The use of social media in corporate communication by telecommunication companies: A study of Vodacom Dar es Salaam.

By

MUSHI, Hellen.

MAMC 50199

A dissertation in partial fulfillment of the requirement for the award of Masters of Arts in Mass Communication submitted to the faculty of social sciences and communication, St. Augustine university of Tanzania.

November,2016

DECLARATION

I, MushiHellen declare that, this dissertation is my original work and it has not been presented and will not be presented to any other University for a similar or any other degree award.

Signature: …………………………….   Date: …………………

MushiHellen-Author

This dissertation has been submitted for examination with my approval as a University supervisor.

Name of the supervisor………………….………….

Signature …………………………….…

Date……………………………………..

ACKNOWLEDGEMENT

I would like to give thanks to my good Lord for giving me the gift of life, good health and protection during the whole journey of my studies and for his mercy and love I was able to work hand in hand with my fellow students and my teachers.

My sincere and genuine gratitude goes to my supervisor Dr. Barack Otyenoh for his commitment and who has been with me guiding me with his constructive ideas and advices on my research from the very beginning up to the end making sure, I accomplish this research well.

My special thanks go to my family and friends for being tolerant and patient with me in every way and they been more than kind to me in making sure I accomplish my studies. Sincere thanks to officers of Vodacom Telecommunication Company in Dar es Salaam for their assistance during data collection of my research.

My gratitude go to all lecturers and Mass Communications department and university at large, my friends and classmates MAMC class of 2014/2016 DelphineKyaruzi, Joseph Sawaki and Pascal Mboya, who were there in time of need and making me comfortable here at SAUT.

My special recognition and appreciation goes to the management of North Eastern Diocese of Tanzania- NED-ELCT for releasing me to go for further studies. May the good Lord bless you all.

DEDICATION

I dedicated this work to United Evangelical Mission (UEM).

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ABBREVIATIONS

DOI   Diffusion of Innovation.

PRO   Public Relations Officer.

CCO   Corporate Communication Officer.

ABSTRACT

This study examined the use of social media by telecommunication companies in Tanzania. The study used Vocadacom as its case study. The main objectives of the study are: to identify the type of social media used by Vodacom for corporate communication purposes; to identify the types of messages presented by Vodacom on social media; and to find out the challenges faced by Vodacom in the use of social media for corporate communication. This was a qualitative study that was conducted in Dar es Salaam, using a single case study design and adopted an exploratory design. Data was generated through eleven respondents, six respondents for focus group discussion and five respondents for in-depth interview. The study employed a purposive sampling approach to select the respondents, and the data generated was analyzed thematically. Findings show that Vodacom adopted social media channels for corporate communications, using mostly Facebook, twitter and YouTube sites. The primary reason for using social media was to build dialogue with stakeholders and its employees. The Vodacom had policies governing social media use by staff. The study, therefore, concludes that social media is an indispensable platform for corporate communication.

CHAPTER ONE

INTRODUCTION

1.1 Introduction to the chapter

This chapter commences with a discussion on the impact of social media in the world. This is followed by an analysis of the various definitions of corporate communication. Thereafter, the chapter discusses the importance of social media for corporate communication. This then forms the foundation for the main research problem addressed in this study; how has Vodacom used social media for corporate communication and what challenges do they face in the process. Thereafter, the rationale and significance of this study is highlighted. The chapter concludes with a brief summary of the major issues discussed and the operational definition of key concepts and terms.

1.2 Background and context of the study

Companies around the world are taking advantage of the social media to engage with their stakeholders. Social media have a huge influence on how information is acquired and communicated. It has changed the way people communicate with one another. Companies too have not been left behind and are using the social media to engage with stakeholders in their management communications, marketing communication and organizational communication. Globally, it is estimated that by 2018 there will be around 2.67 billion social media users. In Tanzania, statistics show that by December 2015, Tanzania had 17 million internet users who actively engaged on social media. Most companies in the country can no longer ignore social media as a means of communicating with their stakeholders. Most companies in the country

have therefore embraced the social media. However, most companies are not adept at using social media and this research seeks to find out how telecommunication companies use social media in their corporate communication activities.

In 2004, Cornelissen proposed his approach to corporate communication on the basis of the functional management theory. He defines corporate communication as a management function, which provides means for coordinating all elements of communication to build and improve a favorable reputation from the perspective of those interested groups, which the organization depends on. The author's definition contains a new concept 'stakeholders'. Cornelissen explains that it shows a drive towards a more definite view, when an organization formulates several groups, which it depends on. The application of the stakeholders' concept in the context of corporate communication means that the interdependence among the company and certain groups is recognized, thus emphasizing the importance of the stakeholders' support (Hübner, 2007).

Cornelissen also describes the processes of corporate communication imperative to the context of social media. Thus, if an organization does not provide its opinion, individual stakeholder groups can quickly achieve domination in certain communication environment, creating a united front against a certain expression of the organization's activity. Thanks to social media, this process becomes even simpler and with a potential to expand on a global scale.

James Grunig uses public relations as a basic concept, which he defines as communication management between an organization and its publics. In Grunig's view public relations/communication management is a wider concept than communication techniques of particular public relations programmes, e.g., media relations or publicity. The author emphasizes that public relations and communication management include planning, implementation and evaluation of the organization's communication process. These processes

refer to external and internal publics - groups, which can influence the organization's ability to achieve their goals. At the same time the author points out that public relations/ communication management is more than communication as it also includes strategic decision-making (Grunig, 1992).

Social media has impacted the practice of communication and public relations since the beginning of blogs (Wright & Hinson, 2010). The advancement of new technologies had brought new opportunities for the corporate communication field, because companies not only can publish information, but measure also the effectiveness of the communication process (Argenti, 2006). Social media platforms create opportunities for organizations to have real conversations with internal and external publics. For stakeholders, social media also brings opportunities because it is easier for them to be watchdogs and track companies with unethical communication behaviors (Sweetser, 2010). For that reason, companies cannot run away and disappear from social media channels; they need to be more present than ever to promote conversations with stakeholders. "The value of social media is that users are highly engaged and wanted to be heard" (Burston-Marsteller, 2010: 2).

Social media helps corporate communication professionals to build and maintain relationships with all the public's including journalists. Perkett adds, "Everyone is busy and social media enables professionals to maintain ongoing, quality relationships with influencers, media, customers and partners regardless of where they are." (Perkett, 2010) Also social media helps improve community relations. "Social media, more, so than new/digital media, must be at the heart of public relations activities because social media can enhance organization public relationships by increasing and improving community relations." (Duhe, 2012) Social media is also used as an effective tool for internal communication.

Social media has empowered the consumers by giving them the power to express their views or opinions on a product or service freely to their networks. Burns justifies, "The pyramid of

power has shifted and the consumers and employees formerly at the bottom have become the new influencers within a peer to peer network". (Burns, 2008) Hence, if a company is not participating in social media, they are missing an opportunity, as their customers are already spreading messages about them, sometimes even damaging messages about the brand. (Siepel, 2010).

Nowadays a company's reputation, brand image, success or failure all depends on the image built by the company in social media and also their own performance in the globalised market system. Therefore, the future of PR and corporate communication depends on how well communication professionals learn and adapt new technologies and practices. (Breakenridge, 2012).

1.3 Statement of the problem

Social media is increasingly becoming part of how people communicate with each other. Organizations too have not been left behind in this social media craze. Many organizations are increasingly engaging their shareholders on various such media networks such as Facebook, Twitter, LinkedIn, Twitter, Google+, YouTube, Flickr, Slideshare and Pinterest. According to a recent research there was an official directive from the government to all government offices and institutions to launch official websites as a communication tool. "It was also an official order from the Prime Minister Hon. Kayanza Peter Pinda during the inauguration of Kilimanjaro region website in 2008. On that occasion, the Prime Minister instructed all regional offices to launch websites." so all governmentorganizations allowed the use of social media networks for communication purposes with stakeholders and little is known about private organizations. Organizations are using social media networks to monitor stakeholder'sbehaviour. However, not all organizations have embraced social media networks for corporate communication. Some organizations are cautious in using social media networks

and prefer using more established networks. The main question in this study: How organizations use social media networks for corporate communication.

1.4 Research questions

1.4.1 Main question

The overall purpose of this study was to examine the use of social media for corporate communication. The specific research questions for this study were:

i. What type of social media is used by Vodacom for corporate communication purposes?

ii. What types of messages are presented by Vodacom on social media?

iii. What challenges does Vodacom face in the use of social media for corporate communication?

1.4 Scope of the study.

The study which access the use of social media in corporate communication by telecommunication company, a case study of Vodacom telecommunication company was conducted in Dar es Salaam, which is the capital city of Tanzania and is geographically located at 6°48' South, 39°17' East, on a natural harbor on the eastern coast of Africa, with sandy beaches in some areas. Administratively, the Dar es Salaam region is divided into five districts: Ilala, Kinondoni, Ubungo, Kigamboni and Temeke. This was a qualitative study that employed a single case study design, and data was generated through focus group discussions and in-depth interviews. The respondents who were purposively sampled included stakeholders and the corporate communication team at Vodacom. The data was analyzed thematically to emerge with the findings.

1.5 Limitation of the Study

The study was limited to the use of social media for corporate communication by telecommunication companies. Access of information from some informants was another challenge faced by the researcher. Some informants pretended to keep confidentiality on issues of their offices. Such phenomenon affected a bit on getting the needed data on time. To solve this, the researcher guaranteed them on confidentiality and took time to educate them on how the data will be used in accordance to the objectives of the research. Another limitation was the use of case study method. Since the focus was on one telecommunication company Vodacom, it was difficult to generalize it to other telecommunication companies. Appointments with interviewees faced some challenges due to their busy work schedule. This made the researcher to reschedule the timetable planned for interview which was conducive for interviewees.

1.6 Justification of the study

With the popularity of social media as a tool for communication, it was important to interrogate and understand how social media is used in corporate communication. There has been many studies done on the use of social media for corporate communication but some have focused on its use in corporate communication in telecommunication companies. These studies have not adequately examined.

1.7 Significance of Study

The proposed study will be used as a basis for creating awareness, adding more knowledge to different organizations, on the use of social media in corporate communication, as a case study of Vodacom. Social media network has been used as communication tool for both internal and external public. However in Tanzania there are no published studies concerning

the effectiveness of social media in corporate communication. Little is known on the reasons behind on why social media are used as a vital communication tool.

The study will add knowledge on the use of social media in corporate communication as a new communication tool taking place quickly in different institutions. In addition it will set out to increase awareness and change behavior as well as attitudes on social media. Similarly, these findings will form a basis for informing policy makers and influence creation of policies. Theoretically, the study findings will add existing theories on academic researchers and stimulus to further research. Through the proposed study, recommendations will be used to benefit the public at large on the use of social media as a communication tool. The data will also be utilized as baseline data in future related researches.

1.8 Conclusion

This chapter presented background to the study, statement of the problem, research questions, and scope of the study, limitations, justification of the study and significance of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter comprises empirical literature review and theoretical framework and research gape.

2.2 Corporate Communication

Corporate communication is presented as strategic management function of focusing nowadays challenges: the necessity to create confidence between internal and external audience of a company; to activate business forming responsible culture (Goodman, 2006). Corporate communication is the term used to describe a variety of strategic management

functions, depending on the organization, corporate communication includes; Public Relations, Crisis and emergency communication, corporate citizenship, reputation management, community relations, media relations, marketing communications, management communications, corporate branding and image building, advertising.

There is an assumption that corporate communication is more art than science. Its origins stem from ancient Greece and Rome from rhetoric. Corporate communication is considered to be an interdisciplinary academic field, which includes such sciences as anthropology, communication, language and linguistics, sociology, psychology, management and marketing. In the academic environment this concept is mainly associated with public relations (Goodman, 1994).

In the course of time approaches to the functions and roles of corporate communication have changed, which manifests itself in different theoreticians' works. Thus, in 1974 Drucker was among the first authors, who pointed out that communication is not a means, but rather a mode of business management therefore communication should not be viewed as a supportive process, but an element of process organization. As a rule, research of marketing communication is practice driven. In 1995, Buttle analyzed 101 marketing communication texts and concluded that more than 70 texts did not quote any theoretical sources, but offered statements in line with Schramm or Shannon's and Weaver's ideas. In turn, Cheney and Christensen maintain that corporate communication has grown out of a predominantly practical context and, at a later stage, has developed a theoretical machinery to support analysis and legitimization of professional practice. Furthermore, Christensen and Torp believe that corporate communication should focus on developing the involvement in the co-creation of communicated meanings achieving a common understanding and responsibility through communication (Hübner, 2007).

Dolphin (2000/1999) argues that corporate communication has originated from public relations. The aim of public relations is to create, develop and multiply the relations between organizations and their communities. The relations are characterized as a set of expectations shared by all parties with respect to mutual behavior (Kim and Rader, 2010).

As an end result of summarizing the most popular public relations theories of the last two decades, Botan and Taylor conclude that this period has been dominated by James Grunig's Symmetry/Excellence Theory, and the latest trend in public relations is a transition from functionalism to a co-creational perspective, when society is believed to be a co-creator, and the significance of establishing long-term relations with the audiences is recognized (Hazleton and Botan, 2006).

2.3. Social Media

Palmer and Koening-Lewis (2009) characterizes social media as online applications, platforms and media targeted at making the interaction, cooperation and content exchange easier. The significance of social media is associated with the possibility of interaction between the user and community, and such interaction is characterized by no synchronism, directness and low costs. Patti Anklam (2009) defines social media as a set of software tools and Internet applications, which ensure development of human relations and are personalized by identifying individuals by name.

Earlier researchers have analyzed the social media used frequently for corporate communications. L. Carim and C. Warwick's study found that companies used social media - micro blogging, video-sharing and social networking sites for corporate communications, (Carim& Warwick, 2013; Eyrich, Padman&Sweetser, 2008). According to Burns, the most popular form of social media used is videos (75%), followed by blogs (50%), social network profiles (50%) and podcasts (41.7%). (Burns, 2008)

The most popular social networking sites used for PR or corporate communications was LinkedIn, Facebook and YouTube. (McNamara, 2010) Donald K. Wright and Michelle D. Hinson's research study found that Facebook was more frequently (83%) used in public relations, followed by Twitter, LinkedIn and YouTube. (Wright & Hinson, 2010) Later, Wright and Hinson's longitudinal research between 2006 and 2014 on Social and Emerging Media Use in Public Relations Practice found "Twitter narrowly replacing Facebook for the first time as the most frequently accessed new medium for public relations activities. LinkedIn and YouTube were the next most frequently used sites." (Wright & Hinson, 2014).

Social media can be supplementary to traditional communication tools. In this connection, it is worthwhile to quote from Greg Hearn, Marcus Foth and Heather Gray's research, "New media and Web 2.0 services can be employed to work in tandem with conventional communication tools such as phone, fax and corporate intranets. Such a hybrid approach enables organizations to maintain and strengthen existing stakeholder relationships, but also reach out and build relationships with new stakeholders who were previously inaccessible or invisible." (Hearn, Foth& Gray, 2009)

A variety of reasons are cited by researchers in terms of social media access and uses in corporate communications. According to McNamara, social media was used by PR professionals for "gathering feedback and building relationships, while others used it for marketing and brand promotion and some cited sales" (McNamara, 2010).

Some of the research studies highlighted the fact that companies have not exploited social media to its full potential for corporate communications. Lina Margarita Gomez Vasquez and Ivette Soto Velez's research paper on Social Media as a strategic tool for Corporate Communication, used content analysis method on the Facebook and Twitter official profiles of the top 400 locally owned Puerto Rican companies in 2009 and concluded that, "Puerto Rican companies are not employing social media platforms for improving communications

with different stakeholders, failing to take advantage of the enormous possibilities that social media has for communication." (Vasquez & Velez, 2011) Further, McCorkindale also found that majority of the companies in the Fortune 50 were using Facebook, but were not utilizing its full potential. The Facebook fan page was typically used to post information by the public's and not by the organization. Companies were not using Facebook to post news, instead merely posted news releases and mission statements. Also, few companies only used Facebook for spreading information about their corporate social responsibility (CSR) activities (McCorkindale, 2010).

Lastly, in a study on "Social Media and the Evolution of Corporate Communications", Matthews highlighted, "How companies are responding to the social media revolution is an indicator of future success. Companies that are too slow to adopt these new technologies and practices are going to be left behind. Consumers are communicating with one another via social media, even if the companies that are their topics of discussion are late to join the social media game. Social media is going to continue to develop and change, and corporate communications practices are going to change with it. Social media has already proven an invaluable tool to the industry, and the future holds a wider teaching and implementation of these tools. The advent of social media has resulted in the evolution of corporate communications" (Matthews, 2010).

Also research has found that, "social media has dramatically reduced the turn-around time when organizations are communicating with certain target publics." (Wright & Hinson, 2008) While another research highlighted the major challenges in using social media as "the need to respond quickly, authorization to comment publicly in government organizations, identifying clear objectives and business reasons for using social media and loss of control"(McNamara, 2010)

Social media were found to be an effective instrument of contingency management in times of disaster in almost every other sphere. Social media was used in crisis planning. Shelley Wigley and Weiwu Zhang in their study found that most of the companies used Twitter as a tool in their crisis planning. Also, they stated, "public relations professionals whose organizations rely more heavily on social media tools in their crisis planning correlated positively with practitioners" greater confidence in their organization's ability to handle a crisis" (Wigley& Zhang, 2011).

2.4. Empirical literature review

Earlier researchers have analyzed the social media used frequently for corporate communications. L. Carim and C. Warwick's study found that companies used social media - micro blogging, video-sharing and social networking sites for corporate communications, (Carim& Warwick, 2013; Eyrich, Padman&Sweetser, 2008). According to Burns, the most popular form of social media used is videos (75%), followed by blogs (50%), social network profiles (50%) and podcasts (41.7%) (Burns, 2008).

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A study on the "Adoption of social media for public relations by non-profit organizations" by Lindley Curtis, Carrie Edwards, Kristen L. Fraser, Sheryl Gudelsky, Jenny Holmquist, Kristin Thornton, Kaye D. Sweetser, found that, "Organizations with defined public relations departments are more likely to adopt social media technologies and use them to achieve their organizational goals" (Curtis, Edwards, Fraser, Gudelsky, Holmquist, Thornton, &Sweetser, 2010).

Social media is used as a strategic tool to communicate with the public. Blogs, micro-blogs and social networking sites are changing the way companies communicate with their publics like employees, customers, investors, local communities, suppliers, governments and other stakeholders (Wright & Hinson, 2010). Further, Carim& Warwick stated, "building a dialogue with stakeholders is a prime reason for using social channels." (Carim& Warwick, 2013) Companies use social media for important conversations with their publics, as found in DiStasoa, McCorkindale& Wright's study, "Organizations are using social media to engage in important conversations and to enhance understanding of markets, customers, competitors, and employees" (DiStasoa, McCorkindale& Wright, 2011).

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Paulussen and Harder (2014) studied Social media references in Newspapers whereby Facebook, Twitter and YouTube have been sampled to examine the extent of using social media as sources in in routine newspaper coverage. The findings of this study show that the use of social media as sources by newspapers have become commonplace. Their proved the claim that "for many of today's newspaper journalists monitoring social media platforms has become a part of their daily newsgathering routines" (Paulussen&Harder 2014:549)

Studies show how various offices and organizations use social for different reasons, for instance, Ward (2011) studied on how organizations use social media as tool of communication during crisis. Ward found that, organizations use social media during crisis for two reasons. First, to stay in contact with stakeholders following a crisis. Secondly use social media to respond to crisis. (2011:21).

Pfeiffer C, et al (2014) explored on the use of social media among adolescents in Dar es Salaam and Mtwara. This study was done in Tanzania. The findings of this study show that:

> Youth in Dar es Salaam and Mtwara access the internet mainly through mobile phones. Facebook is by far the most popular internet site. Adolescents highlighted their interest in reproductive and sexual health messages and updates being delivered through humorous posts, links and clips, as well as by youth role models like music stars and actors that are entertaining and reflect up-to-date trends of modern youth culture (Pfeiffer C, et al 2014)

The above mentioned study aimed at studying the preferences of the youth on social media usage in Dar-es-Salaam and Mtwara.

Tungaraza (2010) reported on the emerging culture of using Social Media by politicians in the 2010 General Election in Tanzania. He viewed this emerging culture of using social media in the general election as a new phenomenon in the politics of Tanzania. In his study Tungaraza presents social media such as blogs, online videos, Facebook, Twitter as tools used by politicians to create deeper engagement with voters. Almost all presidential candidates had social media accounts such as Facebook, Twitter and websites. In this line of thinking, Social media have added to the well-used campaign rallies. Apart from being a new phenomenon, Tungaraza established the limitation of the access Social media to many voters compared to public rallies.

On his part, Costantine (2013) studied the role of the Social Media in organisational performance. He took cases from Policy Forum and Selected Member Organizations and came up with the findings revealed that:

> Civil Society Organisations (CSOs) used social media to a large extent and had policies on social media, the use of social media significantly contributed to organizational efficiency; it contributed to organizational effectiveness for organizations which used social media together with mass media (Radio and TV). Moreover, limited internet access, lack of technical competence on the use of social media and failure to control information flow were the main challenges facing CSOs using social media(Costantine 2013:vii).

In the study of Costantine justifies the use of social media in organizations; the role social media contribute to the efficiency of organizations and organizational effectiveness for organizations which are using social and main stream media such as radio and Television.

2.5. Theoretical framework.

The theory of Diffusion of Innovations (DOI) was used to assess the use of social media in corporate communication by telecommunication companies, a case study of Vodacom Company.

Diffusion of Innovations theory which was founded by Everett M. Rogers in 1962 describes how new ideas or practices are introduced and adopted in a social system with a special focus on the communication relations and information flows that promote adoption (Rogers, 1995). Diffusion of Innovations is also a key construct in the economics of information and technology transfer (Griliches 1988).

Diffusion of Innovations theory models the dynamics of technology adoption, including the rate of adoption and the eventual spread of the innovation in social system. A new technology (or other innovation) is introduced in a social group such as a community, organization, and nation often by a change agent with an interest in promoting it. Moreover, the theory explains how, over time, an idea or product gains momentum and diffuses (or spreads) through a

specific population or social system. The end result of this diffusion is that people, as part of a social system, adopt a new idea, behavior, or product. Adoption means that a person does something differently than what they had previously (i.e. purchase or use a new product, acquire and perform a new behavior, etc.).The key to adoption is that the person must perceive the idea, behavior, or product as new or innovative. It is through this that diffusion is possible. Rogers (1995) points out that diffusion as a process includes an innovation which is communicated through channels overtime among members of a social system.

This theory guided this study in its aspect of innovation and adoption of new ideas and technology at large. In this study the social media technology is a new phenomenon in the field of corporate communication in an organization. The theory framed the study to determine how the social media technology is adopted in Vodacom Telecommunication Company. Similarly the theory was applied to assess the use of social media as tools of diffusion and dissemination of information in Vodacom.

The second theory is organization theory which is derived from some of the great fathers of sociology, writing in the nineteenth and early twentieth century's. These are normally thought to be Marx Weber and Emile Durkheim.

The theory states that, almost all activity in any society takes place through people acting together. This is certainly true of all business activity in terms of the goods and services provided by such organizations as in Vodacom Company it works with their customers hand in hand by sharing their products and all the necessary information about the company. It is important to understand how organizations communicate with their stakeholders and why they are structured.

Such attention has been devoted since the mid-nineteenth century to a consideration of how such organization can be structured to improve the contribution they make to society and to

the improvement (or otherwise) of all our lives. The knowledge and experience gained about this has been collectively termed as organizational theory. It is important to remember that organizations do not 'organize' themselves and have no feelings; it is people who organize themselves and others.

Therefore, it is from this aspect that guided this study, social media platforms organize people to act together by enhancing information sharing and responds issues at a time as well as make easier feedback communication means that what the top management or the organization is planning or doing is well shared and communicated to the staff and external publics and if there is any concern or questions are responded at time. Therefore, according to the organization theory the use of social media in corporate communication play a role of structuring the organization aimed at improving the communication needs of the staff and stakeholders at large

2.6. Research Gap

There have been many studies done on the use of social media for corporate communication but none have focused on its use in corporate communication in telecommunication companies. These studies have not adequately examined to what extent the company use social media in communicating with its internal and external stakeholders. This study explored the use of social media in corporate communication by telecommunication companies and the study focused in one Telecommunication Company which was Vodacom.

2. 7. Conclusion

From this chapter, the study focused on basic knowledge by reviewing theoretical framework, related literature, empirical reviews and research gap it created foundation on what was required for the study.

CHAPTER THREE

METHODOLOGY

3.1. Introduction

This chapter explains the procedures used in this study, including research approach, area of study, population, sample and sampling methods, data collection techniques and analysis.

3.2. Qualitative Research approach

This was a qualitative research that attempted to conduct an elaborate investigation in order to find the use of social media in corporate communication. Qualitative research as defined by Gay, Mills and Airasian (2009)"……is the collection, analysis and interpretation of comprehensive narrative and visual (i.e. non numerical) data to gain insight into a particular phenomenon of interest"(p.7)

The advantage of qualitative research is that it is an exploratory approach and hence it uses a flexible research design. Therefore, the appropriateness of the qualitative research approach is that it provides a means for exploring and understanding the meaning individuals or groups ascribe to a social or human problem through interpretive analysis of data using non statistical procedures (Creswell, 2009). Therefore, qualitative research was useful because in this study, I attempted to generate an in-depth understanding of how the company uses social media in corporate communication and how they shaped their behavior in using social media in communicating. As such qualitative research provided narrative accounts of the participants' perceptions, feelings, beliefs and attitudes towards the use of social media in corporate communication; hence it focused on achieving depth rather than breadth (Gay, Mills & Airasian, 2009).

Qualitative research involves gathering data directly from participants; hence, the voices of the participants take centre stage in the research. Therefore, a researcher should present the findings of the research from the perspectives of the participants (Gay, Mills & Airasian, 2009). In view of this, I have included direct quotes from participants in chapter four, where I have reported the research findings. This ensures that the voices of the participants are clearly visible in the study. In addition, it is essential for qualitative researchers to openly declare the biases they introduce to a study that could dilute the research process and findings. This is because the interpretation of data cannot be separated from a researchers experiences (Creswell, 2009). In this regard, I have declared my role in the research process which was mainly data collection, analysis and interpretation, and the potential biases towards the research topic and processes in my description of the trustworthiness of the study.

3.3. Research method.

This study adopted a case study design. My preference for the case study design was based on its appropriateness to research questions that demand an in-depth and extensive inquiry of a social phenomenon. A case study method as defined by Yin (2009) "…..is an empirical inquiry that investigates a contemporary phenomenon in depth and within its real life context, especially when the boundaries between the phenomenon and context are not clearly evident" (p.18). In this study, Case studies generally rely on multiple sources of evidence to generate data which is analyzed through triangulation (Yin, 2009). In this regard, I collected data from stakeholders of Vodacom and the corporate communication team at Vodacom offices in Dar es Salaam.

3.4. Area of Study

The study was conducted in Dar es Salaam, which is the capital city of Tanzania and is geographically located at 6°48' South, 39°17' East, on a natural harbour on the eastern coast of Africa, with sandy beaches in some areas. Administratively, the Dar es Salaam region is divided into five districts: Ilala, Kinondoni, Ubungo, Kigamboni and Temeke. Dar esSalaam had a population of 4,364,541 as of the official 2012 census.

3.5. Population

Population is a group of individuals, objects or items from which measurement is taken (Tromp, 2006). The study targeted one telecommunication company, Vodacom and focused on the use of social media for corporate communication. The targeted population was the corporate communication officers and employees of the company from different departments.

3.6. Sampling Methods and sample size

3.6.1. Sample size

Sample size is a small group obtained from the accessible population, Mugenda and Mugenda (2003). A total of eleven informants have been interviewed; one corporate communication officer, one assistant corporate communication officer, seven officers from different departments and two digital agents. Qualitative sample size may best be determined by the time allotted, resources available, and study objectives (Patton, 1990).

3.6.2. Sampling

In this study I used purposively sampling technique which is under non-probability sampling to select participants for the key informant interviews. Kombo and Tromp (2006:82) argue that "the power of purposive sampling lies in selecting information rich cases for in-depth analysis related to the central issues being studied." Thus the study selected key informants who are Vodacom employees. I chose this technique because it enabled me to choose respondents who provided insight information that was not provided by other respondents. Through this technique I was able to obtain enough information about the phenomenon under the study. The use of purposive sampling allowed researcher to interact with the respondents' insight into the issue under investigation.

3.6.3. Sampling procedure

Sampling refers to the procedure of selecting items to be studied. It is a plan for obtaining a sample from a given population (Kothari, 2008). The researcher uses purposive sampling since the researcher believes that, these informants have adequate information about the problem being studied. This sampling procedure was so helpful in finding out the outcomes of

the research problem. According to Palys (2008), purposive sampling is virtually synonymous with qualitative research. In addition, the author said that one who engages in purposive sampling signifies that he or she sees sampling as a series of strategic choices about with whom, where and how one does one's research. This statement implies that the way the researchers' sample must be tied to their objectives. However, in qualitative research, you select people or sites that can best help you understand the central phenomenon. (Creswell, 2012). Therefore, based on this study, the type of purposive sampling used was criterion sampling. Criterion sampling involves searching for cases or individuals who meet a certain criterion (Palys, 2008).

Table 1.1 Sample size:

Sample population	Number of respondents
Corporate communication officer.	1
Assistant communication officer.	1
Officers from different departments.	7
Digital agency	2
Total number	11

3.7 Data generation techniques.

Data generation tools refer to tool used to gather information from individual for a research purpose (Kothari, 2004). The study used the following tools to collect data, focus group and interview.

3.7.1. Focus Group Discussion Method

Focus Group Discussion is a data collection technique which is done through group discussion. It comprises of 6-12 respondents guided by the facilitator/ researcher and the group members talk freely and openly about a certain topic. However the number of four to five respondents is applicable to do a focus group discussion. Focus Group Discussion should always comprise of homogeneous members of a target populations (e.g. similar in age, education, profession and age) (Kombo& Tromp, 2006, 95).

In conducting focus group discussion in this study, small groups of respondents was selected and interviewed in different days through formal conversation while guideline questions were used to help the interviewer not to lose direction during discussion by asking unnecessary questions which are not suitable to research problem.

3.7.2. Interview

Interviewing is a way to collect data as well as to gain knowledge from individuals. Kvale (1996, p. 14) regarded interviews as " … an interchange of views between two or more people on a topic of mutual interest, sees the centrality of human interaction for knowledge production, and emphasizes the social situations of research data." There are many types of interviews, which include: structured interviews, semi-structured interviews, unstructured interviews, non-directive interview. I conducted semi-structured interview personally with individuals and prepared interview schedule for data collection. This was much easier to establish a rapport and climate of trust between the interviewer and the participant, thus enhanced and linked understanding and confidence between the two which lead to in-depth and accurate information.

3.8. Data analysis and Presentation

In this I used thematic analysis which is a qualitative analytic method for identifying, analyzing and reporting themes within data. It minimally organizes and describes data set in (rich) detail. However, frequently it goes further than this, and interprets various aspects of the research topic whereby identical questions will be used in order to make sure that all participants reply the same questions. According to Gibson (2006), thematic analysis is an approach to dealing with data that involves the creation and application of 'codes' to data. The 'data' being analysed might take any number of forms – an interview transcript, field notes, policy documents, photographs, video footage. In addition, this is the common method used in analysing qualitative data. Therefore, thematic analysis method in this study was used to analyse data collected in both focus group discussion and the semi-structured interview using a pseudonym,RSP stands for all the respondents who were given numbers from one to eleven. The findings of the study were interpreted and put them in themes in accordance with the research questions.

3.9. Ethical consideration

I obtained permission letter from the Head of Department of Journalism and Mass Communication at St. Augustine University of Tanzania to carry out the research and presented it to the selected participants in the study area. The participants were informed about the purpose and benefit of the study, and all data collected is confidential for the academic purpose only. All data collected is analyzed in honest and respect without biasness from the source.

3.9.1. Validity and reliability of research instruments

Shoemaker (2004) defines validity as the extent to which the indicators measure the concept we think we are measuring. In qualitative designs the internal validity has an additional concern that centers on the credibility of how the data is collected. In qualitative studies the researcher is the primary data collection instrument. The researcher insures validity of this study as she understand what is being studied and the general areas in which data are needed to answer the research questions. In this the researcher opt for purposive sampling and use face to face interview and focused group discussion with informants that is public relations officer, digital agencies and Vodacom employees from departments.

Reliability does not focus on the truthfulness of the data but rather on the consistency of the results. The researcher insures reliability of this study by documenting what was done during the study and follow each step accordingly. The researcher documented every step of the process as the study performed including data collection and interpretation.

3.10. Conclusion

This chapter explained why qualitative data was used to explore the use of social media in corporate communication. It contended that descriptive study design was used to collect information about the use of social media in corporate communication; the chapter explains the research site which is Vodacom Telecommunication Company and the targeted population of the study was representative sample for corporate communication officer and the results drew conclusions which were applicable to the entire population. Key informant interview was as an instrument of data collection. And data was analyzed thematically.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

4.1. Introduction

This chapter presents the findings collected from interviews according to the research questions. However in this chapter the qualitative data obtained from interviews are analyzed and presented in themes to fit the research objectives.

4.2. Findings

The findings reflect the aforementioned research questions that this study sought to address.

4.2.1. What types of messages are presented by Vodacom on social media

The finding shows that Vodacom is in touch with sudden change in how people communicate and interact in the society brought about by social media. They share different messages in social media frequently to talk about their new projects, Vodacom offers, branding new products, organization image and identity with their stakeholders. In the interviews, one Communication Officer at Vodacom Tanzania [RSP1] for example stated:

> Social media has become very helpful in reaching the customers in the fastest way, it is cheap and it is easy to get feedback in a short period of time. Like in their campaign of "HapaKasiTu" has become very popular and helpful, big number of stakeholder have increased because of the internet service which have been introduced in

Facebook, Instagram and Twitter. Through social media they were able to show the power of their internet of being fast and reliable.

Another Assistant Corporate Communication Officer [RSP8] commented:

> The main messages shared in social media is the words to spread our products wings because through social media news, adverts travel faster compared to any other local media. They are able to post new products launching and be known across Tanzania borders, promoting their customer service in terms of being there for their stakeholders, to attract new stakeholders in using Vodacom services like doing campaigns like "VutaMkwanjana Vodacom"

One of the digital agents (RSP 6) added that:

> Most of the messages shared by Vodacom in the social media are the news concerning what Vodacom is, it is purpose of existence, what their vision and mission is, apart from that; they give out news on how to bring their stakeholders together, they share about what to do to improve their services especial there has been a complaint of unstable internet for most of telecommunication company, hence Vodacom is trying it is best to stay connected to their stakeholders through sharing any information about their new product of " HapaKasiTu".

4.2.2. The type of social media does Vodacom Tanzania use in corporate communication.

There are many types of social media in today's digital era, Vodacom Tanzania use Facebook, twitter, Instagram, YouTube to reach their external stakeholders and for internal communication they use Yama to interact with their internal publics. On the part of the Whatsapp account, only staff members can share different official things and posts them but they do not consider it to be official. One of the Corporate Communication Officer [RSP1] observed:

> Whatsapp has a limited number of users so it is not suitable for Vodacom Company because whatsapp only accommodates 256 people while Vodacom have more than 500 workers. The reason behind why use of twitter, Facebook and YouTube is because they can reach many people in a short period of time, not only that but also the social media has helped them to cross over the Tanzanian boarder and be known worldwide and to easily link with other Vodacom officers outside Tanzania like in Dubai, India, Kenya, Kampala etc.

Another respondent who is one of the digital agencies (RSP 4) added that:

> Through the use of social media, it is easy to know if the branding of a new product has been accepted by the stakeholders, whether the message has been understood and

this is only possible with the use of social media because it has enabled the organization to have direct connection with their stakeholders through receiving feedback, twitting and reading and replying different comments concerning the issue which has been posted and this is a miracle of social media because with the local media like newspaper, television and radio it was very hard to know the reaction of the stakeholders concerning their products or if they have understood the message intended to them.

In the above mentioned comment from digital agent, Facebook is the leading social media used by Vodacom Telecommunication Company because it has many users and it is easy to be accessed, apart from that it has been promoted by many Telecommunication Company by making it free in using even if one haven't subscribe internet bundle, it made it possible even for those of low per capital income to manage to visit their Facebook accounts every day.

The officer added that:

> For the information concerning internal audience they have their own social media called Yama where all the information intended for the internal audience are published. It is a new social media introduced so they are using it and it has showed great impact on sending news fast and delivered quickly to the internal publics who are Vodacom employees.

4.2.3 Summary of social media usage

S/N	Types of social media platform	Users
1	Facebook	Vodacom employees and stakeholders
2	Twitter	Vodacom employees and stakeholders
3	Yama	Vodacom employees only, it is an official website.
4	Instagram	Vodacom employees and stakeholders

4.2.4. On the Management and operation of social media in Vodacom office in Dar es Salaam.

According to Corporate Communication officer (RSP 1) stated that;

> The operation of social media is under the Public Relations Office for content monitoring in collaboration with the digital agency who manages how frequently the news should be sent to the public's, how to design what to be communicated and

which language to be used so as to avoid misinterpretation of information. For the blog and website the communication officer is the one who posts contents from different offices and sources. When something is posted or disseminated in the blog workers and other interested people have a chance to comment as well as to give their opinions.

Respondent (RSP 11) added that:

It is very important in an organization to have a department which is responsible to post in social media so as to avoid misinformation, message overload, " I like what our organization is doing, in Vodacom only Corporate communication officer and digital agents are the only ones allowed to post news or any breaking news on the social media" if it wasn't for this any Vodacom employee would be posting any post that he/she feels to post without caring about it is impact to the organization.

4.2.5. On why do they use social media in corporate communication.

According to respondent (RSP 1) stated that,

Vodacom use social media for interaction with their targeted audiences in terms of products launching, advertising, doing campaigns and sending instant messages to the publics and Vodacom employees. Not only that but also, social media is cost effective because it is cheap and fast, it saves time and it enable them to engage directly with their targeted audiences.

Respondent (RSP 3) added that,

Through the use of Facebook, Instagram, Twitter, they were able to identify their stakeholders. Whereas they categorized them into two groups: farmers and youth and through the interaction which was brought by social media they were able to know which social media is more accurate to both groups, hence they managed to know that when they use only Facebook, Twitter or Instagram they will only communicate with the youth and neglect the farmers, so despite the availability or social media and easiness on using them, they still use local media to reach farmers who are in remote area where internet access is limited.

Respondent (RSP 11) stated:

Vodacom uses social media for organization image and identity because social media has spread it is wings across Tanzania borders hence through Facebook, twitter, instagram it has helped them to be known and be identified and this has helped the organization to push their brands beyond Tanzania. The findings showed that through the use of social media Vodacom Company know what the audience needs in terms of improving their customer care; improve their products because it is through social media that they get quick feedback and advices from their audience.

During the interviews, one corporate communication officer [RSP2] stated:

Social media has been a life savior to many organization in terms of it is growth, identity, reputation and image, news travel fast, information reaches people fast but it is a very tricky media because within a minute can also kill the organization goals and

reputation due to it is power to deliver information fast and reach many people in a short period of time. So Vodacom has it is policy on who to control social media, who to post information to the public's and what kind of message can be shared in their pages.

Respondent (RSP 8) added that:

Communication has been made easy and faster. The social media created active and interactive communication, timely, cheap and cost saving in terms of buying air time in radio/television whereas it is expensive and the space is limited in radio and television with social media as it can be accessed easily electronically with many people at once and one can post and write any information as many as they want with no limitation of speed and time.

4.2.6. The challenges facing Vodacom Telecommunication Company on the use of social media in corporate communication.

The findings show that Vodacom Telecommunication Company faces many challenges in controlling the comments posted by their stakeholders on their pages. The respondents also reported that sometimes they encounter abusive messages and customers who try to damage their reputation by writing bad comments on their wall. They also customers who confuse their services with other telecommunication companies, the following are the challenges facing Vodacom Tanzania on the use of social media in corporate communication.

Challenge 1:

Respondent [RSP 7] stated:

It is not easy to control what messages or comments should be posted in their wall by their stakeholders, there are some stakeholders who make fun of other Telecommunication Company, as the respondent gave one example of a scenario which happened to Tigo Facebook page where as a Vodacom customer posted a comment on the wall of Tigo who asking if they have a Vodacom number so that he can call them so as he can give them advice on making their service of internet to be fast and liable like that of Vodacom.

Challenge 2:

According to respondent [RSP11]

Vodacom deals with different kind of stakeholdershence there is misinterpretation of messages and posts especially on Facebook which sometimes creates hateful messages. There are some people who posts abusive messages on the Vodacom concerning their products.

Challenge 3:

Similar sentiments were echoed by another respondent [RSP9] who observed that:

> Lack of knowledge of the use of the social media platforms sometimes makes people to misuse them. Facebook is for Vodacom users and people who are interested in their services use it. However, there are others who take advantage of the forum to spread hateful messages about the company and its audience.

Challenge 4:

Corporate communication officer [RSP2] stated:

> Social media has been a life savior to many organization in terms of it is growth, identity, reputation and image, news travel fast, information reaches people fast but it is a very tricky media because within a minute can also kill the organization goals and reputation due to it is power to deliver information fast and reach many people in a short period of time. And once a bad post is posted it is hard to take back what you have posted even if ones delete it, people have attitudes of screen shooting and post the posts from Facebook to Whatsapp or Instagram so once it reaches the eyes and mind of people it is hard to control them by stopping spreading the wrong of information from the organization.

Not only that but also, respondent (RSP 10) added that,

> Apart from the above challenges, the adaptation of Social Media in corporate communication has brought changes in the part of measurement whether the message has been understood, hence every week they get statistics by looking at customers views, perceptions and can get access of knowing the number of subscribers when a new product has been launched.

Respondent (RSP 5) added that:

> Social media has improved the part of corporate communication because before it was not easy to reach people instantly and to engage with them directly but social media has brought numerous changes, now it is easy to reach and identify the audience.

4.3. Conclusion

The chapter presented findings from the data collected at Vodacom telecommunication office in Dar es Salaam. The findings are presented into five themes reflecting the use of social media in corporate communication, management and monitoring of social media, why Vodacom is using social media in corporate communication, on the types of social media used and challenges facing Vodacom on the use of social media.

CHAPTER FIVE

DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1. Introduction

This chapter discusses the findings presented in the previous chapter. The study sought to assess the use of social media in corporate communication by Telecommunication Company, a case study of Vodacom Company. The collection of data was guided by the following four research questions: to find the purpose use of social media in corporate communication in Vodacom Company, secondly to know what type of social media is used in corporate communication in Vodacom Company. Thirdly, why do they use social media in corporate communication and what challenges facing Vodacom Telecommunication Company in the use of social media for corporate communication.

5.2 Summary of the key findings

Vodacom Telecommunication Company established the use of social media in corporate communication due to fact of advanced of technology and how the world have changed into a digital one, with social media news are traveling fast, information reach people in a speed that

amazes also it provides feedback from the intended stakeholders. Apart from this, diffusion of technology and the need of having adapting communication infrastructure at an organization played a role in the establishment of social media at Vodacom Company.

Social media available in Vodacom Telecommunication Company are: Facebook account, Twitter, YouTube, Instagram and Yama. The social media platforms in Vodacom Telecommunication company are used as channel for communicating with their stakeholders, for branding new products, receiving views and advice on how to improve their products from their stakeholders and not only that but also for organization identity and reputation.

The use of social media in Vodacom Telecommunication Company has brought changes. Communication has been made easy and faster. The social media created active and interactive communication, timely, cheap and cost saving in terms of buying air time in radio/television whereas it is expensive and the space is limited in radio and television with social media as it can be accessed easily electronically with many people at once and one can post and write any information as many as they want with no limitation of speed and time.

A part from the usefulness at Vodacom Telecommunication Company, social media usage faces a number of challenges; misinterpretation of posts and messages particularly those posted through Facebook and Instagram in some cases led to hatred.

5.3 Discussion

The research objective one sought to determine what types of messages are presented by Vodacom on social media, In this objective, the researcher intended to know the types of messages which are being delivered to the stakeholders whereas in this the corporate communication officer is the one responsible for the content, what to be shared and what to be posted in the social media in Vodacom Telecommunication Company.

The findings indicated that, Social media platforms in Vodacom Telecommunication Company are used to give out information to stakeholders like in branding, launching new products as well as events, new offers from Vodacom and get feedback in form of opinion and comments on time. Also used to clarify issues and for publicity purpose on what is all about Vodacom Telecommunication Company and for the organization prosperity and image.

The research Objective two sought to find out what type of social media platforms are being used in Vodacom Telecommunication Company. In this objective, the researcher intended to know the types of social media used and why do they use them in corporate communication in Vodacom Telecommunication Company, the reason behind of adaption and establishment of social media usage in corporate communication. Findings showed that the establishment and adoption of social media platforms in Vodacom Telecommunication Company have been rushed by the advancement in technology and the way the world is living in a digital way whereas social media has taken over in every aspect of communication.

The findings showed that Vodacom Tanzania use Facebook, twitter, Instagram and YouTube to reach their external stakeholders and for internal communication they use Yama to interact with their internal publics. On the part of the Whatsapp account, only staff members can share different official things and posts them.

However ,through the use of social media, it is easy to know if the branding of a new product has been accepted by the stakeholders, whether the message has been understood and this is only possible with the use of social media because it has enabled the organization to have direct connection with their stakeholders through receiving feedback, twitting and reading and replying different comments concerning the issue which has been posted and this is a miracle of social media because with the local media like newspaper, television and radio it was very hard to know the reaction of the stakeholders concerning their products or if they have understood the message intended to them.

The findings supported with the study done by "Ward (2011) on social media and crisis communication: Is organization using social media in times of crisis. The study revealed that the kind of social media channels that are used most often which are; twitter and Facebook and YouTube being used at least". This is similar on party of using social media in organization but differ in the aspect of which kinds of social media channels where in the study done in Vodacom Telecommunication Company are Facebook, Instagram, Twitter, Yama as well as YouTube which is at least.

The findings also show that Vodacom Telecommunication Company decided to use social media platforms due to the fact that it is more interactive, serving time, reaches many people at a time, simplify the work and easiest way to get feedback.

The finding is supported with what "Rooney (2013) explored Social media and journalism in Swaziland. This research addressed two research questions: Are the social media changing

established flows of information in and about Swaziland, and to what extent have the social media been an empowering force in Swaziland?" The author concluded that although there are clearly additional flows of information about the need for political change in Swaziland. The social media platforms are more interactive and it allows the flow of information more. This study done by Rooney is similar with this study in the aspect of changes brought by social media as revealed in findings which includes additional flow of information, more interactivity.

The third objective was to point out on challenges facing the use of social media in corporate communication in Vodacom Telecommunication Company. In this objective, the researcher intended to know the changes brought by social media platforms and challenges facing the use of social media platforms. The findings revealed that, since the adoption of Social media as communication tools in Vodacom Telecommunication Company, there is an improved communication system. Communication is live and faster as communicators are more active.

The big challenge which faces Vodacom Telecommunication Company in using social media in corporate communication is, they encounter abusive messages and customers who try to damage their reputation by writing bad comments on their wall page.

Vodacom deals with different kind of stakeholders hence there is misinterpretation of messages and posts especially on Facebook which sometimes creates hateful messages. Lacks of knowledge of the use of the social media platforms sometimes make people to misuse them.

According to "Constantine (2013) studied the role of the Social Media in organizational performance. He took cases from Policy Forum and Selected Member Organizations and came up with the findings revealed that:

Civil Society Organizations (CSOs) used social media to a large extent and had policies on social media, the use of social media significantly contributed to organizational efficiency; it contributed to organizational effectiveness for organizations which used social media together with mass media (Radio and TV). Moreover, limited internet access, lack of technical competence on the use of social media and failure to control information flow were the main challenges facing CSOs using social media(Constantine 2013:vii)". This is the similar with what revealed in this study as challenges.

5.4 Summary of the Chapter

The advancement of science and technology has led the Vodacom Telecommunication Company to take social media as a serious issue in terms of communicating with their stakeholders because it created direct interaction with their stakeholders. The world now have changed, people are living in a digital era where news travel faster and information are shared in a short period of time and social media has made all this possible. Despite the challenges but social media are the best tools to be used in communicating and interacting.

5.5 Recommendation

The findings conceal that the proper use of social media platforms as means of communication in corporate communication enhance the organization performance and extraordinary flow of information and interaction. It serves time, cost. Stakeholders have room to express what they have and contribute in giving out ideas concerning a certain campaign or even on a new product.

It is a high time people to be educated about the proper use of social media, like in Europe people use social media as an online marketing, product identification and also for sharing health tips but it is different in our country, people do not see the importance of social media,

few organization make proper use of social media in terms of communication and sharing different information to their stakeholders.

Telecommunication organizations should ensure maximum security and proper management of the social media outlets so as to control the users and avoid the ongoing miss usage of the social media.

Telecommunication companies with the help of the Government should set strategies to provide awareness on the importance of using the social media platforms to the users, because currently social media is the only way that you could reach a large number of people at the same time.

The companies should also make sure they provide frequent training to the employees who are managing the social media so as to ensure provision of high quality and up to date services to the users.

The Government should reinforce the use of Social Media, education should be provided from the lower levels of education i.e. primary and secondary schools so as to bring up a society which is well informed and up to date especially on the economical point of view where currently entrepreneurship is highly performed through social media networks.

5.6 Further Research

There is a need for further research because social media is not stagnant it changes from time to time, new social media are being born every day and different organizations are starting to be aware of the importance of social media, hence they make good use of it though now it does not seem so especially to Government organizations.

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Appendix 1. Interview Guiding Questions

Guiding questions for Internal Publics

• What do you understand by social media?

• What social media platforms do you use?

• Which social media do you use in your corporate communication?

• Why do you use social media in your corporate communication?

- What kind of communication do you use social media for? (Linkedln, Facebook, Twitter, Google+, YouTube, Flickr, Slideshare and Pinterest).

- How frequently do you use social media in your corporate communication?

- Besides the social media are there other medium that you use to reach your stakeholders?

- What are some of the advantages of using social media to reachyour stakeholders such as investors, customers, employees or members of the community?

- What are some of the disadvantages of using social media to reachyour stakeholders such as investors, customers, employees or members of the community?

- Which aspects of corporate communication process do you find social media to be useful?

- What are the benefits of social media for marketing?

- How has social media changed the way that corporate communication activities or programs are carried out and measured?

- How is your organization leveraging social media for corporate communication? (Leveraging is using something to maximum advantage?.

- What is your organizations social media strategy?

- How has social media added true value to your organization?

- How do you determine the right social media tools for your organizational goals, employees and audiences?