Determinants of the Implementation of Social Media Strategies in Devolved Governments: A Case of Nairobi City County

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Abstract: **This study investigated determinants of the implementation of social media strategies in devolved governments. It focuses on Nairobi City County. This study adopted two theoretical foundations, namely: diffusion of innovation theory; information theory; the resource dependency and; perceptual control theories. The study conceptualized that volatility in social media innovativeness; scarcity of resources; communication policy and; ICT literacy (independent variables) effect of determine the level to which social media strategies are implemented in devolved governments (depended variable). The study used the descriptive research design. Data was collected using questionnaires from 92 workers drawn from 12 county government ministries and 28 departments of Nairobi City County sampled using stratified proportionate sampling. These were directors, departmental heads and other senior workers. It was hoped that these could contribute significantly to the study. The collected data was cleaned and coded and analyzed using SPSS and Microsoft Excel. The following statistical tests and procedures were used to analyze the data. These included: descriptive statistics (frequencies, percentages and means) and; inferential statistics (Pearson Correlation and Multiple Regression Analysis). Inferential statistics were used for showing the relationship between the study variables. From the findings of the study, it can be concluded that dynamism in social media innovativeness affects the implementation of social media strategies in devolved governments. This emanates from the fact that successful social media strategy is naturally challenged by constant changes in global use trends of emergent social media platforms. In addition, the emergency of new forms of social media came into place and constant changes in the technological landscape means that new social media are competing for space over the internet and that this makes it hard for the organization to plans for the use of social media successfully. Further, the use of social media as a communication tool is challenged by the dynamism of the technological backbone it relies on. It can also be concluded that competition for resources affects the implementation of social media strategies in devolved governments. As such, it is evident that the use of social networking is challenged by lack of enough resources such as power failures, poor connectivity, and high cost of accessing the internet as well as lack of the right personnel, lack of the right equipment and lack of enough budgetary allocations. Communication policy was also seen to be a major factor affecting the implementation of social media strategies in devolved governments. It was thus clear that the absence of the enabling legal and policy environment may thwart the use of social media platforms in the government. As such, the level to which the implementation of social media strategies would succeed was depended on an enabling communication policy. The level of ICT Literacy influenced the implementation of social media strategies in devolved governments. This literacy was dependent on efforts to enhance literacy on how to use social media; provision of ICT skills in schools and the level to which the government promoted the use of social media in government processes since employees could learn on the job. Based on the study findings, it is vital to have follow up studies on the same subject in other counties in Kenya for comparative purposes. It is necessarily to undertake in-depth studies using mixed research methods so as to unearth more information on the study subject. Lastly, studies that attempt to develop a model for the implementation of social media strategies in public institutions based on the findings of this study as well as other similar studies would benefit academia immensely.**

Keywords: **Nairobi City County, Competitive edge, media strategies.**

1. BACKGROUND OF THE STUDY

The world has undeniably gone digital. This has led to immense use of social media among public entities. Each and every day, there are millions of tweets. At the same time, there are more than half a million twitter accounts created daily (Zimmer 2012). The statistics are staggering. Vance (2012) points out that by the end of October 2012, Facebook had registered more than one billion accounts. This scenario has prompted many government organizations to create and use social media accounts the world over.

According to Kimani (2012), Facebook has over 845 million users worldwide with 40.2 million users being from Africa. In Kenya alone, there were over 1 million Facebook users at the end of 2012 according to the International Telecommunication Union (ITU). At the same time, ITU put the number of registered users on Twitter at 175 million worldwide. The numbers are more now and this shows the use of social media in the operation processes of organizations in Kenya can be leveraged.

According to Ndungú, Waema and Mitullah (2012), social media (accessed through mobile phones and other handheld devices) has become one of the major forms of communication for most Kenyans irrespective of their economic status and geographical location. This shows that with the right strategies, public organizations can enhance intrinsic and extrinsic communication through the most popular social media channels.

According to Kaplan and Haenlein (2010), social media is a collection of internet-based applications that are built on the ideological and technological foundations of Web 2.0. They allow for the creation and exchange of User Generated Content (UGC). Such media are increasingly playing a central role in the day to day operations of firms at micro and macro levels of the economy. To this, Hanna, Rohm and Crittenden (2011), in quoting the co-founder and chairman of Linkedln, Reid Hoffman, points out that the ability of social networks to leverage relationships is one of the most transformative uses of the internet.

The rise and rise of social networking platforms has provided organizations with an avenue for propagating information about their services at the least cost. This requires such organizations to have strategies for guiding the use of such platforms at official levels. With the institution of such strategies, organizations are well able to take advantages of the power of interaction the associated social influences to optimize information dissemination about their services (Communications Commission of Kenya (CCK), 2013).

According to Mansfield (2012) social media strategies in the overall strategies of organizations is highly reflective of the important co-evolution of social media with organizations over the last one decade or so. Prior to that time, there was reference of social media in the strategic plans of organizations but currently, no strategic plan worth its salt fails to integrate social media as a core component of organizational communication strategies.

Social media strategies are necessitated by the ability of social media to promote interactive and robust communication. Notably, social media enhances a focus on the consumer as opposed to the firm. Organizations are able to have a constant view of the receptiveness of the society to its services and this enhances service delivery. According to Bowen (2013), social media platforms are pivotal in enhancing digital engagement, whereby active and interested relationships with the public is generated by organizations.

Having workable social media strategies should be the goal of any organization. This stems out of the fact that irrespective of the value placed on such strategies by an organization, the centrality of the role they play in modern communication processes cannot be underestimated. According to Rajasekar (2014), an organization cannot outperform its strategies. In the absence of good strategies (including social media strategies), an organization cannot survive in today's competitive and volatile market world.

This study argues that the success of social media strategies is possibly dependent on the context within which such plans are implemented. There are variously determinants of the use of social media strategies in organizations the world over. These could include dynamism in social media innovativeness (Jagongo and Kinyua); competition for resources (Freeman and Loo (2009); communication policy (Zimmer, 2012) and; ICT literacy (Richardson, 2011) among others. Though there is absence of document studies on these determinants, their influence on the adoption and implementation cannot be gainsaid. This study sets to investigate some of these determinants through an organized study

STATEMENT OF THE PROBLEM:

Social media has become, undeniably part of the working processes of organizations. As such, organizations constantly come up with strategies aimed at mainstreaming the use of social media within their communication processes (Mansfield, 2012). But like other strategic plans, the implementation of social media strategies is not without hitch. Some factors within the environment may thwart the implementation of these important strategies.

Nairobi County is the most populous county in Kenya. The County has an elaborate communication strategy which provides for the use of social media in communication processes. It is however poorly implemented and most government officials not utilize social media in intra and extra county communication processes (Obiga, 2014. The factors affecting this dismal implementation have not been systematically studied through a documented study. This leaves the millions of inhabitants at the risk of failing to get quick communication on government related issues. It can also thwart access to government services, some of which are available online and whose information is backed by social media platforms). This current study sets to fill this knowledge gap by establishing the determinants of the implementation of these social media strategies in the county.

Various scholars have attempted to investigate the determinants of implementation of social media strategies in Kenyan organizations. Some of the notable studies such as Jagongo and Kinyua (2013) focused on SMEs in Nairobi but not public organizations though they affirm that dynamism in social media innovativeness could thwart implementation of long term strategies on its use. Although the study of Ondieki (2012) investigated the impact of social media to corporate organizations in Kenya by focusing on Safaricom Limited, he did not focus on a government organization.

It is evident that most studies do not exhaustively cast light on the determinants of the implementation of social media strategies in devolved governments. Most of the extant literature on the subject under investigation focuses on business and civil society organizations, often in other countries other than Kenya, but not on public organizations. Indeed, there is absence of documented literature on the impact of each of the independent variables guiding this study on the implementation of social media strategies in public organizations in Kenya. Most of the studies undertaken are on singular aspects of the variables under investigation in this study. This means that without studies such as this current one, it may remain a tall order understanding the relative importance of these variables on the implementation of such strategies in Kenya.

GENERAL OBJECTIVE:

The general objective of the study was to establish the determinants of the implementation of social media strategies in devolved governments.

SPECIFIC OBJECTIVES:

The specific objectives of the study were:

1. To determine the effect of dynamism in social media innovativeness on implementation of social media strategies in devolved governments;

2. To establish the effect of competition for resources on implementation of social media strategies in devolved governments;

2. CONCEPTUAL FRAMEWORK
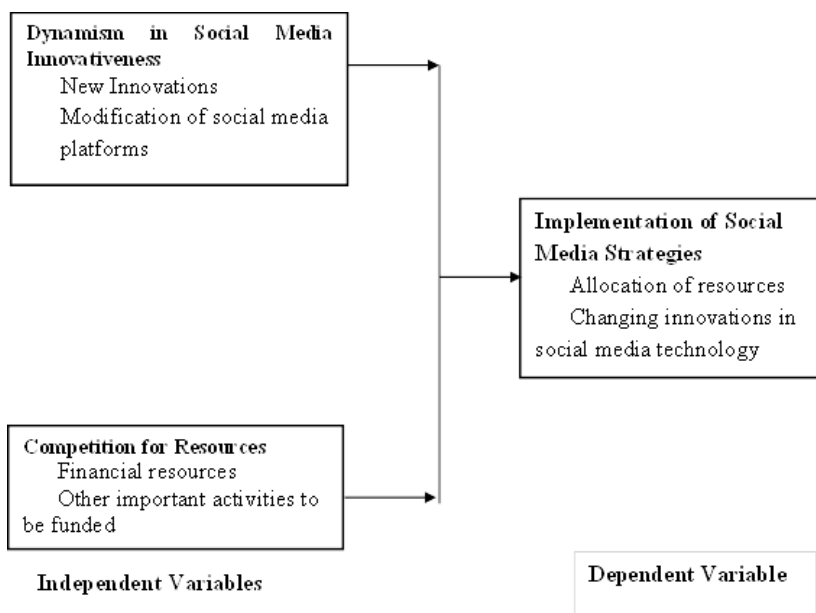
3.   RESEARCH METHODOLOGY

In this chapter, the researcher methodology used in the study is presented. Herein, the research design, the sample and sampling techniques and, data collections instruments and methods, pilot testing and information on data analysis and presentation are presented.

Research Design:

According to Kombo and Tromp (2006), research design is the scheme, outline or plan that is used to generate answers to research problems. This study used the descriptive survey design. This kind of design collects data through interviewing or administering questionnaires to sample of individuals. One vital importance of this design is that the relationship between variables is described and generalizations principles or theory that has universal validity developed. Furthermore, descriptive surveys do not attempt to manipulate the study variables or decide who receives treatment for events to happen. As such, it was deemed a suitable design in investigating the determinants of the implementation of social media strategies; this has been identified as a fitting design.

The Target Population:

The population of study was employees of the County Government of Nairobi City Government. There were 12 ministries in the county namely: Finance and Economic Planning; Lands, Housing and Physical Planning; Trade, Industry, Cooperative Development and Tourism; Agriculture, Livestock and Fisheries; Public Service Management; Public, Works, Roads and Transport; Water, Energy, Forestry and Natural Resources; Information, Communication and E-Government; Education, Youth Affairs, Culture and Social Services and Health Services (Nairobi County Government, 2017). Out of these ministries, there were 28 departments. This study targeted managerial level employees drawn from these departments. These included directors, heads of departments and senior support staff. There were 28 such directors, 28 heads of departments and 64 senior support staff in these departments. This made the total target population in this study to be 120 individuals. The study was narrowed to these staff so as to make the study tenable due to financial and time constraints. It was also hoped that these employees would be the best suited to contribute significantly to the subject under investigation.

Table 3.1 Target Population

Department	Employees Targeted
Directors	28
Heads of Departments	28
Senior Support Staff	64
Total	**120**

Source: Nairobi County Government, 2017.

Sample and Sampling Techniques:

This section presents the sample as well as the techniques used in obtaining this sample.

Sampling Frame:

Sampling is the process of selecting a number of individuals from a population such that the group that the selected for a study represent the population sufficiently. This is done in such a way that the individuals selected contain elements representative of the characteristic found in the entire group (Mugenda & Mugenda, 2003). Indeed, and in the exception of a few studies, it can be stated that most studies are done through samples. The sampling frame for this study consisted of the senior members of staff of the 12 ministries and 28 departments of Nairobi City County.

Sampling Techniques:

The study employed the stratified sampling to obtain the study sample. In stratified sampling, the population is subdivided into homogenous groups which could be categories, sizes and various groups. This sampling method is advantageous since is it ensures that units from each main group are included (Jankowicz, 2005). In this study, the target population was divided into the following strata 3 strata (directors, heads of departments and senior support staff) of Nairobi City County.

The researcher used the simplified formula to calculate sample size that was advanced by Cooper and Schindler (2003). The formula is: $n = N/(1+N(e)^2$. Where: n = sample size, N = population size and e = the level of precision (0.05).

As such, a sample of 108 persons was obtained. This is presented in Table 3.2.

Table 3.2 Sample Size

Strata	Total Population (N)	Sample $(n)=N/(1+N(e)^2$
Directors	28	21
Heads of Department	28	21
Senior Support Staff	64	50
Total*	**120**	**92**
*Sampling formula applies to total population, the strata sizes are proportionately obtained from the derived sample size		

Data Collection Instruments:

The study only obtained primary data. This data was collected by use of questionnaires. Questionnaires were preferred due to the fact that they are convenient to use and administer and are able to address issues of neutrality and anonymity (Mugenda & Mugenda, 2003). The questionnaires were divided into six sections. The first section collected the general information of respondents while the other sections collected information in line with the study variables. The questionnaire was preferred since it was easy to administer and collect explicit information within short periods of time and at lower cost compared to other forms of collecting primary data such as interviews and focus group discussions.

Data Collection Procedures:

To begin with, the researcher obtained a research permit from the National Commission for Science, Technology and Innovation (NACOSTI). The researcher then visited the public relations department of the City County and request for assistance in reaching all the workers sampled in the study. The questionnaires were then handed over to the respective secretaries of the ministries targeted to be distributed to the respondents. The researcher went back and collect the filled questionnaires after a period of two weeks.

Pilot Testing:

The questionnaire was tested to ascertain validity and reliability. In this regard, a total of 10 individuals drawn from other departments of the Nairobi City County were targeted. This was based on Kasomo (2007) who points out that 10 percent of the target population is sufficient for pre-testing of questionnaires in descriptive studies.

Validity of Research Instrument:

Gay, Mills and Airasian (2006), validity refers to the degree to which a test or an instrument measures what it is supposed to measure. It permits appropriate interpretation of the respondents' attitudes or opinions. The instruments were presented to the supervisor and other university research experts for validation. Their advice was incorporated in the instruments.

In addition the ease with which the respondents answer to the study question was assessed and adjustments made to the questions that might be ambiguous and hard to interpret by the respondents. Pre-testing was conducted to assist in determining accuracy, clarity and suitability of the research instrument. Content validity was used examined to find out if the instrument would answer all the research questions. The opinion of the supervisor and other university research experts was also used for validation. Their input was used to improve the research instruments.

Reliability of the Research Instrument:

According to Mugenda and Mugenda (2003) reliability is a measure of the degree to which a research instrument yields consistent results after repeated trials. The data obtained from the pilot study was used to ascertain the appropriateness and relevancy of the research instrument to the study. Cronbach's alpha, a reliability coefficient that measures the degree of internal consistency/homogeneity between variables measuring one construct, was used to test the reliability of the research instrument. This coefficient varies from 0 to 1 whereby a value of 0.7 or less indicates unsatisfactory internal consistency reliability while acceptable reliability estimates range from .70 to .80 (Malhotra, 2004).

Data Analysis and Data Presentation:

The collected data was cleaned and coded and analyzed using the Statistical Package for the Social Sciences (SPSS) and spreadsheets (Microsoft Excel). The following statistical tests and procedures that were used: descriptive statistics (frequencies, percentages and means) and; inferential statistics (Pearson Correlation and Multiple Regression Analysis).

Inferential statistics were used for showing the relationship between the study variables namely: implementation of social media strategies (dependent variable) and the independent variables (dynamism in social media innovativeness; competition for resources; communication policy and, ICT literacy).

The regression model which was tested for each of the independent variables according to Baltagi (2005) is represented by:

$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon.$

Where:

Y= Implementation of Social Media Strategies

$\beta_0, \beta_1, \beta_2, \beta_3, \beta_4$ = Regression Coefficients

X_1= Dynamism in social media innovativeness

X_2= Competition for resources

X_3= Communication policy

X_4= ICT literacy

ε = Error Term

After analysis, the findings obtained after data analysis were presented in form of Tables and Figures. These were preferred since they present findings in a simplified form and are easy to interpret. Thereafter, discussions were made against the findings obtained and deductions made against the literature reviewed. The emergent findings were used to make recommendations and conclusions on the subject under investigation.

4. RESEARCH FINDINGS AND DISCUSSION

Response Rate:

All the 92 questionnaires issued to county government workers were collected back. This made a response rate of 100% which was deemed sufficient for analysis.

Results of the Pilot Study:

The questionnaire was tested to ascertain validity and reliability. Herein, a total of 10 individuals drawn from other departments of the Nairobi City County were targeted. This was based on Kasomo (2007) who points out that 10% of the target population is sufficient for *pre-testing* of questionnaires in descriptive studies.

Regarding validity, the study assessed the ability of the respondents to answer the research questions. It was found that the respondents could respond to the questions contained in the questionnaires with ease. As such, the questionnaire was considered fit for use in data collection.

Cronbach's alpha was used to test the reliability of the study instrument. In this test, coefficient range from a value of 0 to 1 with 0.7 being considered acceptable. In this study, an average Cronbach's alpha of 0.828. As such, the questionnaire was deemed reliable for use in data collection.

Table 4.1: Reliability Statistics

Variable	Cronbach's Alpha	No of Items
Dynamism in social media innovativeness	0.846	7
Competition for resources	0.916	7
Communication policy	0.837	7
ICT literacy	0.792	8
Implementation of Social Media Strategies	0.747	6
Average	**0.828**	**7**

General Information of the Respondents:

This section presents general information about sex, age, highest academic qualification, ministry/department and duration in current position was assessed.

Distribution by Sex:

The researcher sought to establish the sex of the county government workers who responded to the questionnaire. The majority of them were male (57.6%). Females were 42.4%. These findings show that both sexes were well represented in the study.
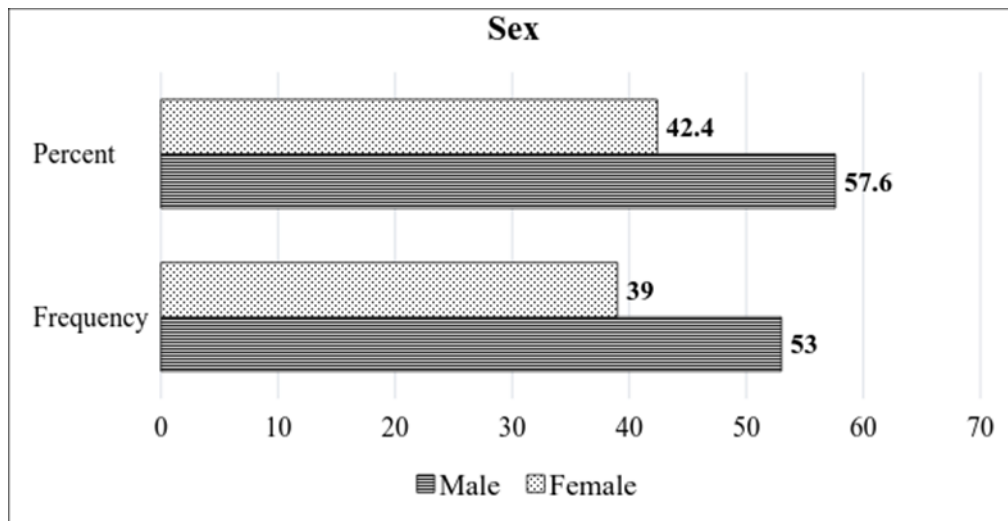

Figure 4.1: Distribution by Sex

Distribution by Age:

The researcher sought to establish the age of the county government workers who responded to the questionnaire. The majority of them were aged between 36 and 45 years (39.1%). These were followed by those aged between 25 and 35 years (27.2%) and those aged between 46 and 55 years (20.7%). The least were those aged more than 55 years (7.6%) and those aged less than 25 years (5.4%). These findings show that the county government workers were of diverse age groups and that age bias could be avoided in the study since older workers could have significantly different opinion than their younger counterparts and vice versa.
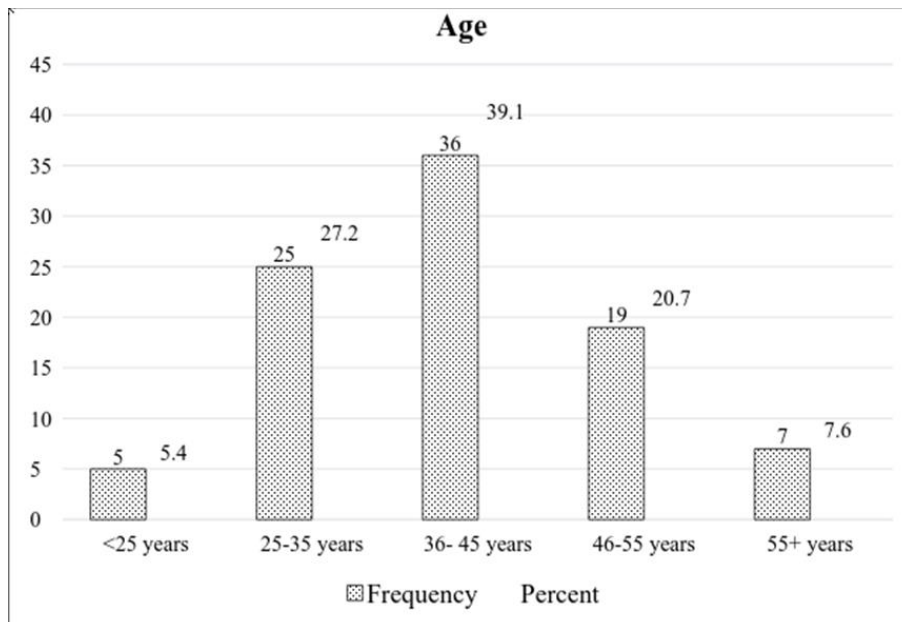

Figure 4.2: Distribution by Age

Distribution by Academic Qualification:

The researcher went on to establish the academic qualification of the county government workers who responded to the questionnaire. The findings obtained show that the majority of the respondents had bachelor degrees (56.5%). These were

followed by those who had college diploma (19.6%) and those who had post graduate diplomas (12%). The least had masters and PhD degrees (6.5% and 5.4% respectively). These findings show that the respondents had sufficient academic qualifications to respond to the subject under investigation.
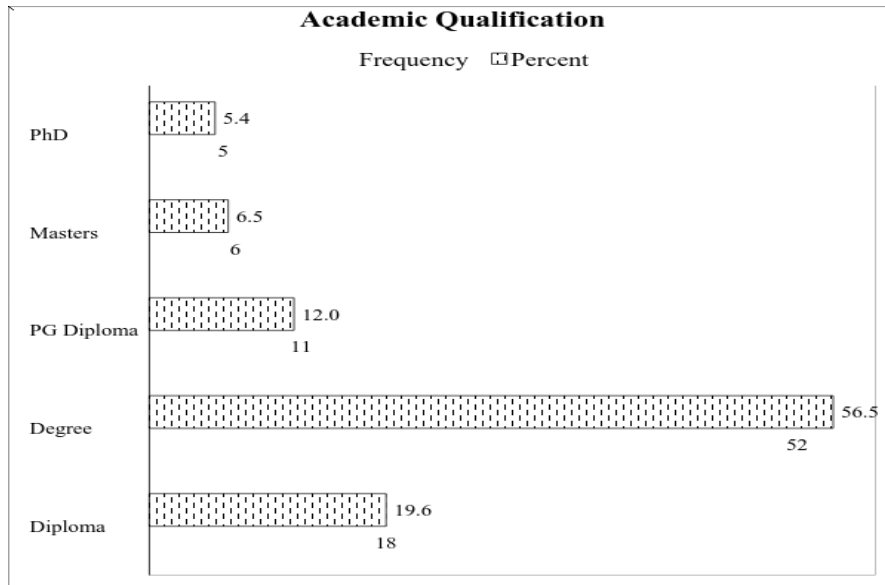

Figure 4.3: Distribution by Academic Qualification

Distribution by Ministry & Department:

The researcher went on to establish the ministries or departments of the county government workers who responded to the questionnaire. The findings obtained show that the majority of the respondents were from social services and housing, public health and inspectorate services each at 20.7%. These were followed by those from physical planning (19.6%). The least were from primary education infrastructure (18.5%). These findings show that all the departments targeted were well represented in the study.
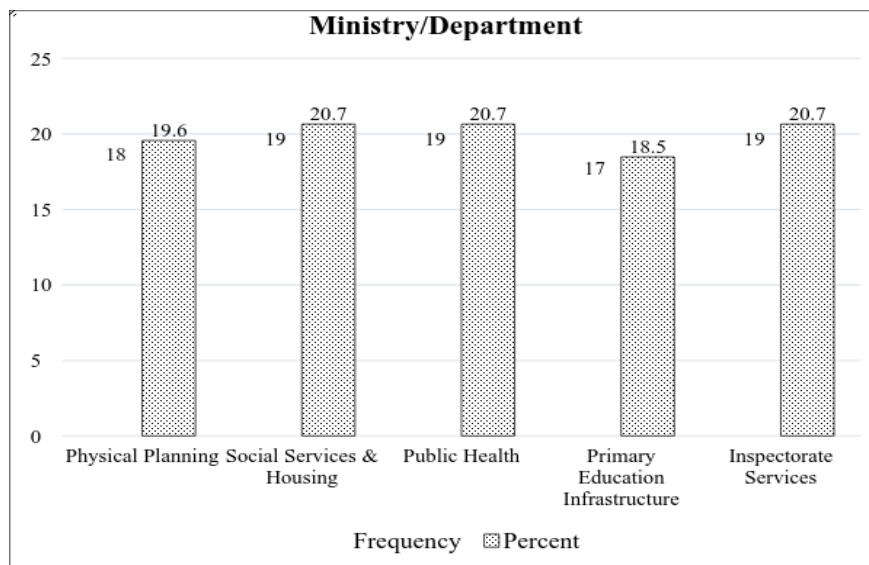

Figure 4.4: Distribution by Ministry & Department

Distribution by Duration of Work:

The researcher sought to establish the duration that the respondents had worked in their current positions. The findings obtained show that the majority of the respondents had worked for durations of 4 to 10 years (69.6%). These were followed by those who had worked for 1 to 3 years (23.9%) and those who had worked for less than 1 year (6.5%). These findings show that the majority of the workers had been working in their respective departments since the outset of devolved governance in 2013. They could thus easily understand the subject under investigation.
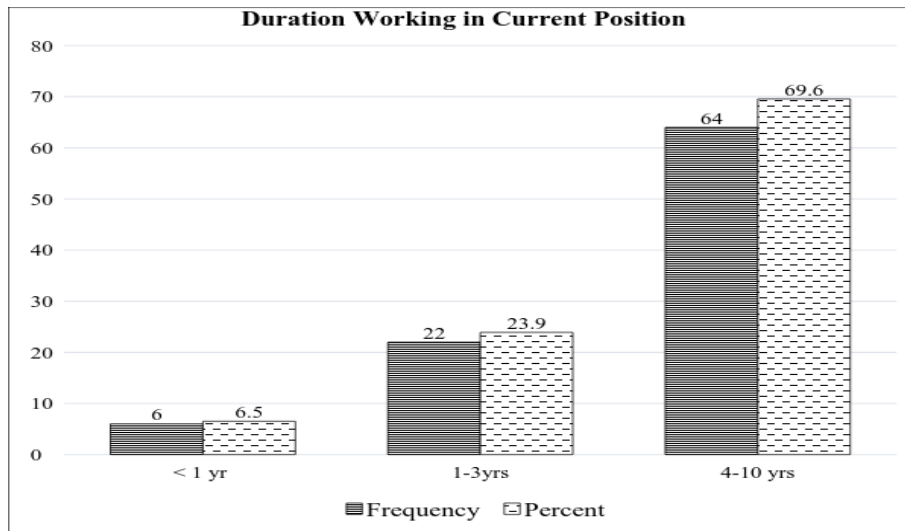
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Figure 4.5: Distribution by Duration of Work in Current Position

Descriptive Statistics:

In this section, descriptive statistics of the study findings are presented. This is done in line with the study variables. This entails descriptive analysis of the Likert-type statements provided for each of the study objectives. The responses were captured on Likert-scale type statements in a scale of 1 to 5 (1-Not at all, 2-to a little extent, 3- to a moderate extent, 4-to a great extent, 5-to a very high extent). Thereafter, weighted means are obtained to show the central tendency of the rating of the responses. This is followed by analysis of the findings obtained against the literature reviewed.

Dynamism in Social Media Innovativeness:

The study sought to establish the effect of dynamism in social media innovativeness on implementation of social media strategies in devolved governments. Data was captured in 6 Likert-type questions. The findings obtained are presented Table 4.2.

Table 4.2: Dynamism in Social Media Innovativeness

Attribute	Rating					Total	Weighted Mean	Std. Dev.
	5	**4**	**3**	**2**	**1**			
a) Dynamism in social media innovativeness makes it hard to implement social media strategies	47	24	11	10	0	92	4.17	1.02
b) Successful social media strategy is naturally challenged by these constant changes in global use trends of emergent social media platforms	74	11	7	0	0	92	4.73	0.59
c) The advantages (edge) offered by social media can easily be lost as new forms of social media came into place	88	3	1	0	0	92	4.95	0.27
d) New social media platforms cost the government a lot of time and resources to realign its strategies with the new social media platforms and this challenges implementation of such strategies	45	43	2	1	1	92	4.41	0.70
e) The use of social media as a communication tool is challenged by the dynamism of the technological backbone it relies on.	45	42	3	1	1	92	4.40	0.71
f) Constant changes in the technological landscape means that new social media are competing for space over the internet; this makes it hard for the organization to plans for the use of social media successfully	89	3	0	0	0	92	4.97	0.23
Average Weighted Mean							**4.61**	

The respondents tended to agree to a very great extent to some of the statements presented to them. In this regard, the respondents tended to agree that successful social media strategy is naturally challenged by constant changes in global use trends of emergent social media platforms (4.73). This agrees with Majchrzak et al. (2009) who also posited that a successful social media strategy is naturally challenged by constant changes in use trends of emergent social media platforms.

The respondents also tended to agree to a very great extent that the advantages (edge) offered by social media can easily be lost as new forms of social media came into place (4.95). This is in line with the findings of Okwachi et al. (2013) who reported the same findings. The respondents went on to opine (agreement to a very great extent) that constant changes in the technological landscape and online audience behaviours means that new social media are competing for space over the internet and that this makes it hard for the organization to plans for the use of social media successfully (4.97). This agrees with Jagongo and Kinyua (2013) who were of the same opinion.

With weighted means ranging from 4.17 to 4.41, the respondents agree to a great extent to 3 of the statements provided to them. In this regard, the respondents point out that: dynamism in social media innovativeness makes it hard to implement social media strategies; that new social media platforms cost the government a lot of time and resources to realign its strategies with the new social media platforms and this challenges implementation of such strategies and that; the use of social media as a communication tool is challenged by the dynamism of the technological backbone it relies on. These findings agree with Jagongo and Kinyua (2013) are of the same view.

Competition for Resources:

The study sought to establish the effect of competition for resources on implementation of social media strategies in devolved governments. Data was captured in 6 Likert-type questions. The findings obtained are presented Table 4.3.

Table 4.3: Competition for Resources

Attribute	Rating					Total	Weighted Mean	Std. Dev.
	5	4	3	2	1			
a) The use of social networking is challenged by lack of enough resources.	88	3	1	0	0	92	4.95	0.34
b) The lack of resources such as power failures, poor connectivity and, the high cost of accessing the internet make it hard to leverage the use of social media.	75	13	2	1	1	92	4.74	0.67
c) Since social media relies on power and internet connectivity, it cannot be afforded without adequate resources	92	0	0	0	0	92	5.00	0.00
d) The government should make investments such as hiring the right personnel, having the right equipment and having enough budgetary allocations so as to realize successful social media strategies.	91	1	0	0	0	92	4.99	0.15
e) The government should have enough time and money so as to institute meaningful communication strategies.	88	2	1	1	0	92	4.92	0.45
f) The success of a strategic plan is only possible with adequate human, financial and material resources to implement to it since in the absence of such resources; the plan may not succeed, irrespective of how workable it appears paper.	91	1	0	0	0	92	4.99	0.15
Average Weighted Mean							**4.93**	

With an average weighted mean of 4.93 and weighed means ranging between 4.74 and 5.00, the respondents tended to agree to all the statements presented to them. In this regard, the respondents tend to agree to a very high extent that: the

use of social networking is challenged by lack of enough resources and that: the lack of resources such as power failures, poor connectivity and, the high cost of accessing the internet make it hard to leverage the use of social media. These findings agree with Ifeanyi, et al. (2015) who also point out that the use of social networking is challenged by the inadequacy of resources.

The respondents also agree to a very great extent that since social media relies on power and internet connectivity, it cannot be afforded without adequate resources and that the government should make investments such as hiring the right personnel, having the right equipment and having enough budgetary allocations so as to realize successful social media strategies. This further agrees with Ifeanyi, et al. (2015) who was of the same opinion.

Finally, the respondents agree to a great extent that: the government should have enough time and money so as to institute meaningful communication strategies and that: the success of a strategic plan is only possible with adequate human, financial and material resources to implement to it since in the absence of such resources; the plan may not succeed, irrespective of how workable it appears paper.

These findings reiterate the position held by Wernham (2004) who points out that the success of a strategic plan is only possible with adequate human, financial and material resources to implement to it since in the absence of such resources, the plan may not succeed. The findings obtained show the central role played by resources within the process of implementing social media strategies. That the success of social media strategies is pegged to the communication policy it leans on.

The respondents also agree to a very great extent that an effective social media policy should be based on the mission, objectives and core values of the organization; that the communication policy of the government should reflect the cultural and organizational expectations of the organization and that; if social media does not address issues such as access, ethical conduct and, level of acceptable use, their use would be faced with a lot of stumbling blocks. These findings corroborates the findings of Hrdinova et al. (2010) who argue that a good social media policy should be based on the founding tools (mission, objectives and core values) of the organization and that the policy should reflect on the cultural and organizational expectations of the organization. These findings show that the absence a social media policy would thwart the implementation of social media strategies and vice versa.

Lastly, the respondents agree to a very great extent that the capacity to address legal and security concerns by a social media communication policy determines the success of social media strategies in an organization (in agreement with Newman, 2009); that the social media policy should ensure that freedoms of expression as well as the interests of the government identity are maintained and that; the government should have a clear framework for the use of equipment, management of social media accounts and so on and without this framework, the implementation of social media by government agencies in communication processes would remain a tall order. As such, it is pertinent for organizations to ensure that communication policies facilitate the use of social media in county governments.

5. CONCLUSION

From the findings of the study, it can be concluded that dynamism in social media innovativeness affects the implementation of social media strategies in devolved governments. This emanates from the fact that successful social media strategy is naturally challenged by constant changes in global use trends of emergent social media platforms. In addition, the emergency of new forms of social media came into place and constant changes in the technological landscape means that new social media are competing for space and online audiences over the internet and that this makes it hard for the organization to plan for the use of social media successfully. Further, the use of social media as a communication tool is challenged by the dynamism of the technological backbone it relies on.

It can also be concluded that competition for resources affects the implementation of social media strategies in devolved governments. As such, it is evident that the use of social networking is challenged by lack of enough resources such as power failures, poor connectivity, and high cost of accessing the internet as well as lack of the right personnel, lack of the right equipment and lack of enough budgetary allocations.

Communication policy was also seen to be a major factor affecting the implementation of social media strategies in devolved governments. It was thus clear that the absence of the enabling legal and policy environment may thwart the use of social media platforms in the government. As such, the level to which the implementation of social media strategies would succeed was depended on an enabling organizational communication policy.

The level of ICT Literacy was also seen as a major factor influencing the implementation of social media strategies in devolved governments. This literacy was dependent on efforts to enhance literacy on how to use social media; provision of ICT skills in schools and the level to which the government promoted the use of social media in government processes since employees could learn on the job

6. RECOMMENDATIONS

The following recommendations, which are based on the study findings, are made. These recommendations are based on the study variables.

Dynamism in Social Media Innovativeness:

It is recommended that devolved governments should make provisions in the social media strategies to adopt emergent social media channels so as to successfully maintain the use of such media in communication processes. The government should also have enough resources to align its social media platforms to changes arising from the dynamism of the technological backbone it relies on.

Competition for Resources:

Since the success of social media strategies depends on the competition for resources, the county government should utilize enough resources to ensure that there is enough equipment and trained personnel for implementing social media strategies. Enough resources should also be availed so as to deal with challenges related with power failures, poor connectivity and, the high cost of accessing the internet which make it hard to leverage the use of social media.

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