriate dissemination of content by employees and for sensitizing them to potential reputational risks from outside sources. It further corresponds to Hansen (1999) who established that companies need to create awareness in employees of how their opinions and comments on social media may adversely affect the employment relationship.

On polices and guidelines the respondents indicated that the organization worked with
human resources (HR) department to establish new policies to address employee posting of work-related information, had strong passwords for safeguarding social media effects, sharing of the passwords was discouraged, had security policies that were followed by staff, regularly updates its security policies and discourages the use of social media at work place by employees. This finding is in agreement with Chelia and Field (2012) that awareness training and campaigns that reinforce these policies should also be put in place by these organizations. To be effective, a social media policy must be part of a co-ordinate and properly documented human resource strategy. However the findings contradict a report by Cisco (2008) who found out that organizational security policies do not always exist as 23% of IT professionals reported they worked for a company that did not have security policies. This can be explained by the nature of some companies that tend to be more reactive rather than proactive in addressing security threats posed by the use of social media.

5.4 Conclusion

5.4.1 Social Media on Business Communication and Growth

This study concludes that there is a general positive effect of the social media on business growth. Most respondents pointed out of the crucial role that social media played in product awareness. It was also clear that social media is a powerful tool as far as loyalty is concerned as it helps in creating good relation due to its interactive nature. Consequently, awareness is improved since of the information is shared very fast by social media users. Social media is therefore an effective tool for businesses since the information reaching many potential customers very fast in short span.

The study concludes that various factors influenced the institution to adopt social media tools which include changing needs, staff available capability to handle requests, need to communicate faster and effectively, driven queries and complaints, increased use of social media by the public internet penetration and its growth, penetration of the smart phones in the market and the continued decline in data costs which has made internet access easy.

The study further concludes that social media was considered as the best mode of communication that offers better opportunities for segmentation, facilitates interactions and ensures feedback is given immediately and timely.
5.4.2 Challenges Facing the Use Social Media
The study concludes that information from social media is unreliable and that access to relevant resource is necessary for students to take efficient decision in their research. Inadequate bandwidth, slow internet connections and inadequate computers, lack of privacy of information, expensive to access internet are the least challenges encountered by students in access of social media platforms at the institution.

5.4.3 Solution to Challenges Facing Social Media
The study concludes that verification of information from social media and accounts could aid in providing credibility of the information gathered from the social media platform. Additionally, implementation of social media policies and provision of in-links redirecting users to research sites in the social media platform cold attract more visitors to the site hence boosting social media as a tool of research. Enhancing internet technology through provision of computer with modern technology installing powerful servers and underground fiber cable and sensitization and training of users on the need to posts research and educative posts through the social media could revolutionize the idea of social platforms not only used for internet but also for educative purposes.

5.5 Recommendations

5.5.1 Recommendations for Improvement

5.5.1.1 Social Media on Business Communication and Growth
The study recommends that the institution should continually embrace social media if they want to remain competitive. The study has shown that Social media has been effective in service delivery, with the increasing growth of internet users and low internet cost social media is expected to grow further and hence the need for to lay an effective strategy for the adoption of social media tools even in the future.

5.5.1.2 Challenges Facing the Use Social Media
The study recommends that due to its damaging effect if mishandled, the institution should ensure that social media tools are handled by well-trained and knowledgeable staff who can handle sensitive information and queries to avoid any sentiments that can damage the institution image. Moreover, there is need to avoid any channels that can lead to the abuse of the social media tools.
The study recommends that institutions of higher learning should set and implement social media policies to aid in securing information and facilitate easy flow and dissemination of information. This will create confidence among the users hence promoting social media platforms’ value in enhancing research and learning. This will also ensure regulation and monitoring of content posted in the platforms consequently ensuring authenticity of the sites.

5.5.1.3 Solution to Challenges Facing Social Media
The study recommends that institutions should embrace use of social media platforms by formulating policies on how to use social media, this will ensure regulation and verification of information posted in the social media platforms hence making the information credible to be used by scholars for research and education purpose. Institutions of higher learning should create active channels for feedback on raise of social media platforms so as to have interactive sessions to share best practices and ideas on how to support social media and research.

5.5.2 Recommendations for Further Studies
A future study should also incorporate the responses from the USIU staff who interact with the social media so as to have a better understanding on research area. It should also examine the challenges that come with social media and how the institution is coping with the challenges.
REFERENCES


Risk, I. T. Information systems audit and control association.


APPENDICES

Appendix I: Questionnaire Cover Letter

AN ASSESSMENT OF USE OF SOCIAL MEDIA IN BUSINESS COMMUNICATION IN KENYA AMONG POSTGRADUATE STUDENTS AT USIU

Dear Respondent,

I am currently a post-graduate student studying for a degree in Global Executive Masters in Business Administration (GeMBA) at the United States International University. I am undertaking a study on AN ASSESSMENT OF USE OF SOCIAL MEDIA IN BUSINESS COMMUNICATION IN KENYA AMONG POSTGRADUATE STUDENTS AT USIU.

I therefore inform you that you are one of the selected samples of respondents who will facilitate this study with your views. All the information you will provide will strictly be used for this study and it will be treated with utmost confidence. There shall be no victimization whatsoever of the respondents regarding the information provided.

Thank you for your cooperation.
Appendix II: Questionnaire

Kindly take some time to fill this questionnaire ON THE USE OF SOCIAL MEDIA IN BUSINESS COMMUNICATION IN KENYA AMONG POSTGRADUATE STUDENTS AT USIU.

SECTION A: DEMOGRAPHIC INFORMATION

1. What is your Gender?
   Male [ ] Female [ ]

2. What is your age?
   20-25 Years [ ]
   26-30 Years [ ]
   31-35 Years [ ]
   Above 40 Years [ ]

3. How long have you been a student at USIU?
   Less than 1 Year [ ]
   1-2 Years [ ]
   Above 2 Years [ ]

4. Indicate your area of Specialization at USIU.
   Strategic Management [ ]
   Finance [ ]
   Human Resource Management [ ]
   Marketing [ ]
   GSSE [ ]
   Other [ ]

SECTION B: SOCIAL MEDIA ON BUSINESS COMMUNICATION AND GROWTH

5. Below are several statements on the extent to which social media affect business communication and growth. Please indicate the extent to which agree with each of the
statement. Use a scale of 1-5 where; 1= No Extent, 2=Little Extent, 3=Moderately Extent, 4=Great Extent, 5=Very Great Extent.

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<td>Communication has been enhanced among the students through social media at USIU</td>
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<td>Social media platforms have transformed lives of students at USIU.</td>
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<td>Social media has fostered good working relationship among students at USIU.</td>
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<td>Social media has enabled students at USIU to conduct academic research</td>
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<td>The USIU management markets its programs through social media</td>
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<td>Most students are relying on social media to search for information</td>
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<td>Social media has facilitated satisfaction of the students at in this institution</td>
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<td>The USIU team uses social media to respond to negative feedback about their brand name</td>
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<td>Recruitment of staff in this institution is enhanced by social media</td>
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<td>Screening of employees is done using social media</td>
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<td>Social media has helped companies to shorten hiring times in this institution</td>
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<td>LinkedIn is the most popular social network tool being used for recruiting</td>
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<td>Social media has facilitated learning in an easy way in this institution</td>
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<td>Social media is a source of competitive advantage in this institution</td>
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<td>Employees in this institution rely on social media for performance</td>
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6. To what extent do social media affect business communication and growth at USIU?

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<th>Extent</th>
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<tr>
<td>Very great extent</td>
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SECTION C: CHALLENGES FACING THE USE SOCIAL MEDIA
7. Below are several statements on the challenges facing social media as they affect business communication and growth. Please indicate the extent to which you agree with each of the statement. Use a scale of 1-5 where; 1= No Extent, 2= Little Extent, 3=Moderately Extent, 4= Great Extent 5= Very Great Extent.

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<td>This institution has turned to social media in conducting most of the business</td>
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<td>Social media can expose an organization to lawsuits</td>
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<td>Social media can lower employee's productivity due to its addictive behavior</td>
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<td>Social media helps in sharing of pictures and this result in consumption of storage capacity.</td>
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<td>Social media has contributed to hijacking as attackers gain access to the information of this organization.</td>
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<td>The use of social media can introduce viruses which replicate themselves in carrying out certain operations without user knowledge</td>
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<td>System virus increases the costs of retrieving the effected information in this institution.</td>
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<td>The use of social media contributes to scams carried out online in this institution.</td>
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<td>Social media may lead reduce the awareness of brands of this institution</td>
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<td>Social media is open to public access</td>
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<td>Users of social media may post negative comments about the institution</td>
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<td>This Institution has regular with clients via social media</td>
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<td>Social media has helped this institution to build relationship with audience</td>
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<td>Some messages posted on social media to destroy the institutional name.</td>
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<td>Some comments posted by users of social media create the clients of the institution.</td>
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<td>Negative comments posted by users of social media spoil the reputation of this organization.</td>
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8. To what extent do the challenges facing social media affect business communication and growth at USIU?

Very great extent [ ]
Great extent [ ]
Moderate extent [ ]
Little extent [ ]
SECTION D: SOLUTION TO CHALLENGES FACING SOCIAL MEDIA

9. Below are several statements on the solutions to the challenges facing social media. Please indicate the extent to which you agree with each statement. Use a scale of 1-5 where; 1= No Extent, 2= Little Extent, 3=Moderately Extent, 4= Great Extent, 5= Very Great Extent.

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<td>My organization trains its employees on social media risks.</td>
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<td>Social media policies are put in place in my organization</td>
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<td>The social media policies are incorporated into the overall institutional policies</td>
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<td>My institution ensures that antivirus software's are installed to their systems.</td>
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<td>Anti-malware software prevents the threats of social media in my institution.</td>
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<td>Data is stored in various locations in my institution.</td>
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<td>Data is controlled by users with varying levels of experience in this organization.</td>
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<td>This organization trains its staff on use of social media</td>
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<td>This organization creates awareness in employees of how their comments on social media may adversely affect the organization</td>
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<td>Most organizations use memos as a way of creating awareness on the use of social media</td>
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<td>My organization works with human resources (HR) department to establish new policies to address employee posting of work-related information</td>
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<td>This organization has strong passwords for safeguarding social media effects.</td>
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<td>Sharing of the passwords in my organization is discouraged.</td>
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<td>This organization has security policies that are followed by staffs</td>
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<td>This organization regularly updates its security policies</td>
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<td>This organization discourages the use of social media at workplace by employees</td>
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10. To what extent do the solutions to the challenges facing social media affect business communication and growth and communication at USIU?

Very great extent [ ]
Great extent [ ]
Moderate extent [ ]
Little extent [ ]
No extent [ ]

THANK YOU.