EFFECTS OF SOCIAL MEDIA USAGE ON NON-GOVERNMENTAL ORGANIZATIONAL PERFORMANCE: A CASE OF SELECTED NGOS IN NAIROBI COUNTY

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Abstract: Social media usage among organizations is growing tremendously. Organizations are now building and maintaining social media public pages to improve their social network salience, enhance interest in their organizations, and build relationships with the online public with majority of the studies on social media usage based on the profit-making organizations. However, not many studies have investigated the actual effect of social media usage on organizational performance of non-government organization. The objective of this study was to assess the effect of social media usage in organizational performance of NGOs in Kenya. The study was carried out in 10 organizations randomly selected from NGOs based in Nairobi County... Questionnaires were administered to 50 members of staff in the communication department. The data obtained was analyzed qualitatively and quantitatively. This posed a challenge on data collection process. Data were collected by using semi- structured questionnaire as a main tool with closed and open-ended questions. Descriptive analysis using Statistical Package for Social Sciences was used for data analysis to assess the effects of social media usage on the performance of non-governmental organizations. Results revealed that NGOs 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. 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 NGOs using social media. It was concluded that NGOs should regularly update their social media accounts, use social media and also develop policies/strategies concerning the use of social media. NGOs should raise awareness and build capacity of their staffs on effective use of social media while the government should develop adequate network infrastructure for internet access across the country. The research recommends that future research could collect empirical evidence using a quantitative approach, such as a survey. Only then, would the results be validated statistically. It also recommends NGOs to invest in building technical competency for communication staffs for effective utilization of social media. They should ensure access to both software and technical expertise of controlling information being posted on organization's social media account

Keywords: Facebook, Twitter, Instagram, Blog and Wikis.

1. INTRODUCTION

The rise of the internet has given non-governmental organizations (NGOs) alot of possibilities in terms of communication. Internet offers them various outlets to communicate from, such as websites and social media like Facebook and Twitter. Various researches have confirmed that NGOs have not yet succeeded in using their website effectively (Kingstom & Stam, 2013; Lovejoy & Saxton, 2012). Kingston and Stam conclude that many NGOs use their website to 'further existing agendas' (2013:92). Lovejoy and Saxton see this as a failure of NGOs to use their websites as a 'strategic, interactive stakeholder engagement tool' (2012:337). They think this is because NGOs do not have the expertise or the

staff to create interactive sites with feedback options and discussion boards. However, the advent of social media has taken away this excuse (Lovejoy & Saxton, 2012:337). As Auger summarizes, 'Long gone are the days when organizations could consider themselves technologically up-to-date simply because they developed a website (2013:371). The definition of social media is somewhat broad and frequently misunderstood. Kaplan and Haenlein define social media as "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' (2010:61). Boyd and Elisson define social networking sites as 'web-based services that (1) construct a public or semi-public profile within a bounded system, (2) articulate a list of other users with whom they share a connection, and (3) view and traverse their list of connection and those made by others within the system' (2007:211).

Statement of the Problem:

There have been various initiatives to enhance the efficiency and effectiveness among organizations through use of various communication channels between organizations and their stakeholders, particularly the use of ICT (Thackeray et al., 2008). Social media is amongst the new innovation communication channels that organizations have adopted in order to improve their performance. Social media is the product of Internet-based applications that build on the technological foundations of Web 2.0. Web 2.0 is a platform in which software and content are produced and developed by different participants in a continuous and collaborative manner (Laroche et al., 2012). With the wide use of Web 2.0 technologies, such as blogs, wikis, Facebook, twitter among others. These platforms have shifted the emphasis of Internet services from being consumption-based towards becoming more interactive and collaborative, thereby creating new opportunities for interaction between organizations and the public (Henderson and Bowley, 2010). According to lovejoy & saxton (2012), there has been increasing use of the context of insightful investigations into the various effects of social media usage by individuals and organization at a global level among organization NGO being among them, however Academic research on social media remains less complete in the subsequent impacts on NGO performance (Schultz et al., 2012

As many organizations (both profit making and not-for-profit organizations) are investigating in these Social Network Sites (SNS), it is important to identify the effects of social media usage and other technology networks that influence the successful usage (Preece 2001, Hall and Graham 2004, Lin and Lee 2006). The primary issue with any strategic tool or technology is the degree that its usage benefits the user. Technologies in some cases have uncertain, little, or no impact on organizational performance (O'Sullivan 1998). Considering the new trend of social media, some researchers say corporate adoption of social media, while new, is already showing enormous benefits. Many process improvements may be found through efficient social networking programs and organizational connectivity (Chivee et al. 2008). But the impact of social media usage on NGOs' organizational performance has not been empirically investigated. It is therefore in the interest of this study to investigate the effects of; the type of social media usage, level of social media usage and employees social media usage skills on non-governmental organizations performance.

Objectives:

  i. To find out the effects of the type of social media used on the performance of non-governmental organizations in Nairobi County

 ii. To examine the effects of the level of social media usage on the performance of non-governmental organizations in Nairobi County.

iii. To determine the effects of social media usage skills on the performance of non-governmental

2. THEORETICAL REVIEW

2.2.1. Contingency Theory:

A traditional and well-researched organizational theory developed during the sixties, contingency theory is primarily the work of Burns and Stalker (1961), and Lawrence and Lorsch (1967). The theory is a subset of the contingency approach, which postulates that the effect of one variable on another depends upon a third variable, which moderates the relationship between the first two variables (Donaldson, 2001). In the contingency theory of organizations, organizational effectiveness stems from fitting characteristics to contingencies that reflect the situation of the organization (Burns & Stalker, 1961; Lawrence & Lorsch, 1967). Contingencies may involve the size of the organization, strategy, and the environment (Donaldson, 2001). Organizational effectiveness is a prime concern in contingency theory, as "much of organizational theory has tried to explain the success or failure of organizations" (Donaldson, 2001).

2.2.2. Uses and gratification theory:

Uses and gratifications theory (Luo, 2002) is an approach to understanding why and how people actively seek out specific media to satisfy specific needs. Uses and gratifications theory (UGT) is an audience-centered approach to understanding mass communication. Diverging   from other media effect theories that question "what doe's media do to people? UGT focuses on "what do people do with media?"This communication theory is positivistic in its approach, based in the socio-psychological communication tradition, and focuses on communication at the mass media scale. The driving question of UGT is: Why do people use media and what do they use them for? UGT discusses how users deliberately choose media that will satisfy given needs and allow one to enhance knowledge, relaxation, social interactions/companionship, diversion, or escape. It assumes that audience members are not passive consumers of media (brandtzaeg & heim,2009).

2.2.3. Media and modernity theory:

 Media and modernity theory was founded *by* Thompson (1995). In this theory, it is argued that, the development of communication media from its early days of print to recent days of electronic communication was part and parcel of the rise of modern societies. The development of different forms of media for communication can be understood by being examined within a specific development context of particular place at a particular time. It involves consideration of technological advancements, changing of the culture of the people from primitive to modernity stage, change in income, education level and other social economic variables. The theory further argues that, we must look into communication media and their impact if we wish to understand the nature or institutional characteristics of modern societies. For instance, print media started to spread during the early days of its development due to factors such as urbanization, industrial development, technological advancement, and increased number of elites by 1500s (Thompson, 1995).

Conceptual Framework:

Independent Variables   Dependent Variables
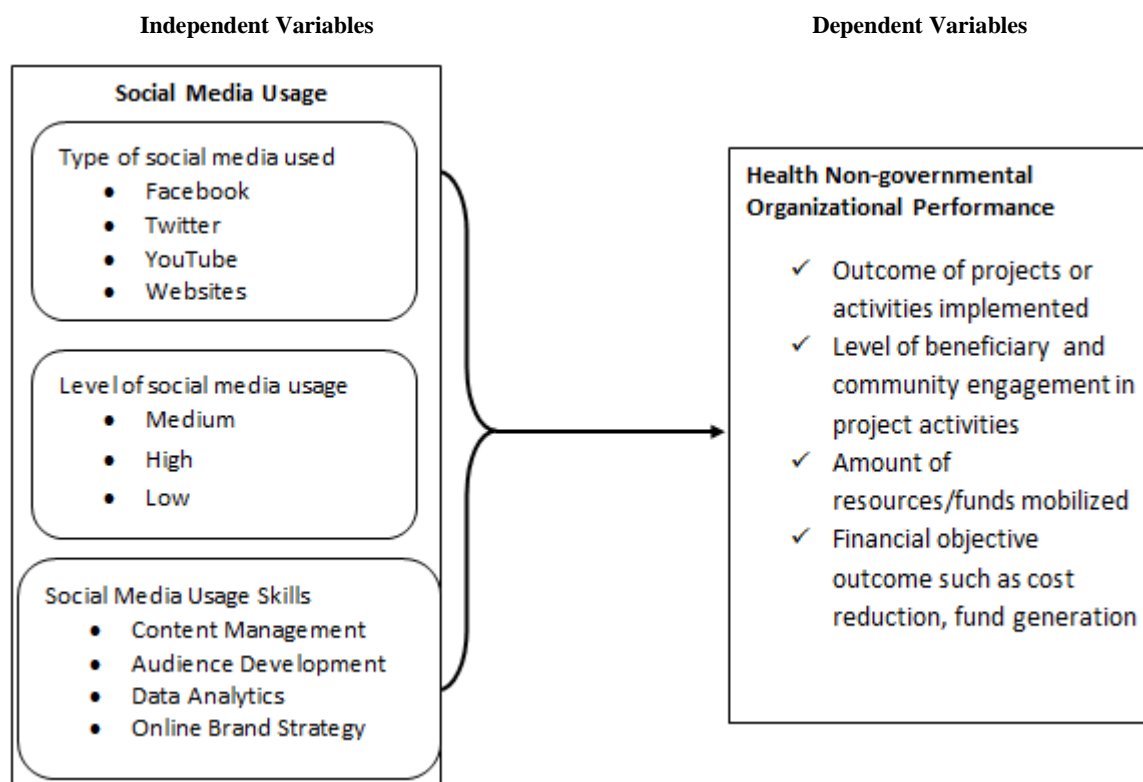
3.   SUMMARY OF LITERATURE

The chapter begins by showing the extent of usage of social media usage through different social media networks channel that connect people and organization including Facebook, twitter, YouTube, WhatsApp and LinkedIn. It continues to integrate how social media is used as a supplementary to traditional communication tool, its importance of social media in building relationship with stakeholders and existing ones and how they use achieve to achieve organizational goals. The literatures narrows downs to analyzing social media usage as strategic tool to communicate with publics informing about

crisis and other corporate communication issues its impact of social media on nongovernmental organization. Empirical reviews of application of social media on organization have also been looked upon both empirical and qualitatively. The chapter summarizes by critiquing other researchers work and identifying gaps where further research needs to be done to provide a solution to this problem.

Research Gap:

Messaging content and dissemination. There have been several researches aimed at distinguishing the viability of social media to companies when it comes to message dissemination. For example, on his analysis about the issue of social media and the dissemination of grassroots information, Usman (2015) provides that social media is an indispensable tool for information sharing. Regardless, there is high variability that the message could be altered during the dissemination, thus not entirely propagating the ideals of the company. One objects for this research was underlining how organizations are copping up with the risk of message variability and whether social media remains viable regardless of the risk.

Target Audience. Just like other media channels such radio and television, social media can be denoted as a mass communicational tool to a mass heterogeneous population. Just mention, (Hayes & Carr, 2014, pp.11) distinguishes social media as "… internet based, channels that allow users to opportunistically interact and selectively self-present, either in real-time or asynchronously, with both broad and narrow audience who derive value from user generated content and perception of interaction with others". The concern of this study in this regard, is how organizations would make sure that the messages are channeled to the right group and how these does effect on organization's stakeholders engagement strategies.

Reliability and Efficiency. Most research such as the one done by the Hubspot indicates that social media usage remains critical in most businesses (DeMers, 2014). Nevertheless, there is inconsistency in terms of issues such as the potential direct benefits an organization would acquire from social media. For example, (Kang, 2011), underlines that despite the increasedC brand awareness benefit from social media, there is no concrete prove between consumers trust and their commitment to the organization's brand. The research was to seek to either solidify or dymistify on Kang's (2011) falacy by analysing the reliability and effeciency of social media in communicating specific organizational deliverables.

4. RESEARCH METHODOLOGY

This study used a cross sectional research design. Cross sectional Research Design is applicable where either the whole population or subset of the study population is selected from which data is collected to answer questions of interest in a study. The target population for this study was NGOs that are members of HENNET. HENNET has 103 registered NGOS. The researcher gathered data from 10% of NGOs that are members of HENNET. This totaled to 10 NGOs. This is sufficient to help draw a conclusion on the whole membership. The sampling frame for this study was drawn from a list of HENNET registered members in Kenya. According to their website, HENNET has 103 members. All the names of NGOs based in Nairobi County were written on pieces of paper, shuffled in a tin and the researcher randomly picked 10 pieces of paper. The 10 NGOs selected were used for the study. Three data collection methods were by use of questionnaires. The research data was transcribed, coded and then subjected to predetermined categories for ease of analysis with the help of research assistants. The filled out questionnaires responses was coded and categorized according to emerging themes. Data collected from the field was processed and analyzed into meaningful and relevant information. It was then be assigned percentages to help in analysis. Statistical Packages for Social Science (SPSS) version was used to analyze the primary data collected. Visual representation such as frequency tables, bar graphs and pie charts were also used. The researcher employed multivariate regression model to the study. The research deems regression method to be useful for its ability to test the nature of influence of independent variables on a dependent variable.

Model:

The model was specified as follows: $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$

Where:

Y = the dependent variable performance of non-governmental organizations

$\beta 0$ = Constant Term

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β1, β2, β3 and β4 = Beta coefficients

X1 = Social Media type

X2 = Level of Social media usage

X3 = Social media usage skills

ε = Error term

Correlation Analysis:

As indicated in the table 4.2 above, there was a moderate positive correlation between type of Social Media Used and Non-Governmental organizational performance (0.807), Level of Social Media Usage and Non-Governmental organizational performance (0.727) and finally Social Media Usage Skills and Non-Governmental organizational performance (0.727). This indicates that an increase in the study variables increase in Non-Governmental organizational performance. The above results show little evidence on multi co-linearity among the independent variable since the correlations among them are not very strong henceforth all can be used into consequent regression analysis

Table 4.1 Correlations Analysis

		Type of Social Media Used	Level of Social Media Usage	Social Media Usage Skills	Performance
Type of Social Media Used	Pearson Correlation	1	.938**	.899**	.807**
	Sig. (2-tailed)		.000	.000	.000
	N	42	42	42	42
Level of Social Media Usage	Pearson Correlation	.938**	1	.927**	.757**
	Sig. (2-tailed)	.000		.000	.000
	N	42	42	42	42
Social Media Usage Skills	Pearson Correlation	.899**	.927**	1	.727**
	Sig. (2-tailed)	.000	.000		.000
	N	42	42	42	42
Performance	Pearson Correlation	.807**	.757**	.727**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	42	42	42	42

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

Regression Results

Table 4.2: Significance of Independent Variables

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.659	.284		2.319	.001
	Social Media type	.808	.285	.804	2.835	.003
	Level of Social media usage	.725	.362	.762	2.640	.002
	Social media usage skills	.713	.330	.747	2.616	.001

$Y = \beta 0 + 0.808X_1 + .725X_2 + .713X_3 + \varepsilon$

The regression equation above has established that taking all factors into account (Social Media type, Level of Social media usage and Social media usage skills) constant at zero the performance of non-governmental organizations was 0.659 The findings presented also show that taking all other independent variables at zero, a unit increase in the Social Media type would lead to a 0.808 increase in the scores of the performance of non-governmental organizations. Further, the findings show that a unit increases in the scores of level of Social media usage would lead to a 0.725 increase in the

scores of the performance of non-governmental organizations. Finally, the study found out that a unit increase in the scores of social media usage skills lead to a 0.713 increase in the scores of the performance of non-governmental organizations. Overall, social Media type,, had the greatest effect on the sustainable procurement practices in public sector, followed by Level of Social media usage & social media usage skills had the least effect to the performance of non-governmental organizations.

5. CONCLUSION

From the findings of this study it can be concluded that the usage of social media platforms such as Facebook and twitter has contributed to the improvement of the organizational performance among NGOs.In the case of social media, some researchers assert that corporate adoption of social media while new is already showing enormous benefits. Many process improvements may be found through efficient social networking programs and organizational connectivity. The study revealed a high level of social media usage among employees in non-governmental originations especially small and relatively new organizations which could be attributed to the hiring of new and fresh tech savvy graduate employees interested in using social media and has a lot of experience in using social media platforms. Also it could be attributed to the fact that these organizations focus training their employees on using and implement social media in fundraising activities.

6. RECOMMENDATIONS

NGOs should invest in building technical competency for communication staffs for effective utilization of social media. They should ensure access to both software and technical expertise of controlling information being posted on organization's social media account. The study also recommend that NGOs should further actively engage their clients through social media platforms in choosing which activity will contribute to their wellbeing. This will positively attract the integration of customers. The study further recommend that NGOs should enrich their marketing and Public Relations departments by hiring more employees who have social media usage and E-Marketing experience and with various talents and knowledge in different fields and areas of interest.

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