

**FACEBOOK AS A CORPORATE COMMUNICATION TOOL: A CASE STUDY OF THE
CHURCH OF UGANDA**

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**UGANDA CHRISTIAN
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DECLARATION

I, Ivan Naijuka, declare that this research report is my original and independent investigation. It has never been submitted to any institution of learning for an award. Omissions and commissions in this dissertation are entirely mine.

Signature:



Date: 14th May 2024

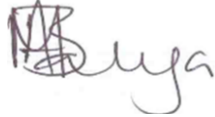
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APPROVAL

This research report has been done under my supervision and is now ready for submission to Uganda Christian University Academic Board.

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Date: 14th May, 2024

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(Supervisor)

DEDICATION

With special regard, I wish to dedicate this piece of work to the almighty God, my family especially my wife Edgar T. Naijuka who kept encouraging, my daughters; Esther, Abigail and Malaika and everyone who has always been there to support me in my education and all my friends

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ABSTRACT

The study aimed at examining the contribution of Facebook as a tool of corporate communication and is a case study of the Church of Uganda (Namirembe, Kampala and Mukono dioceses). The study was guided by objectives which included: investigating how the Church of Uganda uses Facebook for corporate communication, establishing the effectiveness of Facebook as a corporate communication tool for the Church of Uganda, examining the opportunities related to the use of Facebook in corporate communication and examining challenges related to the use of Facebook in corporate communication in the Church of Uganda.

The study was carried out using a case study research design where qualitative research approach was used. Data was collected using interviews and focus group discussions and during the data collection, purposive sampling methods was used as the sample size of 28 staff from Namirembe, Mukono and Kampala Dioceses of the Church of Uganda was used.

The findings of the study indicate that to a large extent, the use of Facebook in the three dioceses has been effective in corporate communication because of the positive feedback received from the users and followers of the Facebook pages of these dioceses. Finally, it can be concluded that there are several opportunities related to the use of Facebook for corporate communication like enabling the dioceses to form alliances with prospective partners locally and abroad and allowing a two-way communication between the institution and its stakeholders. The study revealed that challenges related to the use of Facebook for corporate communication include limited time and resources to create these pages and running them constantly, limited skills in creating and running the Facebook pages effectively, negative feedback as well as trust, privacy and security issues involved in the use of Facebook.

Finally, the study recommended that institutions like the Church of Uganda need to invest heavily in terms of time and resources when it comes to setting up and running these Facebook pages. The study also recommends the need to offer training to the staff members tasked with handling these Facebook pages to ensure that they have the right skills of doing so.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This study was about the contribution of Facebook as a tool of corporate communication and is a case study of the Church of Uganda (Namirembe, Kampala and Mukono dioceses). The Church of Uganda was chosen for this study because it has used social media platforms specifically Facebook as a tool for corporate communication since 2004. This implies that valid and reliable data was gotten from reliable sources concerning the topic under study. This chapter presents the background of the study, problem statement, purpose of the study, objectives, and research questions, significance of the study, justification, and theoretical framework.

1.1 Background of the study

Argenti (2016) writes that corporate communication has become a new and important governmental function due to the availability of the internet. Argenti argues that, in a changing business environment, companies must pursue a 'strategic approach to communication. In companies the concept 'corporate communication' is used to describe four different aspects of communication: 1) a function, e.g., marketing, 2) a communication channel, 3) a communication process, 4) an attitude or set of beliefs (Argenti, 2016).

Argenti (2011) emphasizes that the development of Facebook and the possibilities of social communication are widening. However, he points out that due to this, the control over corporate communication shifts from the company's management to the relevant stakeholders. In this context, the author mentions that because of social media, corporate communication undergoes changes. Facebook encourages the shift from the push to pull strategy, as well as help to turn stakeholders into company evangelists (Argenti and Barnes, 2019).

Facebook is increasingly having a great impact on public discourse and communication in today's society. More currently Facebook is believed to have the potential to transform communication in different aspects of life. Inevitably just as Facebook affects other aspects of human life it has also become an important aspect of religious life. Many religious organizations use Facebook very actively as part of their communication both with their members and beyond (Briones et al., 2018).

Social media is a complex term with multi-layered meaning and therefore there is no single definition that can best explain the term social media (Rouse 2016). Van Dijck argues that social networks can also be looked at as online facilitators or enhancers of human network. He derives his meaning from the participatory culture model, which suggests that the word “social” as associated with “media” implies that platforms are user-centered and they facilitate communal activities, just as the word participatory emphasizes human collaboration (Van Dijck, 2019).

Nowadays the Internet and new technologies are playing a powerful role in informing, educating, and connecting people around the world. Through the use of social media, companies can spread news and messages quickly and inexpensively compared to what they were able to accomplish with the traditional media (Hall, Kearney & Xing, 2018). More than using Facebook for disseminating information, the power of Facebook lies in its principles of collaboration, sharing, participation, and empowerment, among others. Facebook has changed how enterprises communicate with stakeholders; therefore, companies must learn how to take advantage of this new media, especially for communication purposes. Facebook provides tremendous opportunities for organizations to engage stakeholders in dialogic communication (Rybalko & Seltzer, 2020).

In Uganda, Facebook is a phenomenon that gained prominence in 2005 (Kanyoro, 2015). According to Internet World Stats an online research engine, Uganda has at least 18, 502,166-internet useses. Facebook has 2,872,200 subscribers as at January 2022. Statistics show that Facebook is among the most popular social media sites with market share in Uganda 6.0% users (<https://www.internetworldstats.com/stats1.htm>, 2022). Today more and more organizations in Uganda including religious organizations

have adopted the use of Facebook as a platform for corporate communication. Facebook usage is an option to look at especially for organizations that want to ensure effectiveness and efficiency in corporate communication (Elite, 2017).

The statistics give clear evidence that a good proportion of Ugandans are Facebook subscribers. This also implies that Christians and ministers of the gospel in Uganda should not under-estimate the power of social media but rather consider it among the tools for evangelism and one of the means to participate in the *Missio Dei* (Mission of God). It should be noted that social media contents are user-generated and empower users to exercise some independence in the access and dissemination of information (Kietzmann et al. 2011).

The Provincial Communication policy Article 5 section 3 subsection 1 states that “the recognized channels of external communication shall include (but not be limited to) the official provincial website; digital platforms like Facebook, twitter and intranet...” This shows how they recognize social media as a medium through which official communication can be channeled to reach the intended audience.

1.2 Problem statement

Angheluta et al. (2010) says that the churches must advertise to remain relevant for modern day individuals, and must create value for their consumers to retain them and grow. This has been made possible by the advent of the internet that totally changed the way of doing business particularly with social media platforms like Facebook. With the emergence of Facebook, the way organizations communicate through the internet has changed and Facebook has become a central tool for organizations' communication (Kim et al, 2020). Communicating corporate messages and issues through Facebook is important and necessary to improve and promote conversations between companies and stakeholders. However, this has not often been the case especially in organizations found in developing countries (Briones et al, 2011).

Additionally, this has not been the case with church of Uganda, where they have not fully utilized the usage of Facebook to advertise, communicate and promote their agenda. The importance of Facebook in cooperate communication to an institution

are enormous according to various authors and they include ability to amplify the word of mouth, market research, idea generation and new product development, co-innovation, customer service, public relations, employee communications and reputation management as well to increase product and brand awareness, web traffic, customer loyalty, to improve the company's Search Engine Optimization and to increase the success of new product launches (Celine, 2012; Neti, 2011; Ramsaran-Fowdar and Fowdar, 2013). In summary, Facebook uses unconventional methods to achieve conventional goals using creativity, community and relationships and saves on huge budgets to accomplish communication objectives (Celine, 2012). In view of this, it is imperative that organizations harness it to drive their communication goals for growth without hesitation (Celine, 2012; Neti, 2011). It was noted that none of the studies had addressed the issue of the corporate communication using Facebook in Church of Uganda particularly for Namirembe, Kampala and Mukono Dioceses.

In view of this gap, the study was chosen to examine the contribution of Facebook as a tool of corporate communication in Church of Uganda. The study sought to address how churches are making use of Facebook for ministerial activities, keeping up with the latest trends to improve the brands image with a key focus on Namirembe, Kampala and Mukono Dioceses. The result of the study sought to fulfill the mandate for which they exist; which is to spread the gospel to the whole world.

1.3 Purpose of the study

The purpose of the study was to examine the contribution of Facebook as a tool of corporate communication in Church of Uganda.

1.4 Objectives of the study

- i. To investigate how the Church of Uganda uses Facebook for corporate communication.
- ii. To establish the effectiveness of Facebook as a corporate communication tool for the Church of Uganda.
- iii. To examine the opportunities related to the use of Facebook in corporate communication.

- iv. To examine challenges related to the use of Facebook in corporate communication in the Church of Uganda.

1.5 Research questions

- i. How does the Church of Uganda use Facebook for corporate communication?
- ii. How effective is Facebook in corporate communication in the Church of Uganda?
- iii. What are the opportunities related to the use of Facebook in corporate communication in the Church of Uganda?
- iv. What are the challenges related to the use of Facebook in corporate communication in the Church of Uganda?

1.6 Scope of the study

The geographical, content and time scope of this study are discussed in detail below.

1.6.1 Geographical Scope

This study was carried out in the Church of Uganda dioceses of Namirembe, Kampala, and Mukono. These Dioceses are located in the business district of Kampala thus giving them an upper hand in internet usage based on the levels of literacy of the Christians that attend these churches and proximity to the major influencers of power like the media.

1.6.2 Content Scope

The study specifically focused on how the Church of Uganda uses Facebook for corporate communication, the effectiveness of Facebook in corporate communication and the opportunities and challenges related to the use of Facebook in corporate communication as well as the possible solutions to these challenges.

1.6.3 Time Scope

The study covered a period from 2015 to 2020 since this is the period when the Church of Uganda put rigorous efforts and policies concerning the use of Facebook in their operations.

1.7 Justification

Stelzner (2019) and McCorkindal (2020) noted a need for availing information on the contribution of Facebook as tools of corporate communication in the Church of Uganda.

(Rice, 2012) asserts that the power and control Facebook places on users create too many choices and links for the user to maintain. However, Facebook and its feature of enabling extensive connections among people from different backgrounds, cultures and faiths can serve as a platform for the manipulation of users who use Facebook for religious edification (Perkins 2012). This extensive network of people from diverse backgrounds exposes users to new habits, which can have negative consequences on their behaviour (Rice 2012). On the other hand, the use of inappropriate images, sexual innuendoes and identity theft on Facebook brings about harassment of users and this challenging situation has made some Christian leaders to avoid Facebook (Brachear 2011; Reyes-Chow 2009; Brinton 2010; Badmos 2014). With the above concerns on the abuse of social media, it is very important that Christians approach social media in a discerning manner. It is therefore essential to understand the impact our status, photos, comments or blog posts may have now and in the future.

Despite previous research done on the contribution of social media as tools of corporate communication (Kim et al, 2010; Briones et al, 2011), there is a great need to carry out further investigation into how Facebook has contributed to corporate communication especially in religious sector. These researchers, however, concentrated on the adoption and impact of social media in general. Other scholars have not come across any in-depth research work on the use of Facebook as a tool of cooperate communication.

This study helped give a clear insight on how best Facebook can be used to improve corporate communications in the Church of Uganda and other faith-based institutions in Uganda and beyond.

1.8 Significance of the study

Since there is little evidence available to substantiate how Facebook usage contributes to corporate communication especially in religious organizations like the Church of Uganda, the study findings will be of great importance to the Church of Uganda since it will provide them with strategies on how best Facebook can be incorporated into the institutions' corporate communications strategy going forward. The study will also form a basis on which the Province can establish a strong communication office using Facebook to enhance corporate communication. The study will act as a source of literature for further research regarding the contribution of Facebook as tools of corporate communication.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The main focus of this chapter is to review previous research studies that are relevant to this topic and to situate the study in a theoretical framework. This review examined the history of social media and the use of Facebook in advancing corporate communications in the Church of Uganda. The review identified emerging gaps that needed to be addressed.

2.1 Concept of Facebook and Corporate Communication

The use of Facebook worldwide has promoted new forms of communication, exchange of information and cultural production. Today, this social networking site represents not just a technological phenomenon, but also a social, cultural and communication paradigm. Due to its wide use and technological capacity to create connections, Facebook represents a fertile ground for researchers whose interest is to study the possibilities offered by social networks to society.

Given its potential as a propagator of content and as a source of information about all audiences, most organizations have carried out actions of organizational communication through the creation of corporate profiles on Facebook that help them connect with people.

Historical studies reveal that in ancient times, people used to communicate by using smoke signals during the day and lighting beacon fires at night in China, Egypt, Greece and Sub-Saharan Africa. Drums were also used in many ancient societies to extend the range of the human voice. The seeds of social media were sown during 550 BC when the regular postal system was established in Iran where horse riders and horse-drawn wagons carried mail.

The 18th and 19th centuries were significant in the development of communications technologies with the inventions of telegraphs, telephones and radios. This meant that for once in history people were able to send and receive messages over long

distances. The 20th century is highlighted by the advent and development of the internet. The advent of the internet completely changed the communications landscape because people were now able to exchange messages from one person to another through the web or digitally.

The internet also provided an array of social networking sites including, LiveJournal, Blogger, Six Degrees, Napster, Lister and Internet relay chat. The 21st century experienced a significant growth of social networking sites following the launch of Facebook, Twitter, Photobucket, Orkut, Youtube, Friendstar, Fotolog, Google plus, Digg, Netlog, Ning and Myspace among others. Social media has become a convention of the online landscape and major social networks and social media websites make changes and improvements on a regular basis (Baruah, 2012).

Facebook is categorized under Social Networking Sites (SNS) which provide web based platforms for building social networks or social relations amongst people who for example share interests or activities. According to David Houghton, Andrew Pressey, Doga Istanbuluoglu (2020).

The fact that social networks allow a user to create profiles or personal homepages online and set up a social network, they enable users to articulate and make visible their social networks (Ellison & Boyd, 2010).

2.1.1 Facebook

Scholars have attempted to determine whether the use of social media for communication and sharing information brings users closer (Jamal, 2012; Harris & Charles, 2011; Gonzalez, 2010; Kevin, Graham & Temple, 2011), or perhaps makes people more distant from one another (Di Pietro & Pantano, 2012).

The use of Facebook, unlike the traditional media campaigns, provides innovative opportunities to establish and interject public concern messaging into daily online conversations in Uganda (Muzee & Enaifoghe, 2020: 87). Embracing social media as tools for corporate communication by leading public organizations such as churches reflects that these tools are increasingly necessary to reach demographics that are abandoning traditional broadcast technologies. The traditional broadcast technologies

such as television, for the teens, or a substantial share of the public are speedily transforming the method in which they interact with authorities. Facebook has become an important part of reaching the world and is a great place to start a virtual ministry due to the pandemic situation around the world now.

Today, Facebook as means of corporate communication has transformed the way people interact with one another in modern society (Edmondson, 2017). Therefore, Facebook has become a source of information around the world (Ireton & Posetti, 2018). Appel et al. (2020), argued that social media platforms like Facebook provide churches with an opportunity that helps them reach more audiences and construct deeper, more meaningful and expressive connections with many individuals in the pew.

Facebook provides churches with a significant opportunity to reach more people and create deeper, more meaningful connections with people in the pew. Even after the service, it is likely that even those who attended physically have an opportunity to re-watch the service on Facebook page. However, when you combine the various ways churches can use it and challenges around what to post, many churches are still either hesitant to use Facebook or are using it poorly and not seeing any positive results (Appel et al., 2020; Chu, 2011)

One of the ways organizations like the Church of Uganda can influence Facebook is by sharing positive news. Kihl (2018) believes that the announcement that Apple (electronic gadget company) is now a trillion-dollar company was shared via social media platforms like Facebook. Sharing positive news as such, even in the church, can help impact the culture of the church by building a bigger brand and showcasing a better outlook of the organization as a way to effectively use Facebook as corporate communication tool.

A survey in Africa by Wyche (2008) on the use of ICT in churches revealed that most Christian churches were using ICT to support their faith practices with notable use in the protestant churches as well as tremendous adoption in the mega churches which was a replica of churches in the USA and the world (Wyche, 2008).

Online evangelism is surfacing as a new methodology to traditional evangelism where members have had to find a church at a specific location for fellowship (Hvass, 2011).

However, competition from alternative forms of religious practices and other competing churches working on converting members and the availability of more information where people can seek and find more about competitive groups before commitment leaves the churches no option but to embrace new forms of work methods to remain competitive. Facebook therefore, comes as an answer to this new way of doing business in that it has the capacity to meet the requirements for the church (Hvass, 2011). Internet can enable churches to access the attention of people in new regions thus creating growth and expansion. Other benefits to the church from social media use include; enabling the church to resonate with modern society making it relevant and giving people alternative choices of faith (Hvass, 2011). In view of this, Badmos (2014) adds and says that the church is then able to attract and retain its members because it is in tune with the times. Further to that, Badmos (2014), suggests that social media platforms of which Facebook is part of enables the church to achieve its sense of community through its different programs of church life that include; spiritual, social, economic, administration and evangelism

2.2 Corporate Communication

Argenti and Forman (2012) define corporate communication as a company's voice and image, which the company develops on the world stage consisting of various audiences. This field includes such components as corporate reputation, corporate advertising and advocacy, communication with employees, relations with investors, relations with the government, media relations and crisis communication. Many authors call corporate communication a 'function'. In turn, corporate communications are defined by Argenti and Forman as communication products: memos, letters, reports, websites, speeches, press releases and others (Argenti, Forman, 2012).

On the other hand, Cees van Reil (2018) defines corporate communication as the orchestration of all instruments of the organization's identity (communication, symbols, participants' behaviour) to build and improve the reputation of the organization from the perspective of those groups, on whom its activity depends.

According to Van Reil, the concept of 'corporate communication' involves a coordinated approach to developing the organization's communication. It should be such that communication specialists can use it for rationalizing their communication activities within a centralized, coordinated framework (Van Reil and Fombrun, 2017).

Over 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. Marketing communication research tends to be 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 argue 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, 2017).

Dolphin (2020) argues that corporate communication has originated from public relations. Public relations aims 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 behaviour (Kim and Rader, 2020).

Argenti (2016) writes that corporate communication has become a new and important governmental function thanks to the development of the Internet, and increased speed of information availability, growing public scepticism about the company's ambitions and an 'attractive packaging' of information, as well as the overall company structure has become more complex.

Kirk Hallahan, Derina Holtzhausen, Betteke van Ruler, Dejan Verčič & Krishnamurthy Sriramesh (2007) define strategic communication as the purposeful use of communication by an organization to fulfill its mission. It involves six relevant disciplines in the development, implementation, and assessment of communications by organizations: management, marketing, public relations, technical communication, political communication, and information/social marketing campaigns.

Argenti believes that, in this changing business environment, companies must pursue 'strategic' communication. In companies the concept 'corporate communication' is used to describe four different aspects of communication: 1) a function, e.g., marketing, 2) a communication channel, 3) a communication process, 4) an attitude or set of beliefs (Argenti, 2016).

From the above studies, corporate communication can be understood as an approach of organizational communication involving internal and external members that convey the corporate's identity. Corporate communication is how organizations share information with people inside and outside the institution. It involves strategies to build a good reputation, keep employees informed, and connect with stakeholders, and the public. It helps organizations communicate effectively and achieve their goals. The different forms of corporate communication include Written: advertisements, emails, website copy, promotional materials, memos, and press releases, Spoken: Video, speeches, interviews, meetings, and press conference and Non-spoken: Photographs, info graphics, brand images, illustrations, and posters.

Corporate Communication is important in Church of Uganda during situations of high stress seasons like Easter, Christmas and other festivals because institutions like church of Uganda face various challenges internally and externally during those seasons.

Therefore, it can be noted that corporate Communication has positive impact on church growth and it is the answer to the growth dilemma in churches in terms of numbers, revenue, geographical spread, and fulfilling the great commission which is the mandate that the church exists to execute.

2.3 Effectiveness/usefulness of Facebook in corporate communication

Facebook offers a variety of avenues through which we can communicate with people. Facebook's technological affordances have the capacity to influence how and even why people of faith are motivated to utilize Facebook. It also enhances the visibility of the content. Individuals can share a link to the live stream (Murashko, 2011). Similarly, churches have set up daily broadcasts online and provide a virtual space for participants to interact with each other (Grossman, 2012).

The importance of adopting the use of social media is not restricted to the church leadership or administration alone. Meredith Gould (2013) confirmed that adopting effective social media is a church-wide approach that has to do with a church's philosophy of ministry. This implies that every person in the church should be able to get involved and think critically about how social media could help harness the power of evangelism and sharing testimonies in a world that has entered the digital age - the fourth industrial transformation of technologies.

Furthermore, Facebook makes it possible for messages to be visible among large groups of geographically dispersed people. Because Facebook has the potential to broadcast messages and make content available to people of varying faith traditions and beliefs, religious institutions and their leaders often encourage the adoption of online communication as a way for members to proselytize. Likewise, the editability of this medium affords more calculated messages to be crafted and recrafted to more effectively achieve a specific purpose (Treem & Leonardi, 2012).

Critics of preaching on Facebook however argue that, using social media to convert others lacks the benefits of face-to-face communication. Rev. Michael White, a United Methodist pastor, explains internet communication can be authentic and effective but, "the ability to read nonverbal language and vocal tone during verbal conversation makes a face-to-face connection more effective for evangelism than an email, an IM, a real-time chat in a chat room, or a blog, or even Facebook" (Rosen-Molina, 2009.).

When properly implemented in the communication strategy of the company, Facebook can be the main channel of communication with the internal and external environment. Notwithstanding the forms of traditional communication, Facebook has changed the way communication is viewed between the company stakeholders and the just passive observers. The stakeholders demand not only the dialogue with their brand or employer but also exchange of knowledge, skills and special treatment by the company (Bajdak, 2018).

Facebook creates opportunities for organizations to have real conversations with internal and external publics. It also helps stakeholders act as watchdogs and track companies with unethical communication behaviors (Sweetser, 2020). There are over 105 leading social media platforms in the world. Among these known platforms, six of them are mostly used by churches and other social organizations. They are as follows; Facebook, WhatsApp, Instagram, Twitter, LinkedIn, and Snapchat (Mehra, 2019).

With more than 2 billion monthly users, Facebook hosts over a quarter of the world's population, providing advertisers with an unparalleled opportunity to reach virtually anyone and everyone (Jolly, 2019). This assertion is in tandem with the findings of Lua (2019) who indicated that Facebook is the biggest social media site around, with more than two billion people using it every month. Facebook prioritizes content that sparks conversations and meaningful interactions between people, especially those from family and friends. "It is one of the social media platforms that a large number of churches use in running their day-to-day activities (Jolly, 2019)."

Similar investigations examined the employment of social media by Fortune companies. McCorkindale (2020) studied Facebook member and fan pages of Fortune 50 companies of 2009 to determine how companies disseminate information, provide relationship maintenance, and maintain levels of engagement. Using a content analysis methodology, a total of 55 pages were coded. Results showed that while corporations are posting news and mission statements, the majority of the companies are not using Facebook to its full extent.

A study conducted by the Education Service Center (2019), revealed that “75% of male internet users were on Facebook as well as 83% of female internet users and virtually used the platform daily. Facebook continues to be the most widely used platform, with 79% of American internet users.” Further, 32% of teenagers consider Instagram to be the most important social network

Rybalko and Seltzer (2020) examined how Fortune companies are using Twitter to facilitate dialogic communication with stakeholders. Using a content analysis methodology as well, 93 Twitter company profiles and 930 individual tweets were considered for the use of dialogic features within Twitter. They concluded that 61% of the organizations were classified as dialogical and 39% non-dialogic, and both types of companies did not differ in the results at the moment of providing information. Dialogic type-companies obtained higher results than non-dialogic at the moment of employing the dialogic features of conservation of visitors (encouragement of visitors to stay on the site), and generation of return visits (incentive to users to return to the site).

2.4 Challenges hindering the use of Facebook in corporate communication

Like for all society, challenges of social media exist that are bound to affect the users and they include; time wasting as studies have established that the youth spend too much time with social groups; invasion of privacy as it involves sharing of personal information; minimal face to face interactions which affect interpersonal relationships (Badmos, 2014; Cruz, 2012).

According to Kannabiran and Dharmalingam (2012) limited technological adoption has greatly hindered the use of Facebook for advertising in companies. The basic technological choice revolves around the choice of social media advertising platform that would suit the company the best in the bid to achieve improved performance. On the other hand, Dlodlo & Dhurup (2020) argue that it is very important for any manufacturing company to critically evaluate the cost-benefit analysis of adopting technology in their businesses since failure to do so may lead to poor performance of the companies in the long run.

The adoption of Facebook for advertising greatly depends on the learning and abilities of users or employees in manufacturing companies (Migir, 2016). The lack of availability of skills in the use of social media platforms for advertising can hinder the performance of manufacturing companies (Steyn & Leonard, 2012).

Joining the Facebook advertising platform also raises legal concerns that can lead to low adoption of the use of social media platforms in advertising (Mwobobia, 2012). The spurt of Information Technology has led to the evolution of its own set of rules and regulations which the companies have to be aware of before they adopt the technology. Given the difference in the form of doing business over the virtual space as compared to traditional practices, newer forms of contracts and agreements have to be forged with different players in the ecosystem. Matters about legal jurisdiction, liabilities etc. in the case of e-commerce are unique to this sector and are often platform-specific as well (Baxter and Connolly, 2013). Privacy and security rules vis-a-vis electronic transactions and the global standards and regulations about these issues are very important factors that companies must be well aware of before engaging in social media advertising platform platforms in the bid to attain better performance (Mutula & Brakel, 2016).

Madden et al. (2013) note that Facebook is interactive and successful two-way exchanges that take commitment. The nature of marketing changes in social networks, with the focus placed on established long-term relationships, this can turn into more sales for companies hence improved financial performance. Somebody has to be responsible to monitor each network, respond to comments, answer questions and post product information the customer deems valuable (Barefoot & Szabo, 2010). However, a company without a service to manage these social networks in the marketing process finds it difficult to compete, which can be detrimental to the overall performance of the company in the long run.

2.5 Theoretical framework

2.5.1 Technological Acceptance Model (TAM)

This study was guided by the The Technological Acceptance Model (TAM). The Technological Acceptance Model (TAM) is an information systems model that illustrates how users accept and use technology. The TAM was adopted from another popular theory called the Theory of Reasoned Action (Fishbein and Ajzen, 1975) from the field of social psychology which explains a person's behaviour through their intentions. The intention in turn is determined by two constructs: individual attitudes toward the behaviour and social norms or the belief that specific individuals or a specific group would approve or disapprove of the behaviour (Rauniar et al., 2013).

The model states "that perceived usefulness and perceived ease of use determine an individual's intention to use a system, intending to use serving as a mediator of actual system use. Perceived usefulness is also seen as being directly impacted by perceived ease of use

The adoption and use of social media by higher learning institutions to engage students can also be understood through the application of TAM. According to Davis et al. (1989), the perceived usefulness of the system and the ease are the key determinant factors towards user intention to use the system. TAM identifies causal relationships between system design variables, perceived usefulness of the system, perceived ease of use of the system, individual's attitudes towards the use of the system and actual behaviour (Munguatosha, Muyinda & Lubega, 2011).

According to Davis et al. (1989), the main idea behind TAM is that people tend to accept or reject technology to the extent they believe it helps perform their job better (perceived usefulness) and if a user believes that learning a certain technology is useful, they will easily adopt it. Generally perceived ease of use (PEOU) of the system, perceived system usefulness (PSU), user intention to use the system (UIUS) and user subjective norms (USN) towards the system in place are the key factors in building technology utilization models (Davis et al., 1989; Venkatesh et al., 2003).

TAM has been revised in many studies to fit a particular context of technology being investigated. One important and well-received revision of TAM has been the inclusion of social influence processes in predicting the usage behaviour of new technology by its users (Venkatatesh and Davis, 2000). One benefit of using TAM to understand acceptance and usage of information technology is that it provides a framework to investigate the effects of external variables on system usage (Hong et al, 2001 cited in Nasri & Charfeddine, 2012).

Despite its wide usage and benefits, TAM has also been widely criticized for its limited explanatory and predictive power. TAM has diverted researchers' attention away from other important research issues and has created an illusion of progress in knowledge accumulation (Chuttur, 2009). Additionally, the independent attempts by several researchers to expand TAM to adapt to the constantly changing IT environment has led to a state of theoretical chaos and confusion (Benbasat&Barki, 2007). According to Bagozzi (2007) TAM focuses on the individual–user of a computer, with the concept of perceived usefulness, with extension to bring in more and more factors to explain how a user –perceives usefulness and ignores the essentially social processes of information systems development and implementation.

The application of TAM in this study was relevant in explaining the acceptance and usage of social media as a tool of corporate communications in the Church of Uganda. More specifically, TAM provided an insight into the perceived usefulness of social media as well as explains the ease of applying social media technologies by the Church of Uganda in their routine engagement with their stakeholders and partners.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter presents the methodology that was used in conducting the research. It describes how this study was conducted. It includes the study design, the study setting, study population and sample size. It also describes the sampling procedure definition of variables, research instruments, data analysis, ethical considerations, and the proposed limitations of the study.

3.1 Research design and approach

The purpose of the research design was to ensure that the results obtained in the study addressed the research problem effectively, logically and as clearly as possible (Labaree, 2009). The research used a case study research design in this study. Gilbert (2008) defines a “case study” as an approach in which a particular instance or a few carefully selected cases are studied intensively. This design helped the researcher to generate new ideas that might be tested by other methods. According to Gummesson, 1991, the case study enabled the researcher to understand the complex of real-life activities in which multiple sources of evidence were used. More so, Gummesson argues that research design is useful in capturing the emergent and immanent properties of life in an organization and the ebb and flow of an organization’s activity especially where it changes fast.

A qualitative research approach was used in this study. Denzin & Lincoln, 2005 say that, qualitative research is a situated activity that locates the observer in the world. It consists of a set of interpretive, material practices that makes the world visible. These practices transform the world. They turn the world into a series of representations, including field notes, interviews, conversations, photographs, recordings, and memos to the self. This means that, qualitative research involves an interpretive, naturalistic approach to the world, which in turn makes the researcher study things in their natural settings, while attempting to make sense of, or to interpret, phenomena in terms of the meanings people bring to them. Qualitative

inquiry was conducted using interviews and focus group discussions where the heads of the communication departments at different dioceses were used as key informants to get an in-depth analysis of the topic. Since qualitative research is the open-ended and inductive style of questioning and observation, and the quintessential feature of both in-depth interviews and focus groups is the use of open-ended questions, which are followed up with probes in response to participants' answers.

Furthermore, the clergy and employees from the other departments of the selected dioceses were involved in focus group discussions (FGDs) to get a clear insight on the contribution of Facebook as tools of corporate communication in the Church. The study used a questionnaire with open and closed-ended questions. Open ended questions helped the researcher to obtain more in-depth information. Both were chosen to balance one another and obtain quality information. The researcher had also an opportunity to personally interview some of the respondents on a few areas for more insights, more so key informants. The researcher questioned participants about their opinions toward the Church and its use of Facebook. The researcher also used content analysis; this content analysis examined the different Facebook pages of the dioceses.

3.2 Study area

The study was carried out in the Church of Uganda in three dioceses of Namirembe, Kampala and Mukono. Namirembe Diocese is the oldest diocese in the Province of the Church of Uganda and it is the mother diocese of both Kampala and Mukono Dioceses. These dioceses were chosen because they have access to internet infrastructure and they have tried to implement the use of different social media platforms especially Facebook in their operations.

3.3 Study population and sample size

The study population included the heads of the communication departments at three different dioceses, the diocesan secretaries, deans or Provosts of the Cathedrals, receptionists, youth workers, Mothers' Union and Fathers' Union coordinators of the respective dioceses. Therefore, the sample size was 3 dioceses arrived at using

Krejcie and Morgan (1970) table of determining sample size. In Namirembe, I contacted 8 people, 10 in Mukono and 10 in Diocese of Kampala.

3.4 Sampling method

Sampling is the selection of a sub-set of the population of interest in a research study. Purposive sampling was used to select the key informants who entailed communication officers, diocesan secretaries, deans or provosts of the cathedrals, receptionists, youth workers, mothers and fathers union coordinators of the respective dioceses since they interact with people more often than others. Purposive sampling refers to intentionally selecting participants based on their characteristics, knowledge, experiences, or some other criteria. The reason why purposive sampling was used for this category of respondents was because of their knowledge of the contribution of Facebook as tools of corporate communication in the province. It focuses on particular characteristics of a population that are of interest, which will best enable one to answer the research questions. These individuals also had special qualifications and therefore these categories of respondents were expected to provide in-depth information about the topic under study.

3.5 Sources of data

While carrying out the research study, both primary and secondary data sources were used by the researcher.

3.5.1 Primary sources

Primary data are important for all areas of research because they are accurate information about the results of an experiment or observation. Primary data from the field were obtained mostly through personal interviews since the sample space was not large. Primary data helped the researcher in collecting information for the specific purposes of their study. The researcher collected the data using interviews Focus Groups Discussions.

3.5.2 Secondary source

Secondary data was obtained from already written literature for example e-books, journals, published articles and periodicals.

3.6 Procedure of data collection

I obtained an introductory letter from the Faculty of Journalism, Media and Communication in UCU, an Approval letter from UCU Research Ethics Committee (REC), and administrative clearances from the Diocesan Secretaries of the three dioceses involved after obtaining permission from the Provincial secretariat. I approached various respondents to conduct face-to-face interviews and focus group discussions. The discussions were held in conducive places like their offices, in the main halls. or any other preferred place of their choice.

3.7 Data Collection Techniques and Instruments.

Three data collection techniques were used; Key Informative Interviews, Focus Group Discussions

3.7.1 Key Informative Interviews

According to Ahuja (2009), an interview is a two-person conversation initiated by the interviewer for the specific purpose of obtaining research-related information and focused by him on the content specified by the research objectives of description and explanation. The instrument of data collection here was an interview guide which refers to a set of structured questions in which answers were recorded by the interviewer herself (Ahuja 2009). There were six (6) Key Informative Interviews that were conducted; three (3) diocesan secretaries and three (3) provosts. It was used because it gives the research control over the line of questioning hence time saving. The reason for involving this category of respondents was because- they are involved in making communication strategies and executing them but also they are the faces of those departments that are involved in communicating ideas and resolutions of those particular dioceses.

3.7.2 Focus Group Discussion Guide

The Focus Group Discussion is a form of group interview, though not in the sense of a backwards and forwards between interviewer and group (Cohen et al, 2007). Under this technique data collection depends on the interaction within the group that discusses a topic supplied by the researcher. The instrument comprised of a Focus Group Guide with open-ended questions and sought to solicit information on the contribution of Facebook as tools of corporate communication in the province. It allowed gathering data on attitudes, values, and opinions (Bailey, 1994, Robson, 2002). The study involved a total of 28 FGD participants. Of these, there were 16 males and 12 females. Eleven were between 21 and 30 years of age, 9 were between 31 and 40 and 8 were above 40 years of age. Participants in the FGDs included heads of departments at three different dioceses i.e. the diocesan secretaries, deans or provosts of the cathedrals, receptionists, youth workers and Mothers' and Fathers' Union Coordinators of the respective dioceses.

3.8 Trustworthiness

3.8.1 Dependability: Dependability in qualitative research can be referred to as the consistency and reliability of the research outcomes (Chowdhury, I., 2015). It indicates that the conclusions of the study are consistent with the fresh data collected. In this study, deeper inquiries were conducted with individual participants to get a deeper knowledge from what was discussed in interviews to gauge the consistency. Dependability was also established by using inquiry audit which means having an external party examine the process of data collection, analysis, and the outcomes of the study. This was done to ensure that the findings were consistent and supported by the collected data.

3.8.2 Transferability: Transferability can be referred to as the extent to which the outcomes of the qualitative research can be generalised or applied to other contexts (Walt's, 2018). In other words, how were the findings of this study transferred to another context, field, or environment. In this study, transferability was judged by applying the findings from the three dioceses and population to the entire Church of

Uganda dioceses. This was because the three dioceses represent a bigger percentage of other dioceses with similar demographic characteristics because of their cosmopolitan nature. They are in the central region of the country where people from all regions are represented in age, ethnicity, gender, different social groupings, and all other features.

3.8.3 Confirmability: Confirmability is the extent to which the research findings are affirmed or related to by other researchers (Almoallem, 2017). It can be referred to as the level of confidence in which the findings of the study are based on the narratives of the participant and not researcher biases. This is to ensure the neutrality of the data and the interpretation of the findings which are not to be based on biases or personal views, but the data collected. To establish confirmability in this study, a technique called audit trail was used. Audit trail is a transparent description of the steps undertaken from the beginning to the end of a study, to show what was done in an investigation.

3.8.4 Credibility: Credibility can be defined as the confidence of data, that is, the extent to which research provides the rooted true value and meaning to the study and provides a level of reliance to participants (Lock, 2017). This can be achieved by using a triangulation strategy, which is often used to test the validity of a qualitative study. Triangulation cross checks data from various sources to find true meaning in the study, the responses were cross checked against the topic in question.

Triangulation: Triangulation is a method that uses different methods, theories, or sources of data to increase an understanding of the phenomenon under study (Bilandzic, 2008; Wolfram Cox & Hassard, 2005). Triangulation combines theories, methods, or observers in a research study, to increase the degree of confidence or validity. This can help ensure that basic biases emerging from the use of a single method are avoided. Also, triangulation is used to test the consistency of the outcomes by using different tools and increases the chance to assess multiple causes influencing the results of the study. It is also used to explain more about complex human behaviour. In this study, the researcher triangulated data from in-depth

interviews and focus group discussions to ensure any gaps left by one were filled by the other. This was done

3.8.6 Saturation: It is mainly used to decide whether there is sufficient data from a study to encourage a valid consistent understanding of the developments established to identify the completeness of data (Hennik and Kaiser, 2019). It is used as one of the criteria to assess the quality of the qualitative study. Having interviewed different groups, deans, Diocesan secretaries and Communication officers, I was satisfied that I had gathered enough data.

3.9 Data analysis

3.9.1 Analysis of qualitative data

Narrative analysis is a type of qualitative data analysis that focuses on interpreting the core narratives from a study group's personal stories. Using first-person narrative, data was organized to allow the how the individuals experienced the usage of Facebook.

Instead of focusing on just the actual words used during an interview, the narrative analysis also allows for a compilation of data on how the person expressed themselves, what language they used when describing a particular event or feeling, and the thoughts and motivations they experienced.

Therefore, this involved the use of narrative analysis. This method is used to analyze content from various sources, such as interviews of respondents, observations from the field, or surveys. It focuses on using the stories and experiences shared by people to answer the research questions. Thus, qualitative data was edited and reorganized into meaningful phrases. In other words, a thematic approach was used to analyze qualitative data where themes, categories and patterns were identified. The recurrent themes, which emerged from the data were presented in the result section, with selected direct quotations from participants presented as illustrations.

3.10 Ethical considerations

I sought ethical clearance from the Uganda Christian University-Faculty of Journalism, Media and Communication and the UCU Research and Ethics Committee. Administrative approvals were obtained from the management of The Church of Uganda and other diocesan levels of management; - diocesan secretaries, deans, and Heads of Communication Departments. Informed consent was obtained from respondents after explaining adequately the aim, procedures, and anticipated benefits of the study. It was also explained to the study participants that their participation was voluntary with no payment involved and they were free to withdraw consent at any time during the study. Finally, participants were assured of confidentiality, where the information got from the field was only used for academic purposes.

3.11 Plan for dissemination

The findings from this research will be handed over as a dissertation to Uganda Christian University and the Church of Uganda records office. A copy of the study report will be disseminated through, conferences and strategic communication seminars, brochures in different dioceses. The researcher will also write a hand over a manuscript for publication in a credible peer-reviewed journal or an open-access journal.

3.12 Limitations of the study

The research was limited by the spread of COVID-19 in the country as it was still difficult to access different offices in The Church of Uganda even when following the SOPs that were put by the Ministry of Health. However, I solved this by following the required SOPs by the Ministry of Health by wearing the mask, moving with a hand sanitizer and washing hands where applicable while going to carry out the interviews with the key informants.

Some respondents were not willing to provide information because of being suspicious of where the information would be taken. I explained to them that this study was for

academic purposes, and I shared your findings with them when the research was done.

I was limited by funds that were needed to facilitate the research such as compensation to the respondents, printing fees and even daily transport to the organization to collect data. However, I used self-initiative and strategies to mobilize financial assistance from family and friends who wish me well.

CHAPTER FOUR

DATA PRESENTATION AND INTERPRETATION

4.0 Introduction

This chapter presents and discusses the results of analysis that has been done while looking at the specific objectives of the study and in relation to the reviewed literature. The study was carried out using interviews and focus group discussions with staff from the three dioceses of the Church of Uganda, which are Namirembe Diocese, Mukono Diocese and Diocese of Kampala totaling to 28. The findings are presented with the help of tables for purposes of clarity and interpretation.

4.1 Demographic characteristics of respondents

The background information of respondents solicited data on the samples, and this is presented and categorized into gender, age and period-spent working as presented and interpreted below.

Table 1: Background Information about the respondents.

Item	Description	Frequency	Percentage (%)
Gender	Male	16	57.1
	Female	12	42.9
	Total	28	100.0
Age	21-30 years	11	39.3
	31-40 years	9	32.1
	Above 40 years	8	28.6
	Total	28	100.0
Position held in the diocese	Diocesan secretary	3	10.7
	Dean or Provost	3	10.7

	Youth church leaders	9	32.1
	Communications Officers	6	21.4
	Fathers & Mothers Union leaders	7	25.0
	Total	28	100.0
Period spent holding this position	1-5 years	12	42.9
	6-10 years	10	35.7
	More than 10 years	6	21.4
	Total	28	100.0
Focus Group Discussion (FGDs)	21-30 years	11	39.3
	31-40 years	9	32.1
	40+ years	8	28.6
	Total	28	100

Source: Primary data

Table 1 above reveals that the majority of the questionnaires were filled by male respondents represented by 57.1%, whereas the female respondents were represented by 42.9% and therefore, there were more male respondents than female respondents in this survey. The inclusion of both male and female respondents was to get different views from the respondents concerning the topic under study.

Furthermore, in the FGDs the results in the table above revealed that the vast majority of the respondents were between the age group of 21-30 years represented by 39.3%, followed by those who were between the age group of 31-40 years represented by 32.1%, whereas 28.6% of the respondents were above 40 years. This therefore implies that majority of the people working in the three selected dioceses of the Church of Uganda are still in their youthful years.

Additionally, the results in the table above revealed that the vast majority of the respondents involved in the study are youth church leaders who represented by 32.1%, followed by 25% who are Fathers' and Mothers' Union leaders, followed by 21.4% who are communications officers, whereas those who are Diocesan secretaries and Deans or Provosts were each represented by 10.7%. This shows that the study included staff holding different positions in the selected diocesan offices, which helped in getting a variety of views from the respondents concerning the topic under study.

Finally, results in the table above revealed that majority of respondents represented by 42.9% have spent a period of 1-5 years working with the selected dioceses, followed by those who have spent 6-10 years working with the selected dioceses represented by 35.7%, whereas those who have spent more than 10 years were represented by 21.4% of the total population. This implies that majority of the respondents have spent a reasonable time working in the three dioceses of the Church of Uganda. This means that they had vast knowledge about the topic under study hence enhancing validity of the research.

4.2 The Church of Uganda and Facebook usage for Corporate Communication

4.2.1 Understanding of Corporate Communication

From the interviews and FGDs conducted with staff and leaders in the three dioceses of the Church of Uganda, they were asked to give their views concerning their understanding of corporate communication and their views are discussed below.

Some of the respondents pointed out that corporate communication looks at approaches in which institutions like the Church of Uganda with both their internal and external audiences. They further gave examples of some of these audiences in the Church of Uganda and these included partners of the church, church members in the dioceses, employees, the administration/ board, the media and other government and private institutions.

On the other hand, some other respondents revealed that corporate communications looks at the entire set of activities concerned with sharing organizations' communications with both the internal and external stakeholders to create a

favorable point of view and a uniform image of the company on all the channels. The other respondents noted that corporate communication looks at the management orchestration of all internal and external communications in order to create a favorable point of view and prompt desired behaviors among all these stakeholders. One of the staff from the communications departments had this to say;

“.....I think people understand corporate communication in different ways but as for me working in communications department, I view corporate communication as an entire set of activities concerned with sharing institutional communications with both the internal and external stakeholders to create a favorable point of view and a uniform image of the company on all the channels.....”

4.2.2 The use of Facebook in the Church of Uganda in Corporate Communication.

Respondents were asked if their departments adopted the use of Facebook in corporate communication. These respondents were further asked to give their views concerning how they have used Facebook for corporate communication and their views are discussed below as follows:

First and foremost, the respondents noted that as a communications department, they have developed pages of the different dioceses of Namirembe, Kampala and Mukono where they share the dioceses' news, messages, and achievements instantly with all their stakeholders be it those within the dioceses like the staff and the church leaders or with those outside the church like the partners and the church members.

Secondly, the key informants pointed out that with these Facebook pages that have been created to communicate to the stakeholders, these stakeholders have the potential or are given the chance to give instant feedback and ideas about what has been communicated and how they want it to be addressed. For example, the stakeholders are allowed to comment or post their opinions on what has been posted by the communications department on those pages so that what needs to be done or improved can be worked on for the betterment of the dioceses' progress.

Thirdly, the key informants revealed that when the dioceses have different activities like mission programs that run during the course of the year in different parts of Uganda and in different communities, they make sure they post and share these events and programs concerning when they are going to take place and the people involved. This helps the dioceses to send out the message to a large section of its stakeholders especially the church members who often use these social media platforms.

Additionally, it was revealed that the dioceses through the communications department use Facebook to inform the people about the different projects like church construction, the fight against poverty, disease, illiteracy, injustice and marginalization of the poor in the society. For example, the on-going fundraising of completing the payment for construction of the Church House on Kampala road was posted by the communication's departments on Facebook in order to inform the different people especially the Church members on what needs to be done and how they can contribute towards the completion of this project.

Finally, the respondents noted that since the church members are an important part of the community and given that the dioceses are at the fore front of reducing illiteracy, poverty and unemployment, they always use these Facebook pages created to post available job opportunities and scholarships and through this, some of the church members have gotten jobs with the Church of Uganda whereas others have gotten scholarships from the church to further their education especially those interested in doing missionary work. The 57 old male deans of one of the leaders in the three dioceses of the Church of Uganda had this to say;

“...we have used Facebook for corporate communication in different ways, for example, when we have different activities like missions in the different parts of the country, we always post and share these events concerning when they are going to take place and the people involved. This helps the diocese to send out the message to a large section of its stakeholders especially the church members who often use these social media platform...”

4.3 Effectiveness of Facebook usage for corporate communication in the Church of Uganda

From the interviews and FGDs conducted with staff from the communications departments and leaders in the three dioceses of the Church of Uganda, they were asked whether they think that the use of Facebook in corporate communication in the Church of Uganda has been effective. Majority of the key informants noted that the use of Facebook for corporate communication has been effective, whereas a few of the respondents noted that the use of Facebook for corporate communication in the Church of Uganda has not been effective. Those who noted that the use of Facebook has been effective in corporate communication gave their reasons and these are;

The key informants noted that the use of Facebook for corporate communication in the Church of Uganda has been effective because from the feedback gotten from the users and followers of the dioceses' Facebook pages, these people always heed to the messages that are posted. For example if there is a fundraising drive being conducted by the dioceses' people/ church members have always responded positively to the call implying that the messages passed out on the Facebook pages have been viewed.

Secondly, the key informants noted that the use of Facebook for corporate communication in the Church of Uganda has been effective because there is a steady increase in the number of followers on the Facebook pages that have been created. In here, it was noted that on a daily basis, more and more people are following the diocesan Facebook pages that were created which shows that the people are interested in getting information about the church using these platforms.

Finally, the key informants noted that the use of Facebook for corporate communication in the Church of Uganda has been effective because Facebook covers a wide audience meaning that when something is posted on the diocesan Facebook pages, it is viewed by a very big number of people meaning that in the end, corporate communication will have taken place. One of the staff from the communications department in the three selected dioceses had this to say;

“.....In my view, I think that the use of Facebook for corporate communication has been effective because we always get a lot of feedback on what we have posted and we see an increase in the number of followers of our pages which gives us confidence that we are effectively communicating to our stakeholders on our Facebook pages.....”

However, those key informants who noted that the use of Facebook has not been effective in corporate communication gave their reasons and these are;

The key informants noted that the use of Facebook for corporate communication has not been effective because the number of reactions and comments on the diocesan Facebook pages compared to other institutions and the number of followers of their Facebook pages shows that few people have got the message or if the people have got the message, they are not interested in it, or they just pass by.

The key informants also noted that the use of Facebook for corporate communication has not been effective because the rate at which the people tasked to post on these pages from the dioceses do so is very low. They noted that in a week, the staff in the communications' departments in the dioceses in charge of these pages can post like four times meaning that information is not being given out to the stakeholders. One of the leaders in the three dioceses of the Church of Uganda had this to say,

“.....I honestly do not think that the use of Facebook for corporate communication has been effective because first of all the team that is supposed to post on these pages does so once in a while and even when they post, the number of comments compared to the followers of these Facebook pages of the dioceses is very low.....”

4.4 Opportunities and challenges related to the use of Facebook for corporate communication

The study revealed that just as there were opportunities and challenges. These are discussed in the subsequent sections.

4.4.1 Opportunities

From the interviews and FGDs conducted with staff from the communications departments and leaders in the three dioceses of the Church of Uganda, they were asked to give their views concerning the opportunities related to the use of Facebook for corporate communication and their views are discussed below as follows:

The key informants noted that the use of Facebook for corporate communication has enabled the institution to form alliances with prospective partners locally and abroad and further helped the institution to communicate its vision and goal successfully to the external stakeholders. This in turn has helped the institution to get a positive reputation in the country and in the spiritual realm, which has further attracted more believers to the Anglican faith.

The respondents also noted that the use of Facebook for corporate communication has allowed the institution to target the specific demographics they are interested in capturing. For example, given that most of the church members that use these social media platforms are youths who are the majority in the country, the dioceses have been able to attract more and more youths to the church by engaging them in different projects and activities that are usually posted on these Facebook pages.

The respondents further revealed that the use of Facebook for corporate communication has allowed a two-way communication between the institution and its stakeholders. For example, the handlers of the Facebook pages of the Church of Uganda can use the messaging service on Facebook to deal directly with the stakeholders and on the other hand, reviews and comments have been a great way for the institution to gather feedback from their stakeholders, which has enabled them to find areas for improvement. One of the staff from the communications departments in the three dioceses of the Church of Uganda had this to say;

“....the use of Facebook for corporate communication has enabled us as an institution to form alliances with prospective partners locally and abroad and also helped us as an institution to communicate our vision and goal successfully to our stakeholders. This has in turn helped us to get a positive

reputation in the country which has further helped us to attract more believers to the Anglican faith....”

4.4.2 Challenges

From the interviews and FGDs conducted with staff from the communications departments and leaders in the three dioceses of the Church of Uganda, they were asked to give their views concerning the challenges related to the use of Facebook for corporate communication and their views are discussed below as follows:

The key informants noted that one of the challenges that have been encountered in the use of Facebook for corporate communication is limited resources to create these pages and running them constantly. The respondents further noted that setting up and running these Facebook pages requires a lot of time meaning that the institution needs staff who can take up these social media duties and invest enough time in managing them well and creating engaging content which has been slightly missing with the diocesan Facebook pages.

The key informants also pointed out that limited skills in creating and running these Facebook pages effectively has been a challenge. It was therefore noted that the staff members who manage the diocesan Facebook pages need training to ensure that they have the right skills. These staff members have to also be having the skills on how to plan and create engaging content and responding to enquiries and complaints, which has sometimes been lacking.

The key informants also noted that the budget meant to create and run these Facebook pages of the dioceses has not been enough that could explain why content creation has been slightly low. To be able to make the most of Facebook, the institution therefore needs to invest in the people managing and creating content on these Facebook pages which requires a big budget to be set aside.

Additionally, the key informants revealed that negative feedback is a big challenge that has been encountered in the use of Facebook for corporate communication. The two-way communication nature of Facebook means that unhappy stakeholders/followers can voice their complaints publically, which does not portray a good image

of the institution. It is therefore important to handle these complaints well since the response that the Facebook page handler will be under scrutiny from the audience and it is not advised to delete genuine negative comments.

Finally, from both key informants and Focused Group Discussions, consistent message was noted that trust, privacy and security issues involved in the use of Facebook is another challenge that has been encountered in the use of Facebook for corporate communication. Using Facebook for corporate communication can also implicate trust, privacy and data security issues that further leads to low adoption. It is therefore important for the institution to be aware of these issues and respond appropriately to minimize their exposure to liability related to personal data collection, use, and maintenance. One of the staff from the communications department had this to say;

“.....one of the challenges I have come to notice is negative feedback; the two-way communication nature of Facebook means that unhappy stakeholders/ followers can voice their complaints publicly which does no good to the reputation of the institution.....”

CHAPTER FIVE

DISCUSSION OF FINDINGS

5.0 Introduction

This chapter summarizes all findings reported in chapter four according to the study's research questions, draws conclusions, suggests recommendations and proposes some areas for further study.

5.1 Discussion of findings

5.1.1 Effectiveness of Facebook as a corporate communication tool for the Church of Uganda

From the study findings, it was noted that to the bigger extent, the use of Facebook in the dioceses has been viewed as effective in corporate communication because of the positive feedback got from the users and followers of the Facebook pages of these dioceses. The findings relate with the literature by Treem & Leonardi, (2012) who argued that Facebook makes it possible for messages to be visible among large groups of geographically dispersed people. Because Facebook has the potential to broadcast messages and make content available to people of varying faith traditions and beliefs, religious institutions and their leaders often encourage the adoption of online communication as a way for members to proselytize. Likewise, the edit ability of this medium affords more calculated messages to be crafted and re-crafted to effectively achieve a specific purpose.

The findings are also in line with the literature by Sweetser (2020) who pointed out that Facebook creates opportunities for organizations to have real conversations with internal and external publics. It also helps stakeholders act as watchdogs and track companies with unethical communication behaviors. There are over 105 leading social media platforms in the world. Among these known platforms, six that are mostly used by churches and other social organizations. These are; Facebook, Twitter; WhatsApp, Instagram linkedIn and telegram.

From the study findings, it was revealed that to a small extent, the use of Facebook in the three dioceses has not been effective in corporate communication because the number of reactions and comments on the Facebook pages of these three dioceses is very low. The findings relate with the literature by Rosen-Molina, (2009) who noted that the critics of preaching on Facebook argue that using social media to convert others lacks the benefits of face-to-face communication. Rev. Michael White, a United Methodist pastor, explains that internet communication can be authentic and effective but, the ability to read nonverbal language and vocal tone during verbal conversation makes a face-to-face connection more effective for evangelism than an email, an IM, a real-time chat in a chat room, or a blog, or even Facebook

5.1.2 Opportunities related to the use of Facebook in corporate communication

The study findings revealed that one of the opportunities of using Facebook for corporate communication is because it allows a two-way communication between the institution and its stakeholders. The findings relate with the literature by Grossman (2012) who asserted that Facebook offers a variety of avenues through which we can communicate with people. Facebook's technological affordances have the capacity to influence how and even why people of faith are motivated to utilize Facebook. It also enhances the visibility of the content. Individuals can share a link to the live stream. Similarly, churches have set up daily broadcasts online and provide a virtual space for participants to interact with each other.

The study findings also revealed that the other opportunity of using Facebook for corporate communication is because it enables the dioceses to form alliances with prospective partners locally and abroad. The findings are in line with the literature by Bajdak (2018) who revealed that when properly implemented in the communication strategy of the company, Facebook can be the main channel of communication with the internal and external environment. Notwithstanding the forms of traditional communication, Facebook has changed the way communication is viewed between the company stakeholders and the just passive observers. The stakeholders demand not only the dialogue with their brand or employer but also exchange of knowledge, skills and special treatment by the company.

5.1.3 Challenges related to the use of Facebook in corporate communication in the Church of Uganda

The study findings revealed that limited skills in creating and running the Facebook pages effectively is one of the challenges related to the use of Facebook for corporate communication in the dioceses. The findings relate with the literature by Migir (2016) and Steyn & Leonard (2012) who argued that the adoption of Facebook for corporate communication greatly depends on the learning and abilities of users or employees in manufacturing companies. The lack of availability of skills in the use of social media platforms for advertising can hinder the performance of manufacturing companies.

The study findings also revealed that trust, privacy and security issues involved in the use of Facebook is one of the challenges related to the use of Facebook for corporate communication in the dioceses. The findings are in line with the literature by Mutula & Brakel (2016) who noted that privacy and security rules vis-a-vis electronic transactions and the global standards and regulations about these issues are very important factors that companies must be well aware of before engaging in social media advertising platform platforms in the bid to attain better performance.

Additionally, the study findings revealed that negative feedback is another challenge related to the use of Facebook for corporate communication in the dioceses. The findings correspond with the literature by Madden et al. (2013) who noted that Facebook is interactive and successful two-way exchanges that take commitment. The nature of marketing changes in social networks, with the focus placed on establishing long-term relationships, can turn into more sales for companies hence improved financial performance. Somebody has to be responsible to monitor each network, respond to comments, answer questions and post product information the customer deems valuable

Finally, the findings relate with the literature by Kannabiran and Dharmalingam (2012) limited technological adoption has greatly hindered the use of Facebook for advertising in companies. The basic technological choice revolves around the choice of social media advertising platform that would suit the company the best in the bid

to achieve an improved performance. Dlodlo & Dhurup (2020) also argued that it is very important for any manufacturing company to critically evaluate the cost-benefit analysis of adopting technology in their businesses since failure to do so may lead to poor performance of the companies in the long run.

5.2 Summary of major findings

The study findings revealed that the three out of 37 dioceses in the Church of Uganda sampled have used Facebook for corporate communication in different ways. For example, it was revealed that the dioceses have Facebook pages where they share the dioceses' news, messages and achievements instantly with all their stakeholders. It was also noted that the Facebook pages created give a chance to the stakeholders to give instant feedback and ideas about what has been communicated and how they want it to be addressed. It was also noted that the dioceses use their Facebook pages to inform their stakeholders about activities and projects taking place within the dioceses like missionary work within the different communities as well as church developments. Lastly, it was revealed that the institution uses their Facebook page to inform its stakeholders like the church members about the available job opportunities and scholarships.

To a large extent, the study revealed that the use of Facebook in the three dioceses in the Church of Uganda has been effective in corporate communication because of the positive feedback gotten from the users and followers of the Facebook pages of these dioceses, because of the steady increase in the number of followers of the dioceses' Facebook pages and given that Facebook covers a wide audience meaning that when something is posted on the dioceses' Facebook pages, it is viewed by a very big number of people.

However, the findings also revealed that the use of Facebook in the three dioceses has not been effective in corporate communication because the number of reactions and comments on their Facebook pages is very low and the rate at which the people tasked to post on these pages from the dioceses is very low.

Finally, the study findings revealed that there are several opportunities related to the use of Facebook for corporate communication. For example, that Facebook enables the dioceses to form alliances with prospective partners locally and abroad, that Facebook allows the dioceses to target the specific demographics they are interested in capturing and that Facebook allows a two-way communication between the institution and its stakeholders. It was however noted that there are several challenges related to the use of Facebook for corporate communication, which included limited time and resources to create these pages and running them constantly, limited skills in creating and running the Facebook pages effectively, negative feedback as well as trust, privacy and security issues involved in the use of Facebook.

6.0 CHAPTER SIX

CONCLUSION, RECOMMENDATIONS AREAS FOR FURTHER RESEARCH

6.1 Conclusion

From the findings, it can be concluded that the three dioceses, Kampala, Namirembe and Mukono in the Church of Uganda use Facebook for corporate communication in different ways like sharing the institution's news, messages, and achievements instantly with all the stakeholders.

Additionally, it can be concluded that to a large extent, the use of Facebook in the three dioceses has been effective in corporate communication because of the positive feedback got from the users and followers of the Facebook pages of these dioceses.

However, to a small extent, the use of Facebook in the three dioceses has not been very effective in corporate communication because the number of reactions and comments on the Facebook pages of these three dioceses which is still low.

Finally, it can be concluded that there are several opportunities related to the use of Facebook for corporate communication like enabling the dioceses to form alliances with prospective partners locally and abroad and allowing a two-way communication between the institution and its stakeholders.

However, there are challenges related to the use of Facebook for corporate communication, which include; limited time and resources to create these pages and running them constantly, limited skills in creating and running the Facebook pages effectively, negative feedback as well as trust, privacy and security issues involved in the use of Facebook.

6.2. Recommendations

From the above discussions of findings and conclusion, the following measures are recommended in response to the contribution of Facebook as tools of corporate communication.

The study recommends that institutions like the Church of Uganda need to invest heavily in terms of time and resources when it comes to setting up and running these Facebook pages. This is because proper management of these pages require a lot of time meaning that the institution needs staff who can take up these social media duties like managing them well and creating engaging content constantly.

The study also recommends the need to offer training to the staff members tasked handling these Facebook pages to ensure that they have the right skills of doing so. These staff also need to acquire skills on how to plan and create engaging content and responding to enquiries and complaints.

Furthermore, the study recommends the financial planning committee of the Church of Uganda needs to set aside a budget meant for managing and running these social media pages since the world has moved digital and most people are on these social media platforms. To be able to make the most of Facebook, the institution needs to invest heavily in the people managing and creating content on these Facebook pages which requires a big budget to be set aside.

Additionally, the study recommends that it is very important for the people tasked to manage these Facebook pages in the dioceses in the Church of Uganda to handle complaints from their audience very well since the response that the Facebook page

handler will be under scrutiny from the audience and it is not advised to delete genuine negative comments.

Finally, the study recommends that it is very important for the Church of Uganda and other institutions to be aware of the issues related to trust, privacy and security of the Facebook pages and take appropriate measures to minimize their exposure to liability related to personal data collection, use, and maintenance.

6.3 Areas for further research

In line with the research findings, conclusion and recommendations, and since this study investigated the contribution of Facebook as tools of corporate communication, the following areas should be considered for further research:

1. The study recommends that a wider study about the contribution of other social media platforms as tools of corporate communication in church of Uganda should be done.
2. The study further recommends that since the study was descriptive in nature focusing on qualitative data, a cross sectional study to determine the relationship between Facebook and effective corporate communication in institutions can be conducted using a quantitative approach.

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APPENDICES

APPENDIX 1: INTERVIEW GUIDE FOR KEY INFORMANTS

Dear Respondent,

I am Najuka Ivan a student pursuing a Master of Arts in Strategic Communication at Uganda Christian University. As a requirement for the award of Master of Arts in Strategic Communication, I am required to conduct research.

My topic of study is **Facebook as a Corporate Communication tool in The Church of Uganda**. Upon that background, you have been selected as an important respondent for this study which is purposely for academic purpose. I therefore kindly request you to truthfully respond to the following questions. All information will be treated with the utmost confidentiality.

- 1) What position do you hold in your workplace?
- 2) For how long have you been holding this position?
- 3) What do you understand about corporate communication?
- 4) As the staff or head in the communications department have you adopted the use of Facebook in corporate communication?
- 5) If yes, tell me how you have used Facebook for corporate communication?
- 6) In your observation, do you think, the use of Facebook in corporate communication in the Church of Uganda has been effective?
- 7) If yes, how effective has Facebook been in corporate communication in the Church of Uganda?
- 8) In your view, what do you think are the opportunities related to the use of Facebook in corporate communication in the Church of Uganda?
- 9) In your view, what do you think are the challenges related to the use of Facebook in corporate communication in the Church of Uganda?
- 10) What can be done to ensure the effective use of Facebook in corporate communication in the Church of Uganda?

Thank you for your cooperation

APPENDIX 2: FOCUS GROUP DISCUSSION GUIDE

WITH THE CLERGY AND EMPLOYEES FROM OTHER DEPARTMENTS

Introduction

Good morning/afternoon. My name is Ivan Naijuka, a student pursuing a Master of Arts in Strategic Communication at Uganda Christian University.

This interview is to establish **“The Contribution of Facebook as Tools of Corporate Communication in the Church Of Uganda.”** The information given will be used only for academic purposes and will be treated with the highest level of confidentiality.

I will ask you a series of questions. There are no right or wrong answers. I only want to learn what you think. If I ask a question that you would prefer not to discuss, you do not need to discuss that topic. If you find the discussion topic uncomfortable, you are welcome to withdraw from the discussion at any time.

I will be recording this discussion so that we can be sure to have your opinion in your own words when I analyse the information later. Recordings will be destroyed after they are transcribed on paper. Your name will not be on the recording or in our notes so your opinions will remain entirely confidential. Is everyone OK with having the discussion recorded?

1. What position do you hold in your workplace?
2. For how long have you been holding this position?
3. What do you understand about corporate communication?
4. As the staff or head in the communications department have you adopted the use of Facebook in corporate communication?
5. If yes, tell me how you have used Facebook for corporate communication?
6. In your observation, do you think, the use of Facebook in corporate communication in the Church of Uganda has been effective?
7. If yes, how effective/ useful has Facebook been in corporate communication in the Church of Uganda?
8. In your view, what do you think are the opportunities related to the use of

Facebook in corporate communication in the Church of Uganda?

9. In your view, what do you think are the challenges related to the use of Facebook in corporate communication in the Church of Uganda?

10. What can be done to ensure the effective use of Facebook in corporate communication in the Church of Uganda?

Thank you for your time and for sharing your ideas. If anyone has something that he or she did not feel comfortable sharing during the focus group, I will stay here to speak with people individual.

APPENDIX 3: INFORMED CONSENT FORM

I am Najjuka Ivan a student pursuing a Master of Arts in Strategic Communication at Uganda Christian University. As a requirement for the award of Master of Arts in Strategic Communication, I am required to conduct research.

My topic of study is **Facebook as a Corporate Communication tool in The Church of Uganda**. Upon that background, you have been selected as an important respondent for this study which is purposely for academic purpose. I therefore kindly request you to truthfully respond to the following questions. All information will be treated with the utmost confidentiality.

The study procedures

I obtained a recommendation and an introductory letter from the Faculty of Journalism, Media and Communication in UCU, Ethics approval from Research Ethics Committee (UCUREC), and Administrative Clearance from Provincial Secretariat.

Risks involved

This study does not have any anticipated risks. It's a minimal risk study; however, in case any incidence occurs, we have put mechanisms to handle them. Besides, the REC's contacts have been provided for participants who might have any questions and concerns.

Assurance of confidentiality

All information provided will be held with utmost confidentiality. Participants' details will not be disclosed which also cover anonymity. The interview transcripts, participants identities and any other classified elements will be anonymous and confidential.

Voluntary participation

The study participation will be voluntary. Those who are not interested in the study will not be forced to participate, and you have the right to withdraw in the process of the study.

Benefits

Snacks and drinks might be given to participants in case the engagement takes longer than expected, however, we do not expect the engagement to take more than 15 minutes.

Whom to contact in case of ethical related concerns.

In case of any Ethical related concerns or inquiries, you can contact UCUREC chairperson; Prof. Peter Waiswa on 0772 405 357, pwaiswa@musph.ac.ug or UCUREC Secretariat, Mr. Osborn Ahimbisibwe on 0775737627 or oahimbisibwe@ucu.ac.ug

Statement of consent

I.....grant consent that as a participant, the information I will share during the interaction may be used by the researcher for research purposes. I am aware that the discussions will be audio recorded and I grant consent for these Audio recordings, provided that my privacy will be protected. I understand that by signing this form, I do not waive any of my legal rights but merely indicate that I have been informed about the research study in which I am voluntarily agreeing to participate.

By signing here below, shows consent to participate in the study.

Respondent /Participant Signature Date:

PI Signature:..... Date:.....



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DISSERTATION CORRECTION COMPLIANCE REPORT BY THE CANDIDATE (POST VIVA FORM)

Date: 14 May 2024

Name of Candidate: Ivan Naijuka

Reg. No: RS19M54/006

Title of Dissertation: FACEBOOK AS A CORPORATE COMMUNICATION TOOL: A CASE STUDY OF THE CHURCH OF UGANDA

SN	COMMENTS BY VIVA VOCE PANNEL	ACTION TAKEN	INDICATOR
1	To what extent does the Church of Uganda utilize Facebook for communication purposes?	It was addressed under the Effectiveness of Facebook as a corporate communication tool for the Church of Uganda; to the bigger extent, church of Uganda utilizes Facebook for communication purposes.	Page 35
2	How does the usage of Facebook within the Church of Uganda compare to that of WhatsApp?	It is noted that Facebook enhances the visibility of the content shared for example by the live stream, which Whatsapp is not doing.	Page 36
3	What are the reasons behind choosing Facebook	This is because Facebook helps stakeholders to act as	Page 35

	over the organization's website for communication posts?	watchdogs and track companies with unethical communication behaviors. This can be associated with many social media platforms in the world Facebook is among the leading.	
4	What unique contributions or innovations does your study on Facebook offer in comparison to similar research/studies done in other parts of the world?	It revealed that; however much the church uses Facebook it had not understood fully its power on influencing the public.	
5	Some findings contradict one another, please harmonize	They have been worked on and updated	Page 35
6	The Study lacks analytical depth	This has been enhanced to bring out the picture clearly	Page 3
7	The element of the audience would add value to the study and help explain effectiveness and this should be added to suggestions for further research	This was handled	Page 40
SN	COMMENTS BY INTERNAL EXAMINER	ACTION TAKEN	INDICATOR
1	There are quite a few inconsistencies in formatting (line spacing) and fonts in the document.	This has been handled through the whole document	Whole
2	More attention needs to be paid to the concept of corporate communication and why it is relevant to the study. The problem statement needs to be clearer. What is the scholarly knowledge that this study will contribute? How is it novel? One way to address this	The concept has been given more attention and well defined and how the church can benefit from Corporate communication The scholarly knowledge is that the people will be able to understand that Facebook enhances the visibility of the content. Individuals can share a link to the live stream.	Page 11 & 12 Page 36

	is to focus first on Facebook and churches, then shift to the broader theoretical framework.		
3	Again, why are corporate communications the relevant theoretical framework? Are churches considered to be corporations? Would a better theoretical framework be organizational or strategic communications?	This has been taken care of and the theoretical framework fits in well because it brings out the correlation between insights into the perceived usefulness of social media as well as explains the ease of applying social media technologies by the Church of Uganda in their routine engagement with their stakeholders and partners.	Page 15 &16
4	The study design and rationale is most likely appropriate, but the study design needs to be described in more detail. The author has chosen complementary data collection methods (triangulation), but why is this choice appropriate? When describing the specific methods, it would be helpful to at least have a description of the interview guides (and refer to them in the appendices of the dissertation).	The choice of the method to correct data is because it helped the researcher to gain insights into a person concerning the topic, from one perspective. Still, on the other hand, it also helps with understanding the personal behavior, ideologies, and the thinking of individuals. Interview guides are attached as appendices Appendix 1 & 2	Page 21
5	As a whole, this chapter is excellent. The qualitative data are described in interesting ways, and the author has chosen to use quotations judiciously and insightfully.		

	<p>Where the chapter falls short is the beginning, when the author makes inferences about characteristics for the entire population. The qualitative procedures used, however, do not allow for these kinds of inferences. The author should <i>not</i> make inferences and instead focus on a dry description of the sample characteristics.</p>		
6	<p>At the beginning of this chapter, there are excessive line breaks. The text should start at the top of the page.</p> <p>The description of the results could be improved. The author should take care in describing the results accurately. For example, the conclusion “the use of Facebook in the dioceses has been effective in corporate communication” should be “the use of Facebook in the dioceses <i>has been viewed as effective</i> in corporate communication.” This related to the goals of the study in two ways. First, yes, I agree that the effectiveness of the communications is an important consideration, although of course an evaluation of effectiveness is not the primary aim of the study. Second, in order for the recommendations</p>	It has been adjusted accordingly	Page 34

	<p>to make sense at the end of the dissertation, it is important for people to <i>perceive</i> that these communications can be effective. Thus, these perceptions should be a focus in the description of results.</p> <p>For integrating the results, it is vitally important for the author to plainly describe how the data inform the discussion. What parts of the interviews and focus groups specifically support (as evidence) the generalizations made in this chapter? (There is a really good example of this, which I have noted in the dissertation, on page 45.)</p> <p>Can the researcher draw connections back to the literature review, for example, by arguing successfully that the study contributes to the literature on TAM?</p>		
7	There is not a Chapter 6 included in this dissertation.	This has been taken care of as seen in the dissertation	Page 39
8	The references appear to be formatted in APA style	This has been addressed	Page 42

	but not consistently. The appendices are quite helpful (although they should be referenced in the text).	Appendices have been removed as advised	Page vii
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Naijuka Ivan

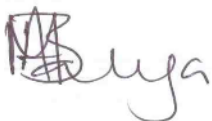
Candidate's Name



Signature

Monica B. Chibita

Supervisor's Name



Signature