

**SOCIAL MEDIA, CUSTOMER RELATIONSHIP MANAGEMENT AND
PRODUCTIVITY IN KENYA'S ENERGY SECTOR**

BY

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DECLARATION

This research project is my original work and it has not been submitted for examination in any other university. Where other sources of information have used, they have been acknowledged.

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Declaration by the Supervisor

This research project has been submitted for examination under my approval as the university supervisor.

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DEDICATION

This research project is dedicated to my parents, siblings, husband Felix Ikundu and my daughter Isabella Ikundu for their encouragement, love and support.

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I would like to acknowledge the following people whose contributions facilitated the completion of this project.

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ABSTRACT

Social media has transformed how businesses work. Businesses can now access more resources thereby increasing its value, creating new partnerships and improving interactions with its customers and suppliers. Nevertheless, social media use for customer involvement challenges the traditional customer relationship management (CRM). With the adoption of social media customers are now controlling the conversation which can destroy the marketing, sales and customer service efforts of businesses. This has resulted in social customer relationship management (SCRM). Social media has become common in the workplace with employees are using social media in the office. The objective of this study is to examine the role of social media in customer relationship management as well as the role of social media on employee productivity in Kenya's energy sector. The study targeted ICT and customer service staff. Data was collected was collected by use of questionnaires. Descriptive statistics (frequencies and percentages) was then used to organize the research findings. From the findings, the study concludes that social media has a positive effect on customer relationship management. The study also concludes that social media encourages knowledge and knowledge sharing, helps employees achieve their targets and perform their day-to-day operations in a timely manner, contributes to an organizations profitability and does not lower employee productivity or impact negatively on the organization by being addictive. It is recommended that organizations in Kenya's energy sector adopt social media as a tool for customer relationship management so as to improve the organizations work processes, improve customer relationships, improve products and services through customer feedback, increase profits and reduce advertising and marketing costs. It is also recommended that employees in Kenya's energy sector should adopt social media use in the workplace for knowledge and information sharing and to help them perform their day-to-day activities and achieve their targets within the budgeted cost and time. Lastly, it is recommended that policy regulators and the Human Resource department should create policies, procedures and security measures for social media use within the organization to avoid misuse of social media in the workplace as well as mitigating against security risks.

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ABBREVIATIONS AND ACRONYMS

AECT	Association for Educational Communications and Technology
CAK	Communications Authority of Kenya
CRM	Customer Relationship Management
EAP&L	East Africa Power and Lighting Company
ERC	Energy Regulatory Commission
GDC	Geothermal Development Company
GoK	Government of Kenya
IPPs	Independent Power Producers
KenGen	Kenya Generating Company Limited
KETRACO	Kenya Electricity Transmission Company
KPLC	Kenya Power and Lighting Company Limited
MW	Mega Watts
REA	Rural Electrification Authority
SCRM	Social Customer Relationship Management
SM	Social Media
TVET	Technical and vocational education and training (TVET)

CHAPTER ONE: INTRODUCTION

1.1 Background

Social media is a compilation of online communication channels through which users can share information, ideas, messages and any other content. It comprises of popular social media sites such as Facebook, Twitter, Instagram, LinkedIn as well as blogs.

Social media has altered the channels that people use to interact, knowledge sharing and create content. It has created new avenues of communication, interaction and collaboration with partners, customers, new customers and other people both within and outside the organization (Business opportunities: Social Media July Social media is a compilation of online communication channels through which users can share information, ideas, messages and any other content. It comprises of popular social media sites such as Facebook, Twitter, Instagram, LinkedIn as well as blogs.

Social media has been evolving since the invention of the Internet. It started in 1971 with the sending of the first email. 1978 saw the invention of the Bulletin Board System (BBS). It was hosted on personal computers, users dialled in via the host computers modem and exchanged data via phones lines to other users. BBS was the first system to enable user interaction using the internet although it was slow and only allowed one user log on at a time. Later in the year, Usenet which was the first bulletin board, was developed by Jim Ellis and Tom Truscott that enabled users to post news, articles and funny posts. Usenet created the 'Groups' feature used by Yahoo, Google and Facebook. Internet Relay Chat (IRC) was created in 1988 which enabled instant messaging. It was Unix-based and was used for communication, link and file sharing (Walker, 2011).

In 1994, Geocities, the first networking site was created which give users the opportunity to create and personalize their web sites and combine them into different 'sites' according to the site elements. 1995 saw the introduction of TheGlobe.com which gave users the opportunity to communicate with users with similar hobbies and interest and post their own messages. In 1997, AOL Instant messenger was launched which give users the ability to chat their friends and create profiles. It laid the foundation for today's social media sites as it allowed users to share details about their lives as well as the being able to view other user's profiles (Walker, 2011)

The first recognized social media sites, Six Degrees was created in the same year and grew to 3,500,000 users. It was created on the concept that people were no more than six degrees from each other. It allowed unregistered users to create friendships and connect to other users. Thereafter, social media evolved to blogging and instant messaging (Terrel, 2015). Blogging sites first became popular in 1999 and this popularity has continued to present day (Hendricks, 2013). LinkedIn was introduced in 2003. It differed from the other social media sites that were mainly used for connecting with friends and old acquaintances, to a more professional approach of creating business and professional contacts. LinkedIn has grown to over 300 million users. Inspired by short message service (SMS) popularity, Jack Dorsey, Biz Stone, Noah Glass and Evan Williams created Twitter in 2006. It allowed users to write 'tweets' of only 140 characters. The total population of users using Twitter today stands at over 500 million users (Terrel, 2015).

From 2010, social media use has grown exponentially and is now not only used by individuals but also by businesses. Businesses are now listing their social media accounts such as Facebook

and Twitter on their websites and in advertisements. Social media icons are now seen in almost all advertising media making it almost unusual for businesses to advertise/market themselves without them (Terrel, 2015).

1.1.1 Social media

Kenya is among the countries in Africa known for its high bandwidth per person, fast internet speeds and low internet rates. According to a report on “Lifting barriers to internet development in Africa”, Kenya has invested deeply in infrastructure that has barred it from being among the leaders in the internet market (Wangalwa, 2014). This investment has paid off resulting in internet penetration growth and the branding of Kenya as the 'silicon savannah' (Kaigwa, 2013). The growth of Kenya’s internet market has been attributed to a greater need for internet services and the drop in prices of internet capable devices. According to the Quarterly sector statistics report for the first quarter of the financial year 2015/16 by the Communications Authority of Kenya (CAK), Kenya the number of subscriptions increased to 21.6 million. There was also a marked increase in the number of internet users from 29.6 million to 31.9 million meaning that the population of people accessing the internet became 74.2 per 100 inhabitants. The increase in number of internet users is credited to the adoption of mobile data services by the youth to access social media sites like Facebook and Twitter. The number of mobile telephone users increased by 4.7 percent to 37.8 million while mobile percent reached 88.1 percent (CAK, 2015).

In 2012 social media went beyond just sharing content and keeping in touch with friends on Facebook and Twitter to a platform capable of changing the world. On social media, Kenyans are only ranked second to South Africans in terms of the number of tweets put out (Kaigwa, 2013). In Kenya, the Twitter community, known as #KOT_(KenyansOnTwitter) has used social

media for online activism (*#PeremendeMovement*), build or destroy business brands and mobilizing Kenyans to assist during national calamities (*#Kenyans4Kenya* and *#FeedKe*). Social media is thus playing an important part in public awareness in terms of national issues and information (Kinyamu, 2012). Therefore, social media goes beyond “social”, it has business implications, finding use in different sectors such as energy, hospitality, finance, telecommunications and so on.

1.1.2 Customer Relationship Management

Customer relationship management (CRM) is defined as the procedures, policies and innovations that businesses adopt to maintain and interpret customer communication and information throughout the business-customer relationship. The objective of CRM is to improve the organizations relationship with its customers, customer retention and increased sales. CRM systems gather data on customers from the different channels that an organization uses to communicate with its customers such as website, telephone, chat, email, marketing and social media. Organizations use processes and technologies to gather customer information in order maximize on customer lifetime value (CLV) and customer equity resulting in strong customer relationships (Jennex, 2012).

Changes in the global energy market and regulatory environment has put focus on operational risks, health, safety, security and environment (HSSE). Successful energy companies require to take the lead on industry trends and react to legislative and market changes effectively and conveniently. This means that the energy and utility sectors must use the latest information technology solutions to solve their business challenges in order to remain competitive. The energy sector is an appropriate sector for research as it is an important part of the economy and provides many multiplier effects throughout the economy. The energy sector provides an ideal

opportunity for studying CRM because of the unique and complex relationships between the energy companies and their customers.

CRM enables an organization to record its communication with current and future customers. Advancements in technology enable organizations to manage the data collected from customer communication and interaction. This means that utility and energy companies who work under highly regulated policies can now effectively cater to their customers who often have few provider options (Taylor, 2011). This study will investigate how CRM is transforming Kenya's energy sector.

1.1.3 Productivity

Productivity is the effective and efficient use of resources while avoiding waste to attain a specific result. Companies are continuously looking for ways to avoid reduction in productivity as it has a negative impact on its bottom line and its provision of goods and services (Valencia, 2015). Productivity is calculated as an output-input ratio within a given time period while considering quality. This means: $\text{Productivity} = \frac{\text{output}}{\text{input}}$ (within a time period), quality important. From the formula, it can be concluded that productivity may be achieved through the use of three (3) conditions: increasing outputs and decreasing inputs to change the ratio, increasing outputs with the same inputs and decreasing inputs while the outputs. (Ekundayo, 2014)

The exponential growth of social media has resulted in the popularity of various social media sites mainly Facebook, Twitter, Instagram and LinkedIn. Facebook has over 1.14 billion users with an estimated 50 per cent of these users participating on Facebook daily. This has resulted in social media infiltrating all aspects of our lives namely at personal, social and professional

level. The growth of social media is challenging how organizations operate and communicate forcing them to find new and innovative ways of increasing employee productivity while at the same time creating an effective work environment. Organizations are therefore seeking new means to enjoy the benefits of faster response to customers, communication and transparency brought about by social media adoption.

The exponential growth of social media requires employees to adopt it in the workplace. Studies have shown that effective social media adoption in the workplace can improve work attitude as well as improve workplace productivity. Social media use can assist employees to gather data regarding their work environment and their organization's competitive market as well as to communicate with customers. These studies imply that it is to an organizations advantage to hire employees who have adequate know-how on social media use Also, social media is capable of enhancing creativity and innovation by enabling employees search, share, discuss and gather information (Landers and Schmidt, 2016).

Social media use encourages collaboration and knowledge sharing among individuals which can either increase or decrease productivity. This means that organizations need to strike a balance between allowing employees to use social media to achieve maximum results and reducing the risk of employees using it unproductivity. Implementation of social media use policies and employee engagement rules would be advantageous to the organization as it would be able to enjoy the benefits offered by this new communication channel while reducing risks. Unchecked and unsupervised social media use can pose a serious security risk while managed and supervised social media use enhances an organizations procedures and promotes collaboration (Aguenza, Al-Kassem and Som, 2012). This study focuses in the effect of social media on productivity in the energy sector.

1.1.4 Kenya's Energy Sector

Kenya's energy sector began in 1922 with the formation of the East African Power and Lighting Company (EAP&L) through the merger of Mombasa Electric Power and Lighting Company and Nairobi Power and Lighting Syndicate both established in 1908. In 1954, The Kenya Power and Lighting Company was established as a subsidiary of the EAP&L. Due to the fact that most of EAP&L operations were mainly in Kenya, the company changed its name to Kenya Power and Lighting Company Limited (KPLC) in 1983. KPLC was 100% government owned (KPLC Financial report, 2012).

Restructuring and reforms in Kenya's energy sector resulted in the Energy Act 2006. The 1990s saw the Government of Kenya (GoK) liberalize power generation as part of its power sector reforms resulting in unbundling of KenGen, the state utility in 1997. KenGen became responsible for power generation while KPLC became responsible for power distribution and transmission. 1997 also saw the establishment of the Electricity Regulatory Board by the electric power act as the sub sector regulator. The Rural Electrification Authority (REA) also came about as a result of the power sector reforms (KPLC Financial report, 2012). The power sector reforms also established the Geothermal Development Company (GDC) for the exploration of Kenya's geothermal resources and the Kenya Electricity Transmission Company (KETRACO) responsible for Kenya's power transmission network. The main power source in Kenya is hydro-electricity and fossil fuels. Sources of electricity in Kenya are hydro, thermal oil, geothermal with hydro being the highest contributor.

Kenya's energy sector faces enormous challenges such as lack of large investments by the private sector; high cost of electricity resulting in a negative image for the country as an investment destination; numerous power blackouts; low voltages resulting in high tariffs; low

rate of new customer connections to the power grid; destruction and theft of transformers and power cables (Institute of Economic Affairs, 2013).

One of the main objectives of the Kenyan government is to increase access to adequate and economical energy supply due to the fact that almost 80% of Kenyans have no access to electricity. Kenya's energy sector depends heavily and unsustainably on hydroelectric power. This over dependence is considered as a hindrance to economic growth in Kenya. The growing demand on energy requires Kenya to discover new ways of provide essential energy services to the public. Therefore, the future of Kenya's energy sector will be determined by the adoption of sound reform initiatives whose purpose will be to improve the expansion of the electricity subsector as well as the overall energy sector (Achola, 2013).

One solution that can help Kenya meet its energy challenges is renewable energy. Kenya boasts of enormous potential in wind, solar, small hydro, biomass and geothermal energy sources. For example, Kenya has 10,000 MW geothermal potential, four times the country's current production (Belaud, 2016). Unfortunately these resources are generally underdeveloped. Major limitations to the development of Kenya's renewable energy resources include economic and financial constraints as well as the lack of technical and human capacity. Kenya has only exploited about 609MW of its geothermal resources. Lack of access to cheap energy has negative ramifications on the economy, health and education as well as on poor families and women (Climate Investment Funds, 2012). However, the development of renewable energy sources will play an important part in generating support from various investors (Achola, 2013)

The bundling of electricity generation, transmission and distribution leads to an undesirable monopoly situation, with disadvantages to all electricity consumers including large scale

commercial consumers as well as private households. Lack of competition in the electricity sub-sector generally results in lower quality of services delivered due forgoing necessary infrastructure investment and maintenance; and high electricity tariffs. It is therefore crucial to implement regulatory and policy reforms to (i) unbundle power generation from power distribution and supply; (ii) facilitate the entrance of private electricity generating companies to improve service delivery and encourage competition; (iii) establish an independent regulatory authority and (iv) provide a framework for consumer interest representation.

The Government of Kenya has expressed its commitment to “continue with structural, policy and institutional reforms in the energy sector” as part and parcel of Vision 2030 its implementation strategy of Kenya’s Vision 2030. Reform target areas include an increase in installed power generation, enhanced access to electricity, improving the operational efficiency of power utilities, facilitation of private sector investment in Kenya’s energy sector and the exploration and development of alternative energy resources such as geothermal, coal and renewable energy sources to meet the energy requirements of the country for the medium term. (Cuts International, 2012)

1.2 Research problem

The number and nature of the world’s connection has dramatically changed. Since 2005, the amount of cross-border bandwidth has increased by 45 times. These connections are expected to continue growing due to the increase in information flow, searches, communication, video, transaction and intra-company traffic. In addition to sending information and ideas, data flows facilitate the flow of goods, services, finances and people. Today, almost all cross-border transactions have a digital element (McKinsey and Company 2016).

Social media has altered the channels that people use to interact, collaborate and create content. It has created new avenues of communication, interaction and collaboration with partners, customers, new customers and other people both within and outside the organization (Business opportunities: Social Media July 2013). The growth of social media tools can be attributed to the increasing complexity of international business market comprising of international co-workers, customers and suppliers (Munene and Nyaribo, 2013). Both large and small organization are beginning to recognize the value of social media adoption. The evolution of communications is demanding that organizations develop next-generation customer management solutions. These solutions that support mobile and social media channels will allow organizations to communicate and assist customers on a more personal level thereby achieving customer insight (Transforming Utility & Energy Sector with Dynamic CRM, 2012). Social media can be used by customer-oriented sectors, discrete manufacturers and energy companies to enhance the customers' opinion on their brand, products and services.

Advantages of social media adoption by organizations include learning, knowledge and information sharing, maintaining existing customers as well as attracting new ones, effective use of the organizations systems, improved productivity and work processes (Munene and Nyaribo, 2013). By adopting digital platforms and tools, large organizations are finding leaner and efficient ways of maintaining their international operations, sell in rapidly expanding markets and at the same time having virtual teams connected in real time (McKinsey and Company, 2016).

Customer relationship management is a technique that innovative companies and sectors find useful in addressing business challenges and in improving their interaction with customers.

CRM is important as it improves the organizations bottom-line through maintaining customers, increased returns, improved customer relations, reduction in operational costs and increase in productivity (Ng'ang'a and Waiganjo, 2015). Kenya's energy sector can benefit from implementation of CRM as it contributes to meeting customer expectations, ensuring customer loyalty, improving service delivery and quality management.

The popularity of social media has resulted in majority of employees of participating on social media in the workplace. Therefore, research needs to be carried to establish methods of adopting social media while maintaining employee productivity (Munene and Nyaribo, 2013). This study will investigate the role of social media in CRM and productivity in Kenya's Energy sector.

Research questions

Research Question 1:

What is the role of social media as a customer relationship management tool on Kenya's energy sector?

Research Question 2:

How does the use of social media in the workplace affect productivity in Kenya's energy sector?

1.3 Objectives of the research

General objective

To determine the role of social media on customer relationship management and productivity in the energy sector.

Specific objectives

- i. To establish the role of social media in CRM in Kenya's energy sector.
- ii. To determine the role of social media on productivity in Kenya's energy sector.

1.4 Importance of the study

This study be beneficial to organizations in the energy sector, the government of Kenya and customers in the energy sector.

It will enable companies in the energy sector to figure out better ways to manage their communication channels with their customers so as to reap more benefits. Implementation of social media and CRM by energy companies will increase customer satisfaction, reduce the cost-to-serve per customer and build brand awareness as well as improve the perception of the brand. It will also strengthen the interaction of the company with its customers and its prospective customers.

Comments from customers on social media can give feedback on new energy products, unforeseen use of current energy products, efficient means of deploying energy products, and improved methods of grouping existing customers.

The use of social media and CRM will help customers to better understand the challenges of keeping electricity costs low, but also show that organizations in the energy sector address these issues.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

Social Media is revolutionizing the marketplace because it has become famous with millions of users. SM has been on growing exponentially with Facebook being the most popular. Research shows that over half a billion tweets daily on twitter with a large quantity of these tweets including interactions between businesses and their customers. Social media cuts across all sectors. This study focus on the energy sector in Kenya.

2.2 Social media

Social media is on an undeniable growth trajectory becoming an integral tool for communication, information sharing and collaboration. Apart from connecting users with one another, social media is now enabling businesses to communicate and establishing customer relationships (Taylor, 2011). Several businesses are now adopting social media to reach out to new and existing customers making it a favourable marketing tool for encouraging communication between customers and businesses. Apart from being used as a marketing and communication tool, social media allows businesses to address problems and issues raised by customers about their products and services thereby resulting in increased brand awareness (Seth, 2012). The advantage of social media over traditional marketing channels is that it gives businesses real-time data such as the number of Facebook fans, Twitter followers and Youtube views. This means that businesses can no longer ignore the immense possibilities of social media. A study carried out by the Altimeter Group states that businesses can use social media to achieve its objectives namely increasing sales growth, customer relationship management, market research, increasing the customer base while maintaining existing customers, product

marketing, recruiting, facilitating knowledge and information sharing and controlling the cost of operations (Baird and Parasnis, 2011).

Despite the numerous advantages offered by social media, it also poses great risks. Businesses need to learn how to deal with negative feedback and be sure about what they post and how they communicate with customers presents a professional image to all its customers. Businesses must also take into account the legal implications and methods of adoption and implementation. Social media has increased customer expectations in that they now require an immediate response to the issues they raise place great pressure on how businesses maintain their online presence. This means that businesses allocate enough time and resources to manage their daily online interactions.

Although most of the organizations in the energy sector have adopted social media, its benefits can only be achieved by organizations actively using social media sites to interact with their existing and potential customers. This means that organizations must determine which social media sites to invest in, assigning the necessary resources required to maintain the social media sites and developing a social media policy that communicates continual and update information (Vivant, 2013). Organizations in the energy sector can also adopt social media to encourage energy-efficiency. An example is Welectricity which is an online service that works on the idea that customers prefer interaction and communication as opposed to information alone. It is linked to the customer's social media accounts such as Facebook and Twitter and enables its customers to share and compare their power consumption and hold discussions on how to optimise energy consumption (University Alliance, 2016).

Social media and mobile devices can play a very important part in the advancement of smart grids which rely on real-time data. According to an article circulated by the Institute of Electrical and Electronic Engineers in January 2013, social media not only provides new ways of sharing knowledge and communication but also increase circulation of information and restrict power consumption during power blackouts thereby increasing system use and efficiency. The energy sector can also use social media for information and knowledge sharing as well as a platform for honest and open discussions about factors affecting the energy sector. This will have the advantages of enabling customers to be knowledgeable about the factors influencing the high electricity costs and prove that the energy sector takes the customers concerns resolutely.

Social media gives the energy sector the chance to talk to and engage with their customers giving them the opportunity to make them their product champions. Through regular, honest and transparent interaction with their customers, the energy sector can develop a credible relationship with its customers which has been damaged over the years due to increase in electricity costs. This can be achieved by announcing milestones, facilitating debate and bring about real change, introducing new energy-saving products, managing emergencies and keeping customers informed on any changes that may affect their services and the causes of any system breakdowns. The new challenge for the energy sector is to find and adopt such opportunities and avoid any dangers that they may bring about (Malthouse, Haenlein, Skiera, Wege and Zhang, 2013). Social media can be the 'soft part' of a highly technical field that is energy generation, transmission and utilization.

2.3 Customer Relationship Management (CRM)

CRM is defined as the policies, processes and technologies that businesses employ to maintain and interpret communications and data over the duration of the customer relationship with the intention of enhance the business relationship with its customers, help with customer retention and increase the growth of sales. CRM systems are created to collect customer information across the various communication channels used by the company such as the business website, telephone, live chat, email, marketing and social media. These systems allow customer service staff comprehensive data which includes personal information, history of purchases made, buying preferences and interests (Kashif, 2015). CRM is deployed in several applications such as contact centres, social media, email and customer data (Azad and Ahmadi, 2014).

CRM started in the 1980's with database marketing which consisted of the businesses customer service staff communicating with the customers. Although it was helpful, the stored customer data was unorganized, hard to track, update and retrieve. Great advancements were made in the 1990's that allowed businesses to identify the advantages of rewarding existing and new customers in order to obtain important customer data or to encourage future purchases. The rewards given to customers can also be used to track customer's behaviour, spending history and customer purchase patterns.

CRM holds enormous possibilities and benefits such as increased customer retention and loyalty, improved quality, efficient procedures, innovation of operation, enhanced service delivery, competitiveness, trust, and efficiency (Jutla, Craig, & Bodorik, 2001; Stone, Woodcock, & Wilson, 1996). CRM can be measured by the following indicators: employee productivity enhancements, lower operation costs, increased employee morale, improved

customer loyalty and retention and improved customer knowledge and satisfaction (Baldwin, 2001).

CRM will continue to advance and expand to higher capabilities due to the continued adoption of CRM systems by businesses for management of customer relationships (Wingard, 2008). The adoption of an efficient CRM policies, businesses will increase revenues by providing products and services that meet customer expectations, providing quality customer services by collecting market research on customers, enabling customer service staff to close transactions more swiftly and maintaining existing and new customers (Wailgum, 2014).

2.4 Customer Relationship Management and Social Media

Although social media holds possibilities for businesses to collaborate with customers by increasing revenue, reducing operation costs and improving efficiencies, it raises challenges to traditional CRM approaches since businesses are no longer controlling the conversation. Rather, customers and influential networks are changing the narrative which can defeat a business's marketing, sales and services.

This is where social CRM (SCRM) comes in. SCRM is a combination of social media with CRM approaches and is the latest advancement for businesses who want to improve their customer interactions (Baird and Parasnis, 2011). It is an improvement of CRM in that allows businesses to integrate customer communications from social media into CRM resulting in great benefits for the business. Social media is thus a channel that businesses can use for collaboration with its existing and potential customers. The success of the social media and CRM system integrate can only happen if it is done adequately.

One way is to use social CRM is to manage complaints. Social media is a good platform for complaints as it is easier to deal with detailed complaints in writing compared to working over the phone. Another way for companies to use social CRM is to reward loyal customers who engage with their brand online by providing them with rewards and incentives to continue doing so. Companies can also use social CRM to create more value in their products (Coen, 2016). Lastly, social media is changing the way CRM as customers now expect immediate responses to the issues they raise. Available data shows that one in four users of popular social media sites, Facebook and Twitter, expect businesses to respond to the queries within one hour while two-thirds of the users believe in same-day replies.

2.5 Energy Sector

Energy is crucial for economic and social development through provision of vital inputs and greatly improves the people's quality of life. Kenya's energy sector depends on biomass, petroleum and electricity at 68%, 21% and 9% respectively as its main sources of energy. Biomass comprises of wood fuel and charcoal which is mainly used in rural Kenya by needy family for cooking, heating and lighting (Institute of Economic Affairs, 2015). Renewable energy sources contribute 67.5% of generated electricity and are comprised of Hydro at 47.8%, Geothermal at 12.4% and Fossil fuels at 32.5%. The electricity produced is available to only about 20% of Kenya's leaving about 80% unconnected to the national grid (African Development Bank group, 2014).

Although Kenya has enormous potential in renewable energy sources such as geothermal, wind and solar it faces great challenges (WinDForce, 2013). High electricity cost is one of the biggest challenges facing the energy sector which has the negative impact of losses in foreign investments thus affecting social-economic development. Statistics shows that Kenya's cost of

electricity is four (4) times that of its leading challenger in Africa, South Africa and three (3) times that of China. The high cost of electricity is brought about by the Independent Power Producers (IPPs). Another main challenge affecting Kenya's energy sector is lack of proper investment in the generation of power and over-reliance on hydro. Other challenges include extreme changes in weather from hydrological sources, insufficient trained human resources, community reimbursement as well as national and county government budget sharing.

Kenya's human resource rises concerns since despite the number of engineers, few of them are have skills to work in the oil and gas sectors (Institute of Economic Affairs, 2015). Drawbacks to employment of youth in the country are skills mismatch and inadequate training for technician and artisans in existing and upcoming sectors such as infrastructure (e.g., roads, water, energy, agriculture, ICT). Available data shows that the country has a knowledge gap of about 30,000 engineers, 90,000 technicians and 400,000 artisans which is impacting negatively on the growth of the country's economy. The Kenya Engineers Registration Board (now Engineers Board of Kenya) states that the country's ratio of engineers, technicians and artisans should be at 1:12:60 for it to obtain middle-income status. At present the country's ratio stands at only 1:3:13. The skills gap is complicated further by the weak relationship between the private sector and technical and vocational education and training (TVET) curricula causing an imbalance between the skills required in the sector and those supplied. This can be improved equipping the mid-level technicians and artisans with the required skills and experience and by improving the relationship between TVET and the private sector. The national 2009 census estimates that Kenya has over 8 million people aged between 17 and 24 years available for training in tertiary institutions as technicians and artisans. Imparting the Kenyan youth with adequate skills and experience will also assist in improving the country's employment rate (African Development Bank group, 2014).

Kenya intends to become a newly industrializing, middle-income country that guarantees a high quality of life for its citizens by 2030. This long-term development strategy is outlined in the country's Vision 2030. The vision is divided into three (3) pillars: economic pillar with an objective of 10% economic growth per year; social pillar which aims at establishing a just, cohesive and equitable society in a clean and secure environment; and a political pillar whose objective is to build a political system based on issues, the people, results and accountability with upholding the law and guarding the rights and freedoms of Kenyans (African Development Bank group, 2014). The energy sector is expected to be a key player in the established of Vision 2030 with an expected increase in power demand from the commercial sector and newly established county governments (Ministry of Energy and Petroleum, 2013).

One of Kenya's main objectives is to improve generation capacity by 5,000MW by 2016 and 17,500MW by 2030 (Belaud, 2016). The Kenyan government also aims to create an attractive investment environment for the private-sector, improve its transmission and distribution networks, maintain creditworthiness, and reduce the cost of electricity and inefficiency in the energy sector. It has thus made power generation and efficiency a key component of Vision 2030 (WinDForce, 2013). Development of environmentally friendly power generation technologies for use by industries and in homes will cut down on Kenya's over-reliance on oil-based energy sources and improve the country's energy security status (Ministry of energy and petroleum, 2013). In order to achieve economic growth and reduce poverty, Kenya needs to ensure that it provides cheap, dependable and sustainable energy to its citizens. It is estimated that about 1.1 billion people are not connected to electricity while another 2.9 billion depend on biomass energy for cooking, heating and lighting which contributes to 4.3 million deaths per annum due to air pollution.

Technological advancements in the energy sector can raise the quality of life for millions of people around the globe and improve development in all sectors (The World Bank, 2016). The global leader in energy development, supply and consumption is the United States of America with the energy sector being its largest industry. The country's main sources of power are oil, natural gas, coal, nuclear power, renewable energy and fuels. Its energy companies are responsible for electricity generation, smart grid and demand response technologies. The United States' energy sector is deemed to be the world's most competitive market with a net worth of \$6 trillion. This has been achieved by increase in energy demand, innovations in the energy sector, a skilled and competitive human resource that can develop, install and maintain the latest energy technologies (The Energy Industry in the United States).

2.6 Summary of knowledge gaps

The major knowledge gap in Kenya's energy sector is the need for surveillance and information gathering on long term and short term social-economic, health and environmental impact assessment of renewable energy projects. Security of Kenya's energy sector will be hinged on policies and resources allocations in renewable energy sources including but not limited to; Geothermal, solar and wind.

There is need for research and development in emerging technologies like co-generation, solar and wind energy generation. Co-generation, especially in Kenya's sugar belt can be encouraged through attractive bulk tariff regime that recognizes the need to tap into the 300MW potential and reduce oil based thermal production.

There is more required in terms of continued implementation of pilot projects aimed at adoption, testing marketing of programs aimed at energy efficiency and conservation in construction, transportation and government operations.

The research on expansion and upgrade of transmission and distribution networks is also required as well as the promotion of transitions to a renewable energy system by zero rating energy efficient technologies that make electricity accessible to Kenyans. Outlawing of inefficient technology sources and strict enforcement is a proper incentive for the transition to high energy efficient technologies (Institute of Economic Affairs)

2.7 Conceptual framework

The conceptual framework refers to the variables of the research. It is usually represented in a diagrammatic form showing the interconnections between the variables required for accomplishment of the research objectives (Rafael, 2015). It shows the relationship between independent variables and dependent variable.

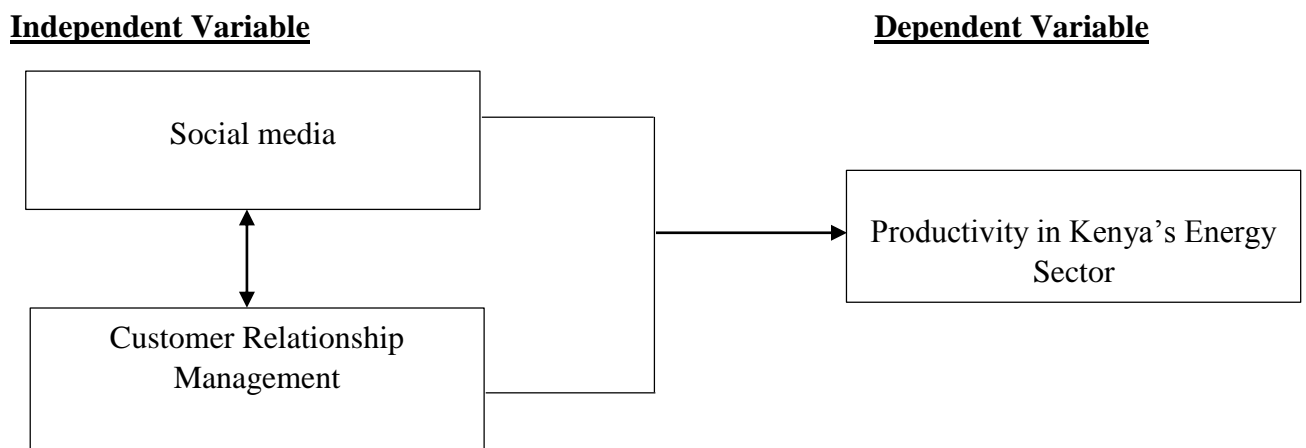


Figure 0.1: Conceptual Framework

CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

This chapter describes the research design of the study as well as the data collection procedures. It states the data collection tools, the target population and data analysis.

3.2 Research design

The research design that was employed in this study is descriptive survey design. Descriptive research design obtains quantifiable data that can then be employed for statistical inference on the target population by applying data analysis (AECT, 2001). It involves compiling data from the population under investigation so as to ascertain the research purpose with respect to the conceptual framework.

3.3 Target population

The aim of this study is to ascertain the relationship between social media, customer relationship management and productivity in the energy sector from employee's perspective. Therefore, the population of this study were people with experience in customer relationship and social media. Thus the research focused on the Information Communication Technology (ICT) and Customer service staff in Kenya's energy sector.

Kenya's energy sector comprises of the Ministry of Energy and Petroleum, one (1) National Energy Regulator, one (1) National Power Generator, one (1) National Power Distributor, one (1) National Rural Electrification Authority, one (1) National Transmission Company, one (1) National Geothermal Developer and twenty two (22) Independent Power Producers (IPPs).

3.4 Sampling procedure

Stratified random sampling was used to draw a sample. A stratified random sample involves grouping members of the target population into strata and thereafter selecting the members to participate in the study randomly (Burns and Grove 2009). In this study the researcher divided the ICT and customer service staff according to sub-sectors. The table below shows the ICT and Customer Service staff population in Kenya’s Energy Sector. These staff were selected because of their direct involvement in Customer Service and social media.

Table 3.1: Sampling frame

ENERGY sub-sector	Number of ICT staff	Number of Customer Service staff	Sample size
Ministry of Energy and Petroluem	8	0	2
National Energy Regulator (ERC)	4	2	4
National Power Generator (KenGen)	70	0	4
National Power Distributor (Kenya Power)	272	239	8
National Rural Electrification Authority (REA)	6	2	4
National Transmission Company (KETRACO)	12	3	4
National Geothermal Developer (GDC)	40	0	2
Independent Power Producers (IPPs).	10	0	2
TOTAL	422	241	30

The target population was 422 ICT staff managers and 241 customer service staff within Kenya’s energy sector. The study involved 22 ICT staff and 8 customer service staff making the total sample 30. Simple random sampling was used to pick individual employees to take part in the study.

3.5 Data collection

The study utilized primary data which is information collected for the first time. Primary data collection will be carried out using a self-administered questionnaire which contains both open-ended and closed questions. A 1-5 type Likert scale (5: Strongly disagree 4: Disagree 3: Neither agree nor disagree 2: Agree 1: Strongly agree) was used to measure respondents' agreement with the concepts under investigation. Likert scale is preferred because it is easy to design, likely to produce a highly reliable scale and easy to read and complete for participants (Bertram, 2007). See Appendix I.

3.6 Data analysis

After data collection, the questionnaires were edited for completeness and consistency. Descriptive statistics will thereafter applied to organize the findings. Descriptive statistics is a means by which data is compile from the target population so as to ascertain the purpose of the study with respect to one or more variables so as to find out the degree of occurrence of the variables. Microsoft Excel was used to data analysis. The figures of the findings were presented in percentage and frequency distribution.

The first research objective of investigating the role of social media in CRM in Kenya's energy sector was analysed by investigating social media in the organization by confirming its social media use presence, reason for use, duration of use and importance of social media use of the organization from the target population. It also analysed CRM in the organization by finding out the channels used by customers to lodge complaints, efficient channels of communication to customers and whether the organization analyses the customer complaints and responds to them effectively. Finally, analysed SCRM by establishing whether the target population believes that the social media use in CRM improves the quality of services offered, makes an

organization more credible, makes customers more loyal to the organization and makes relationships with customers more effective.

The second research objective of investigating the role of social media on productivity in Kenya's energy sector was analysed by checking on the social media awareness, the frequency of social media participation, degree of social media participation in the work place, and reasons of social media participation of the target population. It was also analysed by establishing whether the target population believe that social media can be used in the workplace for knowledge and expertise sharing, helping employees to achieve their workplace targets and the overall effect of social media use on the organization.

CHAPTER FOUR: DATA ANALYSIS, FINDINGS AND INTERPRETATIONS

4.1 Introduction

This chapter presents the data analysis and the findings of the study. The main objectives of the study is to establish the role of social media in CRM in Kenya's energy sector as well as to determine the role of social media on productivity in Kenya's energy sector. The data was gathered through the use of questionnaires as the research instrument.

4.2 Response rate

A total of thirty (30) questionnaires were distributed to the ICT and Customer Service staff in Kenya's Energy Sector. All the questionnaires were returned for analysis which made a response rate of 100% which was found to be above the 70% threshold recommended by Mugenda and Mugenda (2010). Distributing the questionnaires personally increased the response rate.

4.3 Personal and organizational details

The study sought to find out the characteristics of the respondents through four aspects that is gender, department they work in, level of education, level in the organization and which energy sub-sector they worked in.

4.3.1 Gender of the respondents

GENDER OF RESPONDENTS

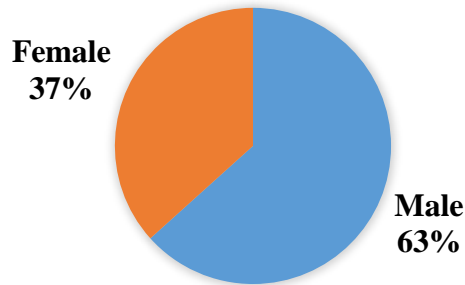


Figure 0.1: Gender of the respondents

The research sought to determine the gender of the respondents. According to the findings 63% of the respondents were male while 37% were female. This was expected as Kenya's energy sector is highly technical resulting thus attracting more male personnel than female.

4.3.2 Age of the respondents

Table 4.1: Age of the Respondents

Age	Frequency	Percentage	Cumulative percentage
20 – 30 years	7	23	23
31 – 40 years	17	57	80
41 – 50 years	5	17	97
51 – 60 years	1	3	100
Total	30	100	

The research also wanted to determine the age of the respondents. According to the findings majority (57%) of the respondents were aged 31-40 years, 23% were aged 20-30 years, 17% were aged 41-50 years and 3% were aged 51-60 years. 80% of the respondents were below 40 years. This can be explained by the fact that the energy sector is technical thereby attracting younger personnel.

4.3.3 Level of education

Table 4.2: Level of education

Level of education	Frequency	Percentage	Cumulative percentage
No formal education	0	0	0
Diploma level	6	20	20
Undergraduate	16	53	73
Postgraduate	8	27	100
Total	30	100	

The research sought to determine the level of education of the respondents. The findings revealed that 53% of the respondents were undergraduate followed by 27% who were postgraduate while the remaining 20% were diploma level. There were no respondents without formal education. According to the analysis, majority of the respondents were undergraduates which was expected as Kenya's energy sector is highly technical.

4.3.4 Level in the organization

Table 4.3: Level in the organization

Level in the organization	Frequency	Percentage
Middle level	23	77
Senior level	3	10
Lower level	4	13
Total	30	100

Regarding the level that the respondent are in the organization, majority (77%) were in middle level, 13% were in lower level and 10% were in senior level. This ensured diversity of views.

4.4 Social media

This study sought to establish the use of social media by organizations in Kenya’s Energy sector.

4.4.1 Use of social media

Table 4.4: Use of social media

Use of social media	Frequency	Percentage
Yes	30	100
No	0	0
Total	30	100

According to the findings 100% of the organizations in Kenya’s energy sector used social media. This reflects the natural trends in adoption of technology.

4.4.2 Reason for organizations use of social media

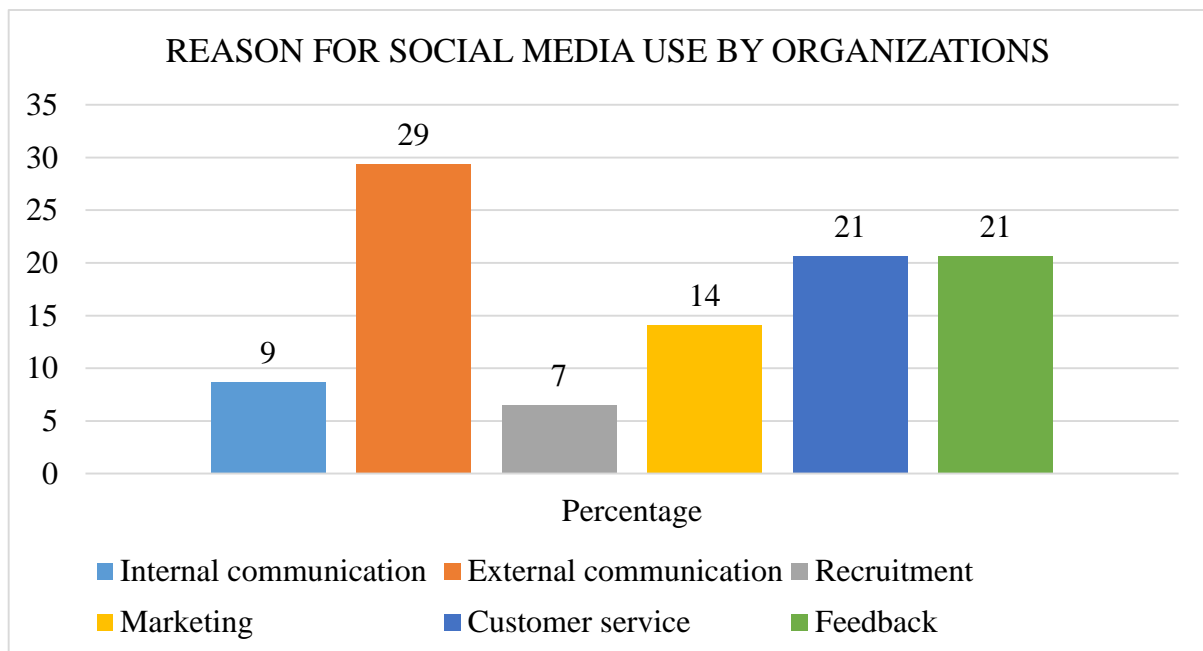


Figure 0.2: Reason for social media use by organizations

Figure 4.2 shows the reasons why organizations use social media. The results show that the main reasons for social participation by organizations in Kenya’s energy sector to be for external communication, customer service, feedback and marketing. This proves that businesses are investing in social media to promote new products and services, market themselves as well as to interact with customers. This is in line with the findings of the literature review that organizations are using social media to communicate and interact with customers and suppliers as well as for marketing

4.4.2 Social media form used by the organization

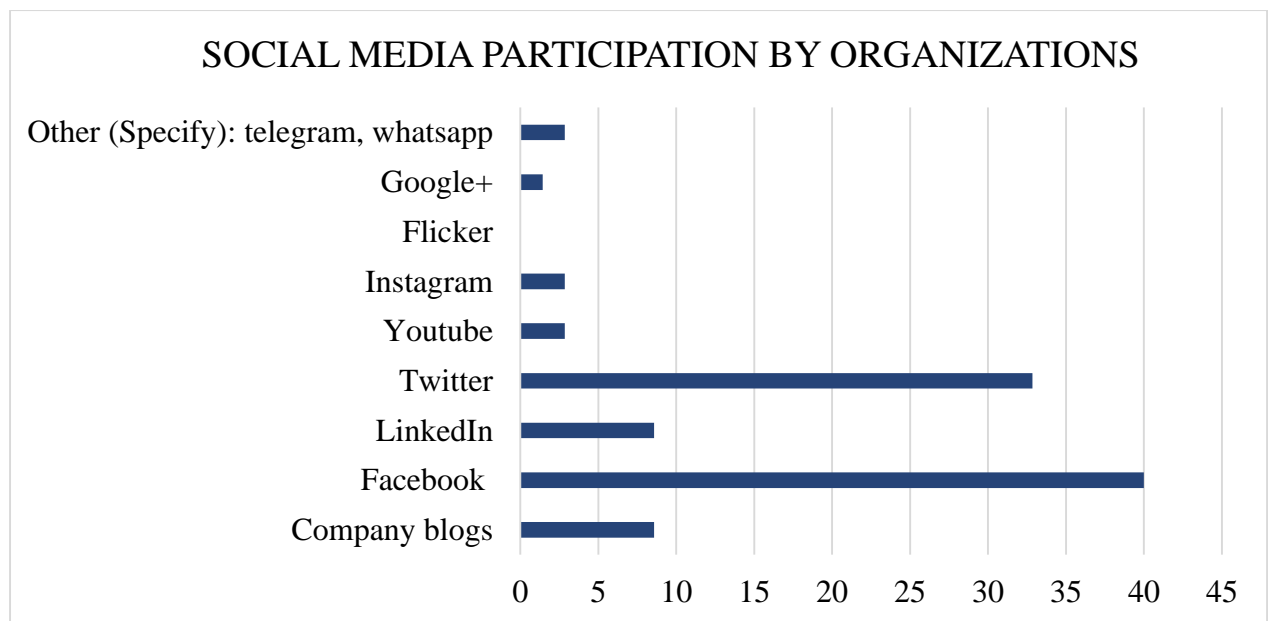


Figure 0.3: Social media participation by organizations

As Figure 4.3 above shows, 40% of the organizations use Facebook, 33% use Twitter, 9% use Company blogs, 9% use LinkedIn, 3% use YouTube, 3% use Instagram, 1% use Google+ and 3% use other social media forms such as Telegram and WhatsApp. These findings prove that Facebook is the preferred social media platform used by organizations. Facebook is popular because of its ease of use, ability to create close relationships with customers and strengthening networks. These findings are supported by the literature review regarding the popularity of Facebook and its use by businesses for real-time customer communication

4.4.3 Duration of Social Media use by the organization

Response indicates the period in which the organizations have actively been on social media.

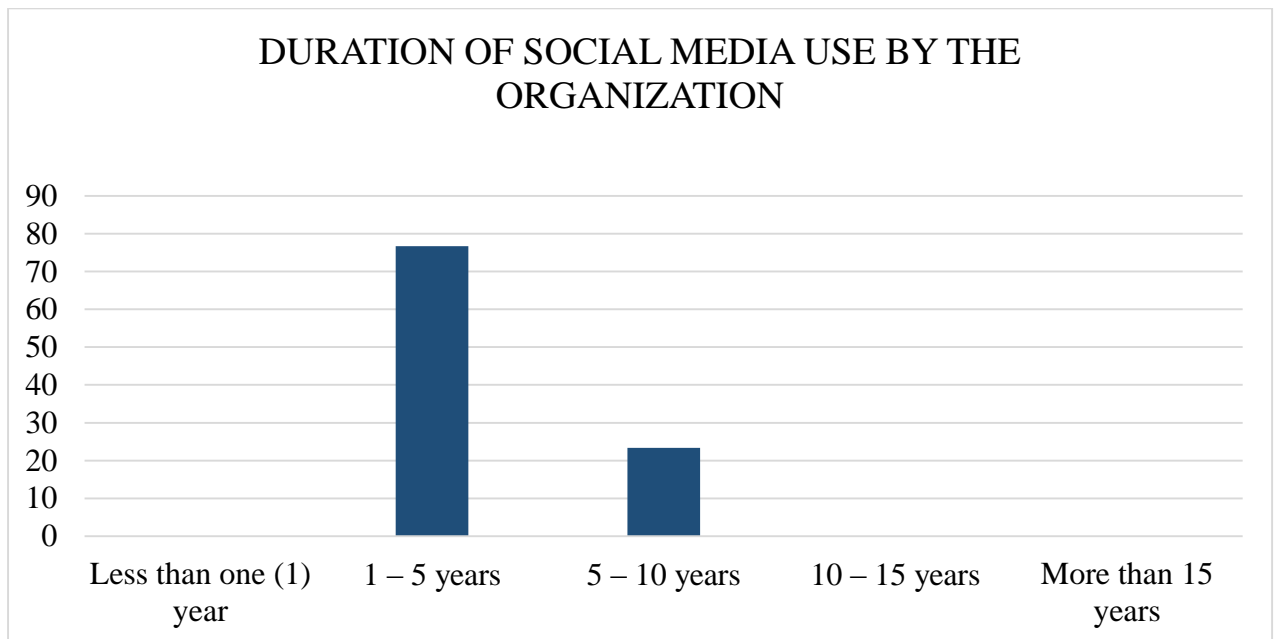


Figure 0.4: Duration of social media use by the organization

Figure 4.4 above indicates that a majority of the organizations had been using in social media for 1-5 years at 77% and 23% for 5-10 years. This was as expected as social media use in Kenya has been active for about five (5) years.

4.4.4 Importance of active social media use by an organization

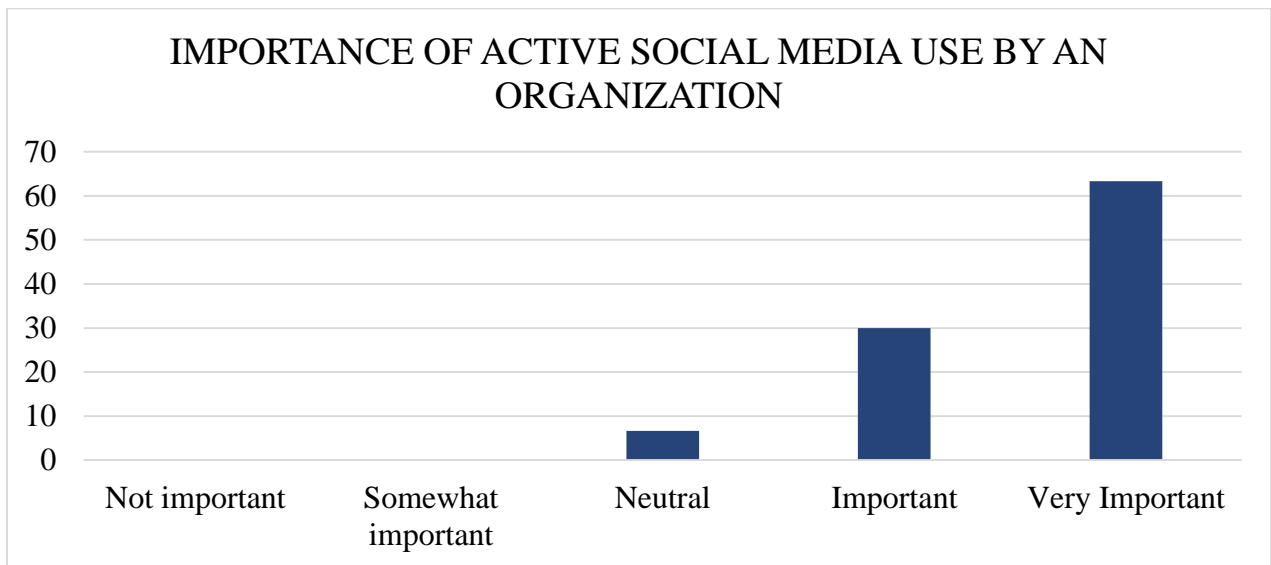


Figure 0.5: Importance of active social media participation by organizations

Response indicates the importance of active social media use by an organization. Figure 4.5 above indicates that 63% of the respondents feel that it is very important that organizations have an active social media channel, 30% feel that it is important while 7% were neutral. These findings show that respondents believe that organizations should have an active social media platform.

4.5 Customer relationship management

This study sought to establish the use of customer relationship management by organizations in Kenya's Energy sector.

4.5.1 Filing of complaints by external customers

Table 4.5: Filing of complaints by external customers

Filing of complaints by external customers	Frequency	Percentage
Yes	30	100
No	0	0
Not sure	0	0
Total	30	100

According to the findings 100% of the organizations in Kenya’s energy sector give external customers the opportunity to file complaints.

4.5.2 Forms used by external customers used to lodge complaints

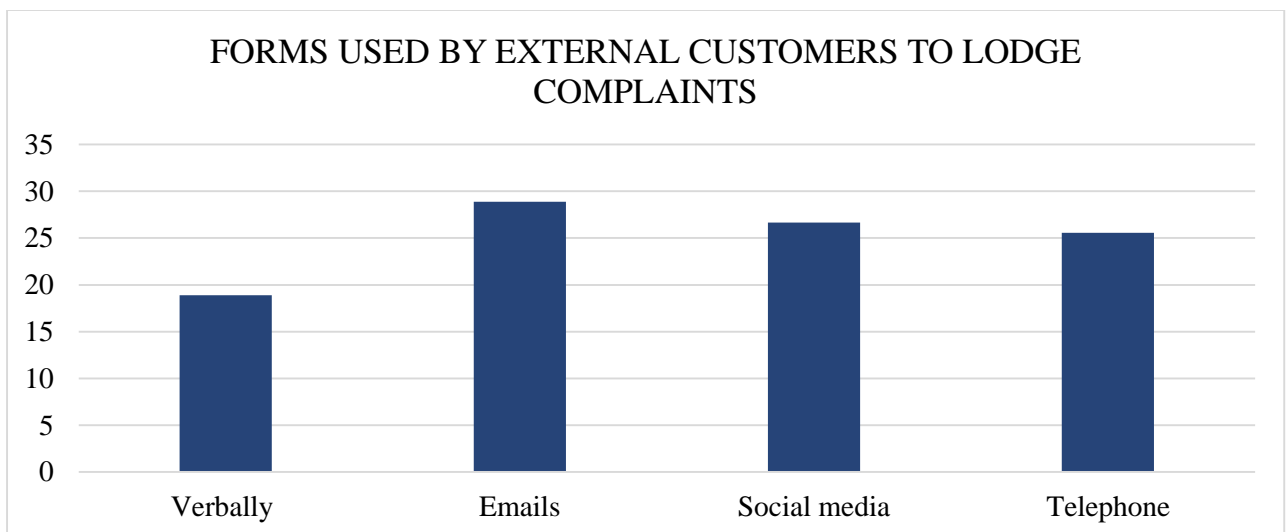


Figure 0.6: Forms used by external customers to lodge complaints

Figure 4.6 shows the forms used by external customers to lodge complaints. Findings show that 29% of customers in Kenya’s energy sector use email to lodge complaints, 27% use social media, 26% use telephone while 19% prefer to lodge complaints verbally. This shows that respondents prefer using the traditional communication model of emails. This is expected as social media use for communication with organizations is still relatively new in Kenya.

4.5.3 Most efficient customer service channels

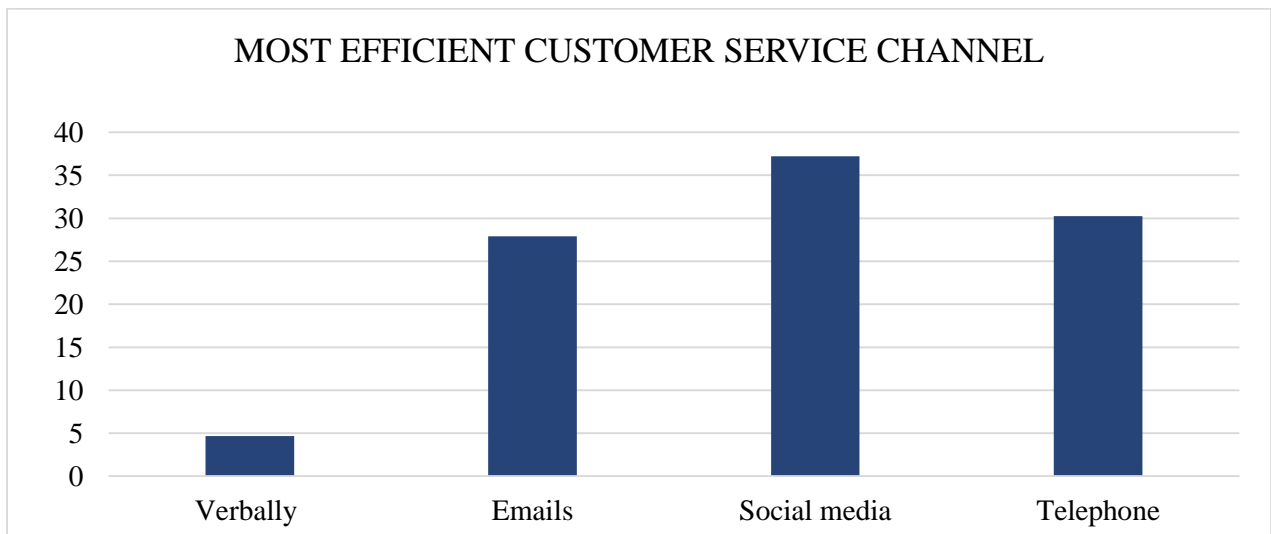


Figure 0.7: Most efficient customer service channel

Response indicates the most efficient customer service channel. Figure 4.7 shows that 37% of the respondents find social media as the most efficient customer service channel, 30% prefer telephone, 28% prefer email while 5% prefer verbal. This findings show that respondents value social media for communication and receiving information with organizations. Thus organizations can use social media to increase awareness about their products, manage customer relationships and improve brand awareness.

4.5.4 Investigation and analysis of customer complaints by the organization

Table 4.6: Investigation and analysis of customer complaints by the organization

Investigation and analysis of customer complaints by the organization	Frequency	Percentage
Yes	30	100
No	0	0
Total	30	100

According to the findings 100% of the organizations in Kenya’s energy sector investigate and analyse customer complaints. This implies that the organizations value customer feedback and act on it.

4.5.5 Timely and proactive response to customer needs

Table 4.7: Timely and proactive response to customer needs

Timely and proactive response to customer needs	Frequency	Percentage
Yes	25	83
No	5	17
Total	30	100

According to the findings 83% of the organizations in Kenya’s energy sector ensure timely and proactive respond to customer needs while 17% do not. These findings show that these organizations are customer oriented and value customer feedback.

4.5.6 Organizations modify products/services according to customer needs

Table 4.8: Organizations modify products/services according to customer needs

Organizations modify products/services according to customer needs	Frequency	Percentage
Yes	23	79
No	6	21
Total	29	100

According to the findings 79% of the organizations in Kenya’s energy sector modify products/services according to customer needs while 21% do not. This implies that the organizations place high priority on customer retention and increasing customer loyalty.

4.6 Social Customer Relationship Management

Table 4.9: Social Customer Relationship Management in Kenya's Energy Sector

	Strongly disagree	Disagree	Uncertain	Agree	Strongly agree
I believe the quality of customer services is higher when the organization embraces social media	14%	7%	14%	14%	52%
I trust the information shared with me by others through social media	13%	17%	27%	30%	13%
Organizations that use social media are credible	7%	17%	14%	24%	38%
I feel a sense of loyalty with organizations that use social media	0%	13%	27%	23%	37%
Organizations that use social media have a more effective relationship with their customers	10%	3%	17%	17%	53%
I am pleased to establish a relationship with an organization through use of social media	7%	0%	17%	37%	40%
Customers prefer face to face to using machines	13%	10%	30%	27%	20%

This study sought to establish the use of social customer relationship management by organizations in Kenya's Energy sector. Majority (66%) agreed that the quality of customer services is higher when the organization embraces social media, 14% were uncertain while 21% disagreed. The findings show that respondents believe that the quality of customer services is higher when the organization embraced social media.

Regarding whether the respondents trust the information shared with them by others through social media majority (43%) agree, 27% are uncertain while 30% disagree. The findings show that respondents trust the information shared by others. Thus customer reactions about an organization on social media can either build and market or be detrimental to the organization.

On whether organizations that use social media are credible, majority (62%) agree, 14% are uncertain while 30% disagree that organizations that use social media are credible. This shows that organizations that use social media have a good reputation and are trusted by their customers. Regarding whether respondents feel a sense of loyalty with organizations that use social media 60% agreed, 27% were uncertain while 13% disagreed. This shows that respondents feel a sense of loyalty with organizations that use social media.

On whether organizations that use social media have a more effective relationship with their customers, majority (70%) strongly agree, 17% are uncertain while 13% disagree. This shows that social media use by an organization has a positive impact on its customer relationship. Regarding whether respondents are willing to establish a relationship with an organization through use of social media, majority (77%) strongly agree, 17% uncertain while 7% disagree. The findings show that an organizations use of social media impacts positively on building of new and existing relationships with its customers. On whether customers prefer face to face to using machines, majority (42%) are agree, 30% are uncertain while 23% disagree. This findings show that respondents prefer having personnel from the organization assisting them to getting assistance through use of machines.

4.7 Productivity in the workplace

The purpose of this study was to discover the effect social media may have on employee productivity in the workplace.

4.7.1 Regularly used social media site

The response shows the social media sites that respondents regularly visited.

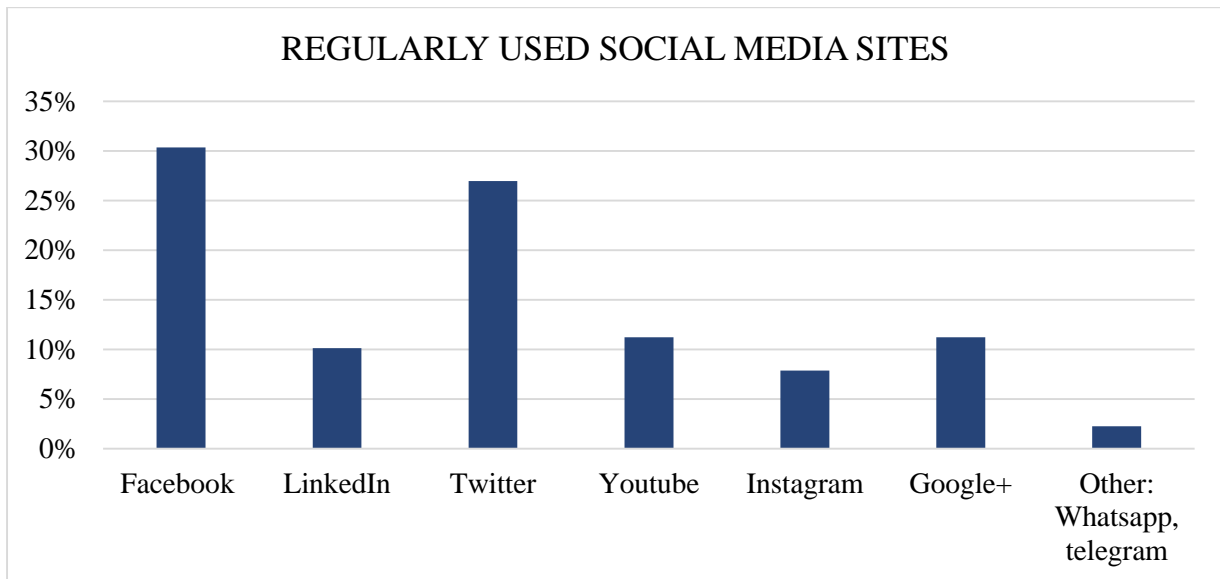


Figure 0.8: Regularly used social media sites

As portrayed in Figure 4.8 above, 30% of the respondents regularly used Facebook, 27% regularly used Twitter, 11% used YouTube, 11% used Google+, 10% used LinkedIn, 8% used Instagram while 2% regularly used other sites such as WhatsApp and Telegram. The findings show that all the respondents are aware of one or more social media sites.

4.7.2 Social media participation

The study sought to determine the number of days in a week that respondents actively participated on social media. Figure 4.9 below, 90% of the respondents' access on social media daily, 7% once a week and 3% thrice a week. This shows that respondents participate on social media either daily or weekly. This increases the opportunities for respondents to interact with organizations on social media.

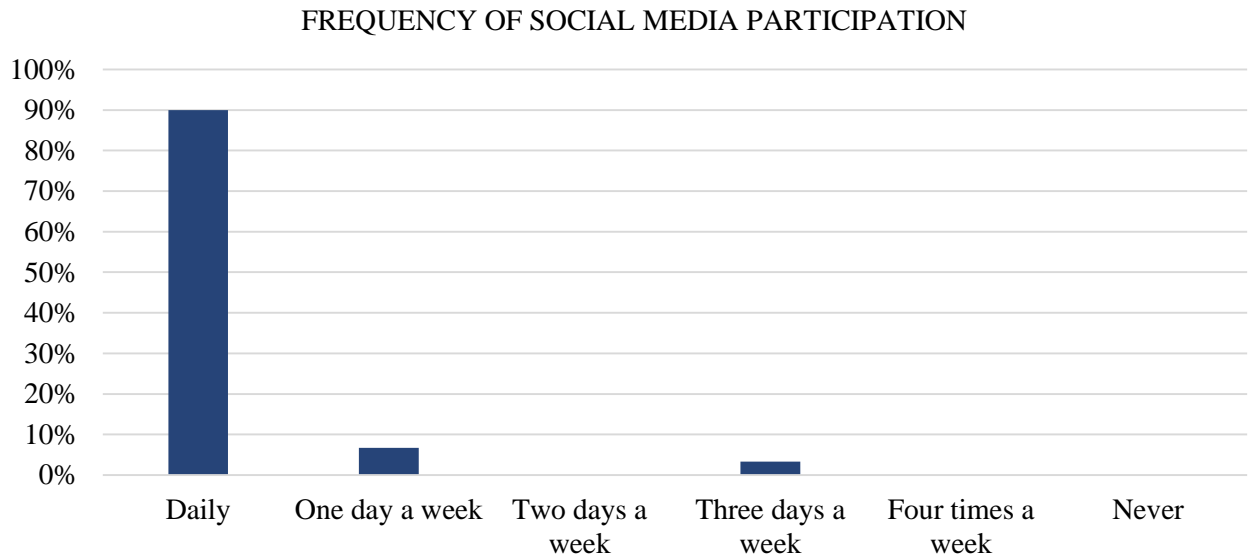


Figure 0.9: Frequency of social media participation

4.7.3 Duration of social media participation

The study sought to determine the duration in years that respondents have used on social media in the workplace.

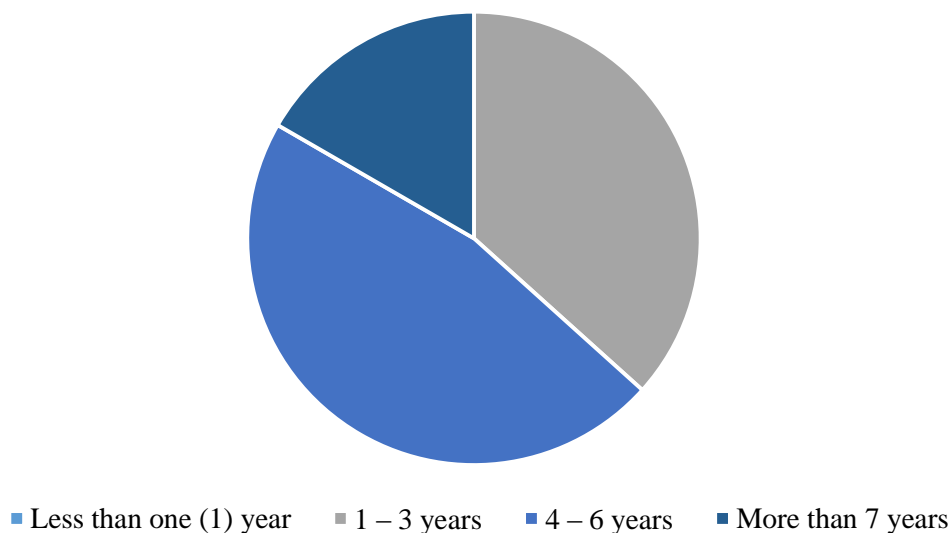


Figure 0.10: Duration of social media participation

Figure 4.10 above shows that a majority (47%) of respondents had been using social media for 4-6 years, 37% for 1-3 years and 17% for more than 7 years. These results show that social media participation in the workplace is real.

4.7.4 Place of social media use

The study sought to determine whether the respondents who accessed social media did so more often from their home, office computer, home, internet café or from their cell phones.

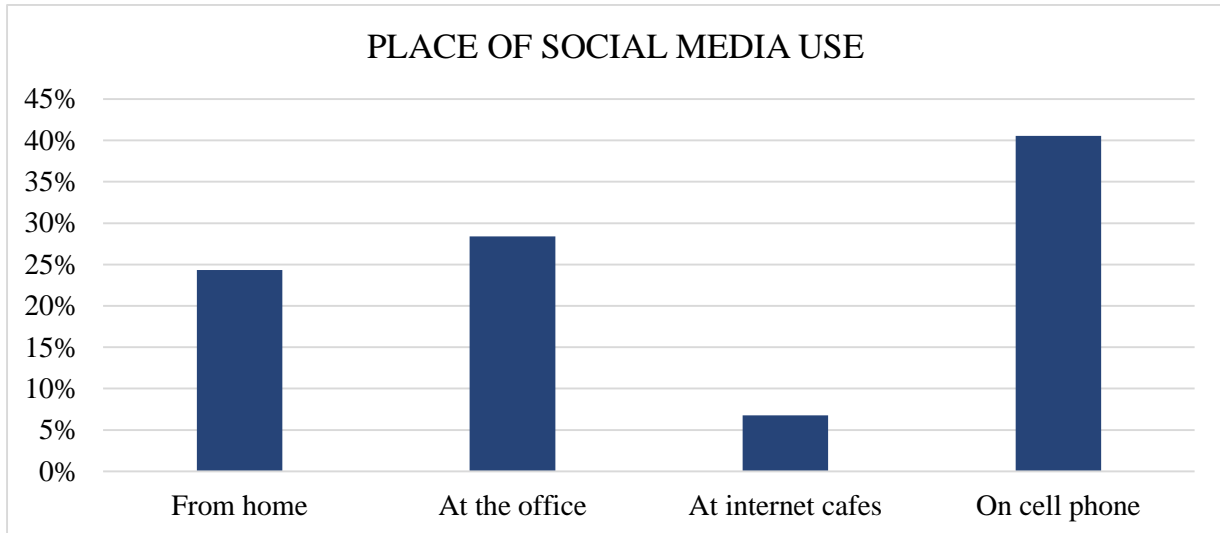


Figure 0.11: Place of social media use

The study aimed to establish whether respondents engaged in social media from home, from the office indicating social media participation during office hours, internet cafes or from cell phone. From Figure 4.11, 41% of the respondents visited social media sites from their cell phone, 28% from the office, 24% from home and 7% from internet cafes. The fact that 28% of the respondents access social media from the office shows that social media use in the workplace is taking place and it can affect an organization either positively or negatively. Positively in that it can improve employee performance and negatively in that it can cause loss of working hours to the organization.

4.7.5 Purpose for social media participation

The study sought to establish the possible reasons for social media participation in the workplace. Figure 4.12 shows that majority (29%) of the respondents use social media to search for work related information, 25% to share information with colleagues, 18% to build professional and business contacts, 18% to keep in touch with family and friends and 10% to

find personal networks. This shows that respondents use social media for work related purposes.

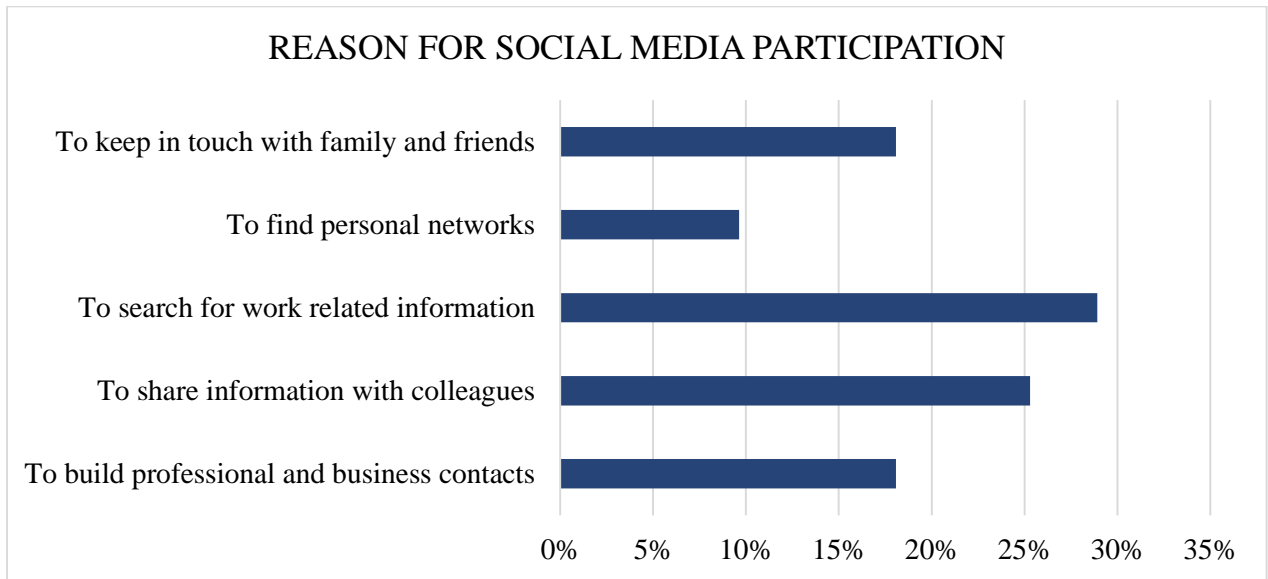


Figure 0.12: Purpose for social media participation

4.7.6 Effect of social media introduction

Table 4.10: Effect of social media introduction in Kenya’s Energy Sector

Measure	Increased	About the same	The same	Decreased
Profit	48%	38%	14%	0%
Efficiency	79%	14%	7%	0%
Timeliness	72%	24%	0%	3%
Waste	3%	28%	14%	55%
Quality	76%	14%	10%	0%

This study sought to determine the effect on profit, efficiency, timeliness, waste and quality after introduction of social media by organizations in Kenya’s Energy sector. Majority (48%) of the respondents believe that profit increased. This shows that social media can help an organization increase profits by attracting new customers, enabling advertisement of the

organizations products and services, retaining existing customers and rewarding royal customers. On efficiency, majority (79%) of the respondents believe that it increased. This shows that social media use by an organization can achieve efficiency by creating efficient methods of communication with customers and suppliers such as providing real-time information on the organizations products and services.

Regarding timeliness, 72 % of respondents believed it increased which shows that social media improves timeliness by improving response time, providing real-time information on improvements and developments on the organizations products and services thus reducing on the overall communication time and providing real-time data on customers wants, likes and needs. On waste, 55% respondents believe social media has decreased waste. This shows that social media use can help an organization reduce was waste by improving on its efficiency, timeliness and quality. 76% of respondents believe that quality has increased after introduction of social media. Therefore, adoption of social media by an organization can improve quality by gathering information from customers on the products and services offered which the organization can then use to improve the quality of its products and services.

4.7.7 Perception towards social media

This study sought to establish the respondents' attitude and perceptions towards social media. Six (6) statements was presented to the respondents who had rate each statement using a Likert scale that determined the extent to which the respondents agreed or disagreed with each statement.

Table 4.11: Determining respondents' attitude and perceptions regarding social media

	Strongly disagree	Disagree	Uncertain	Agree	Strongly agree
Social media encourages people to share knowledge and expertise	3%	14%	0%	17%	66%
Social media lowers productivity of employees	39%	29%	14%	18%	0%
Social media helps employees to achieve their targets within the organizations budget	7%	17%	34%	21%	21%
Social media are addictive and thus contribute negatively to the organization	18%	36%	25%	11%	11%
Social media contributes to the profitability of an organization	7%	10%	28%	28%	28%
Social media can be used by an organization to enable employees to perform their day-to-day operations in a timely manner	10%	3%	24%	31%	31%

Respondents were first asked whether social media encourages people to share knowledge and expertise, majority (83%) agreed while 17% disagreed. This positive response agrees with findings in the literature review that social media can be used for knowledge sharing among employees. This also shows that respondents believe that social media can be used to share knowledge and expertise within the organization which in turn leads to improved employee productivity.

Secondly, respondents were asked whether social media lowers productivity of employees. Majority (68%) disagreed, 4% were uncertain and 18% agreed. The findings show that respondents do not believe that social media participation in the workplace reduces productivity. This is in line with the findings above where respondents believed that social media can be used for knowledge and expertise sharing within the organization.

Next, the research sought to find out if social media helps employees to achieve their targets within the organizations budget. Majority (42%) agreed, 34% were uncertain, while 24% disagreed. The positive response means that organizations in Kenya's energy sector should consider adopting social media as it may result in improved employee productivity.

Thereafter, respondents were asked whether social media is addictive and contributes negatively to the organization. Majority (54%) disagree, 25% are uncertain while 22% agreed. This shows that organizations should allow employees to access social media in the workplace. However, some restrictions or polices should be employed to avoid misuse.

Thereafter, respondents were asked whether social media contributes to the profitability of an organization to which 56% agreed, 28% were uncertain while 17% disagreed. The positive response shows that an organizations use of social media can be profitable as it can be used to acquire knowledge as well as share information and expertise across the organization thereby reducing costs.

Lastly, respondents were asked whether social media can be used by an organization to enable employees to perform their day-to-day operations in a timely manner. Majority (62%) agreed,

24% were uncertain while 13% disagreed. The positive response indicates that social media participation in the workplace should be encouraged as it can benefit the organization by enabling employees to achieve their targets within the given timeframe.

4.7.7 Discussion of findings

From the findings, majority of the respondents agree that organization should adopt social media in order to improve the quality of their services, improve customer loyalty and create more effective customer and supplier relationships. This is in line with Baird and Parasnis (2011) who stated that adoption of social media use by businesses will result in better customer relationships facilitating increased revenue and efficiency.

From the findings, majority of the respondents agreed that social media use in the workplace encourages knowledge and information sharing, improves productivity, helps employees achieve their targets and contributes to the profitability of the organization. These findings are in line with Landers and Schmidt (2016) who stated that social media enhances creativity and information sharing among employees thereby improving their productivity.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of the research findings, conclusion of the study as well as recommendations. The purpose of the study was to determine the role of social media on customer relationship management and productivity in Kenya's energy sector.

5.2 Summary of findings

The study sought to find out the role of social media as a tool as a customer relationship management tool in Kenya's energy sector as well as the effect of social media use in the workplace. Descriptive research design was adopted. The study targeted the Information Communication Technology (ICT) and Customer Service staff in Kenya's energy sector. A sample of twenty two (22) ICT staff and eight (8) Customer Service staff was selected using simple random sampling. Data was collected was collected by use of questionnaires. Descriptive statistics (frequencies and percentages) was then used to organize the research findings.

5.2.1 Social media and customer relationship management

The first objective of the study was to establish the role of social media in customer relationship management in Kenya's energy sector. This study found that majority (66%) of the respondents agreed that the quality of customer services is higher when the organization embraces social media. Majority (43%) trust the information shared by others on social media. On whether organizations that use social media are credible, majority (62%) of the respondents agreed

while sixty (60%) of the respondents feel a sense of loyalty with organizations that use social media. Seventy (70%) of the respondents agreed that organizations that use social media have a more effective relationship with their customers. Majority (77%) of the respondents are willing to establish a relationship with an organization through use of social media. Lastly majority (42%) prefer face to face to using machines.

5.2.2 Social media and productivity

The second objective of the study was to determine the role of social media on productivity in Kenya's energy sector. On whether social media encourages people to share knowledge and expertise, majority (83%) agreed. Majority (68%) disagreed that social media lowers productivity of employees. Forty two (42%) of the respondents agreed that social media helps employees to achieve their targets within the organizations budget. On whether social media is addictive and contributes negatively to the organization, majority (54%) disagreed. Further, majority (56%) of the respondents agreed that social media contributes to the profitability of an organization. Lastly, majority (62%) of respondents agreed that adoption of social media use by an organization to enable employees to perform their day-to-day operations in a timely manner.

5.3 Conclusion

5.3.1 Social media and customer relationship management

From the findings, the study concludes that social media has a positive effect on customer relationship management by improving the quality of customer services, improving the credibility of the organization, ensuring customers trust in the information shared by the organization, improving customer loyalty and enabling organizations to establish relationships

with new customers. However, customers prefer face-to-face interaction with organizations than using machines.

5.3.2 Social media and productivity

The study concludes that social media encourages knowledge and knowledge sharing, helps employees achieve their targets and perform their day-to-day operations in a timely manner, contributes to an organizations profitability and does not lower employee productivity or impact negatively on the organization by being addictive.

5.4 Recommendations

Based on the findings, it is recommended that organizations in Kenya's energy sector adopt social media as a tool for customer relationship management so as to improve the organizations work processes, improve relationships with their customers, improve products and services through customer feedback, increase profits and reduce advertising and marketing costs.

Employees in Kenya's energy sector should adopt social media use in the workplace for knowledge and information sharing as well as to help them perform their day-to-day activities and achieve their targets within the budgeted cost and time.

Policy regulators and Human Resource department should create policies, procedures and security measures for social media use within the organization to avoid misuse of social media in the workplace as well as mitigating against security risks.

5.5 Limitations of the study

The study was limited to organizations in Kenya's energy sector. The study also focused on ICT and customer staff in Kenya's energy sector which resulted in a small sample size. Other users and stakeholders were not included.

5.6 Suggestions for further study

A similar study should be carried out in Kenya's energy sector which should include employees in other departments such as human resource. The study can also be carried out on other sectors in Kenya such as telecommunications, banking and so on. There is also need to carry out research on the role of social media policies and regulations on employee productivity.

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APPENDIX

Appendix I: Questionnaire

I am a Masters of Business Administration student at University of Nairobi. In partial fulfilment of the requirements for the award of the degree, I am carrying out a research on “Social media, customer relationship management and productivity in Kenya’s Energy Sector”.

This is to request you to kindly fill in this questionnaire by responding to the following questions. The questionnaire should take no more than 10 minutes to complete. The information gathered shall be treated in confidence and shall be used for the purpose of this research only. Results will be shared with you upon request.

Kindly mark an (√) against your preferred choices.

SECTION A: PERSON/ORGANIZATION DETAILS

1. Department: -----
2. Gender: Male [] Female []
3. Age of respondent:
 20 – 30 years []
 31 – 40 years []
 41 – 50 years []
 51 – 60 years []
4. Level of education:
 No formal education []
 Diploma level []

Undergraduate

Postgraduate

Other (Specify): _____

5. Level in the organization:

Middle level

Senior level

Lower level

6. Which of the following organizations do you work with?

Ministry of Energy and Petroleum

Energy Regulatory Commission (ERC)

KenGen

Kenya Power

Rural Electrification Authority (REA)

Geothermal Development Company (GDC)

KETRACO

Independent Power Producers (IPPs)

SECTION B: SOCIAL MEDIA

7. Does your organization use social media?

Yes

No

8. What does your organization use social media tools for? (You can choose more than one choice)

Internal communication

External communication

- Recruitment
- Marketing
- Customer service
- Feedback

9. Which social media does your company use? (You can choose more than one choice)

- Company blogs
- Facebook
- LinkedIn
- Twitter
- Youtube
- Instagram
- Flicker
- Google+

Other (Specify): _____

10. How long has your organization being using these social media tools?

- Less than one (1) year
- 1 – 5 years
- 5 – 10 years
- 10 – 15 years
- More than 15 years

11. How important is it to you that an organization have an active social media channel?

- Not important
- Somewhat important
- Neutral
- Important

Very Important []

SECTION C: CUSTOMER RELATIONSHIP MANAGEMENT

12. Does your organization give its external customers the opportunity to file complaints?

Yes []

No []

Not sure []

13. Which of the following forms do external customers use to lodge complaints?

Verbally []

Emails []

Social media []

Telephone []

14. Which of the following customer services channels do you find to be the most efficient?

Verbally []

Emails []

Social media []

Telephone []

Other (Specify): _____

15. Does your organization investigate and analyse these complaints?

Yes []

No []

16. Does your organization ensure timely and proactive response to customer needs?

Yes []

No []

17. Does your organization modify products/services according to customer needs?

Yes

No

SECTION D: SOCIAL CUSTOMER RELATIONSHIP MANAGEMENT

KEY: 5 = Strongly Disagree 4 = Disagree 3 = Uncertain 2 = Agree 1= Strongly agree

No.		5	4	3	2	1
18.	I believe the quality of customer services is higher when the organization embraces social media					
19.	I trust the information shared with me by others through social media					
20.	Organizations that use social media are credible					
21.	I feel a sense of loyalty with organizations that use social media					
22.	Organizations that use social media have a more effective relationship with their customers					
23.	I am pleased to establish a relationship with an organization through use of social media					
24.	Customers prefer face to face to using machines					

SECTION E: PRODUCTIVITY IN THE WORKPLACE

25. Which social media technology do you use?

Facebook

LinkedIn

Twitter

Youtube

Instagram

Google+

Other: _____

26. How often do you participate on social media?

Daily

One day a week

Two days a week

Three days a week

Four times a week

Never

27. How long have you been using social media in the workplace?

Less than one (1) year

1 – 3 years

4 – 6 years

More than 7 years

28. Where do you access social media?

From home

At the office

At internet cafes

On cell phone

29. Why do you use social media in the workplace? (You can choose more than one choice)

To build professional and business contacts

To share information with colleagues

To search for work related information

To find personal networks

To keep in touch with family and friends

Comment on the following measures after introduction of Social media

No.	Measure	Increased	About the same	The same	Decreased
30.	Profit				
31.	Efficiency				
32.	Timeliness				
33.	Waste				
34.	Quality				

KEY: **5** = Strongly Disagree **4** = Disagree **3** = Uncertain **2** = Agree **1**= Strongly agree

No.		5	4	3	2	1
35.	Social media encourages people to share knowledge and expertise					
36.	Social media lowers productivity of employees					
37.	Social media helps employees to achieve their targets within the organizations budget					
38.	Social media are addictive and thus contribute negatively to the organization					
39.	Social media contributes to the profitability of an organization					
40.	Social media can be used by an organization to enable employees to perform their day-to-day operations in a timely manner					

THANK YOU