

**INFLUENCE OF SOCIAL MEDIA ON CRISIS MANAGEMENT  
AMONG CORPORATE ORGANISATIONS IN KENYA: A CASE  
STUDY OF SAFARICOM PUBLIC LIMITED COMPANY**

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**Reg. No: K50/6768/2017**

**A Research Project Report Submitted to the School of Journalism in Partial  
Fulfilment of the Requirements for the Award of the Degree in Master of Arts in  
Communication Studies at the University of Nairobi**

**2019**

## **DECLARATION**

### **STUDENT**

This research project is my original work and has not been presented for any award in any other university.

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### **SUPERVISOR**

This research project has been submitted with my approval as the university supervisor.

Signed..... Date.....

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## **DEDICATION**

I dedicate this research project report to my mom Susan Wanjiku Njoroge, her prayers, encouragement, and follow up ensured I stayed the course in this journey. She has always been a source of inspiration and has always demanded nothing but the very best from me.

## **ACKNOWLEDGEMENT**

To The Almighty Lord who granted me the opportunity to study and accomplish this study, all glory to him. I accord immense gratitude to my Supervisor Dr. Silas Oriaso Odongo for the humility and expertise guidance and direction, open door policy and most importantly his time and effort in overseeing my project work. I would like also to extend my great appreciation to my classmates who were of great encouragement and moral support to accomplish what we began together.

Thank you all.

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## ABBREVIATION AND ACRONYMS

<b>BP:</b>	Beyond Petroleum
<b>CA:</b>	Communication Authority
<b>CBK:</b>	Central Bank of Kenya
<b>CRM:</b>	Customer Relationship Manager
<b>EDI:</b>	Electrical Data Interchange
<b>GOK:</b>	Government of Kenya
<b>GSM:</b>	Global Systems for mobile Communications
<b>IG:</b>	Instagram
<b>FB:</b>	Facebook
<b>ICT:</b>	Information Communication & Technology
<b>KNBS:</b>	Kenya National Bureau of Statistics
<b>LTD:</b>	Limited
<b>NYSE:</b>	New York Securities Exchange
<b>PLC:</b>	Publicly Listed Company
<b>SCCT:</b>	Situational Crisis Communication Theory
<b>SNS:</b>	Social Networking Sites
<b>SPSS:</b>	Statistical Package for the Social Sciences

## **ABSTRACT**

This study set out to investigate the influence of social media in crisis management, among corporate firms in Kenya. Safaricom Public Limited Company was used in the study. The study was guided by three objectives; it sought to establish the social media platforms used in crisis management and their benefits, to assess the effectiveness of social media platforms used during crisis management, and to establish the critical success factors in the management of social media during crisis management. The study was guided by the Organisation Public Relationship Theory, Situational Crisis Communication Theory and Social Network Theory. The study site was the social media platforms of Safaricom public limited company. The study adopted a descriptive study design, in order to understand the what, and the how social media can be of influence during crisis management. The method chosen allowed for collection of comprehensive, intensive data and provided a deeper investigation on the utilisation of social media in crisis management. The target population were all individuals from the Safaricom public limited company social media page. The sample size was 384 people because the population size was over 10,000 people. The target population was arrived at using the Cochran formula. A survey method was used and questionnaires were the instrument of choice in the study. Quantitative data was analysed using descriptive and correlation analysis in Statistical Package for the Social Sciences (SPSS) and the resultant information was presented in tables and charts. The study concluded that social media aspects influence crisis management and that effectiveness of social media use in crisis management will augment crisis management practices. Further conclusions are that there were various social media platforms being used but Facebook was the main social media platform and most appropriate in inquiring about crisis or crisis management. However, most of Safaricom customers do not use social media to raise queries. It was also concluded that social media is a better communication platform in crisis management and it reaches the intended audience on time during a crisis situation. Social media provided useful or relevant information to help during crisis. The study also established that the number of people connected with social media networks today makes social media a valuable communication tool. It was recommended that academics will find the research useful when adding to the literature on the role of social media in crisis management. The study recommended that corporates should be able to develop a communication and crisis strategy with social media platforms being incorporated in their strategy plans.

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.0 Overview**

This chapter presents the background information on the influence of social media on management of media crisis. It defines both social media and crisis management and gives examples of firms that have had to deal with media crisis occasioned by mishandling of communication and how social media played a pivotal role in shaping the conversation during those moments. It gives Beyond Petroleum case as a clear example due to its publicity and impact it had on the company's image and leadership, Beyond Petroleum was also chosen due its global footprint.

### **1.1 Background Information**

Today's social media tools are bringing profound transformation in the manner which communication and public relations is handled by corporate organisations. These technologies have diversified social media from its latter state of consumption base to a wide platform where collaborations and interactions take place, opening new opportunities for inter-organisational engagements and public contribution. Henderson and Bowley (2010). Consequently, bearing in mind the increasing momentous influence of social media as a strategic tool amongst administrations, this particular study focused to scrutinising the impact of social media in management of media crisis in communication organisations.

Crisis is a widespread topic amongst communication giants in the country and also in the whole world. Scholars have extensively conducted studies in the past on how a crisis comes into place or creation, strategic ways on planning and managing crisis

once it occurs and how to respond back more to the public during crisis. Researchers have distinctively defined crisis in numerous contextual ways.

However, the generally accepted definition for crisis is” a main happening with a hypothetically possible negative consequence distressing a business, corporation or industry as well as its external populaces, yields or reputation” Fern-Banks (2017). Crisis communication as a field of study is still developing best practices and theories to better understand the dynamics of communication during crisis and response.

Social media platforms; Facebook, Twitter, Instagram, LinkedIn and many others have taken charge of the massive reach out communication and this has come in handy for the many firms which appreciate it not only as a balance to their economies of scale, but also as a communication breakdown mitigation strategy.

A crisis has an impending force to damage a firm’s reputation and subsequently business. For instance, during the Exxon-Valdez crisis where more than 750,000 barrels of oil split into the seawaters or they can even improve the reputation of an organisation if dealt with correctly as in Tylenol’s case, Taylor (2018). How an organisation plans for and responds to a crisis situation directly correlates to its organisational strength and gives a good standing on how it can manage future communication during crises.

Crisis management teams in these organisations need to create a strategic plan on how to manage crisis, and effective ways of responding to such episodes while maintaining the organisations reputation. Both small and medium, and large organisation should have a team of experts that always ready to step in when a crisis breaks out. Through experience and more updates on crisis management, the crisis team should put down a

working procedure certified under the standard operating procedures of the company on how to deal with crisis. Kent (2016).

Crisis communication largely fits in the public relations category in the current era where communication classification is key in corporate firms. Because of public relations practitioners' expertise in the field of communicating with stakeholders, crisis communications fall under their duties. Practitioners are beginning to look at new ways of communicating during a crisis, including using social media. Social media and Internet technologies are new to scholarly research. Social media is a form of user-generated media that allows interactivity between users. Social media and Internet technologies are new to scholarly research. Social media is a form of user-generated media that allows interactivity between users. Despite formal daily operations of a firm using internet connection, many organisations are getting to the knowhow of how best they can utilise social media in managing crisis. Okoth (2017). Social media usage in communication has both an affirmative and destructive impact on the company's public figure. On the optimistic end, an organisation can use social media to attend to customers and solve customer problems. However, in scenarios where a customer decides to air dissatisfaction or complains on the public pages, this can bring down an organisation hence affecting it negatively. Additionally, social media platforms grant corporate firms and businesses to engage in a two-way communication with their investors. Keith (2011). Organisations can use social media to take part in the conversations on the Internet and can quickly respond to any issues that may arise. Social media can allow companies to have stronger relationships with their stakeholders through constant communication.

On April 20, 2010, the deep-sea petroleum-drilling rig Deep-water Horizon, a platform licensed to Beyond Petroleum (BP), unexpectedly had an explosion that led to more than ten fatal cases of workers and a pipeline burst that poured high amounts of lead oil into the Gulf of Mexico.

This spill had wide reaching effects in the coastal areas of Louisiana, Mississippi, Alabama, and Florida. It had far reaching harm on the sea life and the tourism economic activities. Consequently, the information of the spill spread to the whole world and this saw BP getting into a serious crisis: its public status and reputation suffered a major blow, and crisis statements with reference to BP were made to avoid any further s mounting damage.

However, it took BP a sum of 153 working days since the occurrence of the spillage to fully seal the pipes and extensively treat the far-reaching effects. During the particular period, BP had no control over the massive ridicules coming from the media participants and the general public. Most people saw the occurrence as a result of high ignorance on environmental audits of their systems and poor strategies too.

To Curb the negative public fire, BP used media houses and nation papers to express its apologies by stating that the incident was a pure accident. Financial Times (2013). Beyond Petroleum repudiated accountability from negligence labelling the spill an “accident”. This softened the magnitude of the tragedy and attempted to regain the lost reputation by creating a positive impression on the public. The Times (2011). BP apologised for the occurrence and posted the act of contrition on their official Facebook page.



The BP oil spill of 2010 was enormous, and it has remained an historical reference case study on organisations accidents as well as crisis management. From a communication management spot, the Spillage noteworthy since it is the first massive industrial accident that was publicised out within the initial media technology and social media platforms. These social media platforms contributed in a major way to the fundamental part it plays in managing and developing strategic ways to outdo the effects of crises. Information about the spillage instantly went viral, beyond geographical limits and borders in a manner never witnessed before. Social media platforms spread the spill accident all over the world in span of less than twenty minutes. Beyond Petroleum had no opportunity to prevent the news from going beyond the boundaries of United States of America let alone North America. Greig (2015).

Another scenario of social media crisis and its management happened on Chick-Fil-A, an American fast food chain franchise. The crisis dawned after the July 2013 public statement, “We are very much supportive of the family the biblical definition of the family unit” Agnes (2012) forcing the corporation’s stance on same-sex marriage into the spotlight. This statement was gender biased and saw participants in social media take sides in reacting to it. This choice of action appeared to have more negative effects to Chick-Fil-A and only brought more damage on their integrity and reliability. On an optimistic annotation, Chick-Fil-A permitted the discussion happen on their official Facebook platform where their correspondents were able to comment back a response on every possible comment posted by their followers; whether a commentary or a question. On the contrary, Chick-Fil-A totally refrained its Twitter account, where the other noteworthy share of comments concerning the crisis. Agnes (2012).

Corporate organisations have to comprehend that in a crisis, there exists a communication competition with other social media opportunists such as bloggers to share their crisis story and more so in a negative manner. All institutions have to have a strategic crisis management crew that is always standby to communicate on social media platforms because other stakeholders will always be in rush to fill the gap at their own benefit. This also opens the door widely for theatrical guesswork and ambiguity. Failure to engage during a crisis situation inevitably elevates anxieties on how credible and responsibly an organisation has been tackling emergency situations that affect the public and has to be responded through social media.

Equity Bank Kenya had issues with their ATM system in November 2015. Apparently, this was caused by an upgrade of the ATM system. It was a big problem compounded by the fact that it was end month and most people receive their salaries through the bank. Customers turned to social media to let out their frustrations with the bank's services. The bank on its part had not offered any information, on any platform, on either the upgrade or the issues they encountered after that.

The conversations on social media that week were on its inefficiency, insensitivity and disregard of customer's needs. The bank's shares took a 20% deep in the first two days of the crisis and had lost at least 30% of their market value before the issue was addressed. While it is not uncommon for banks to experience outages in their platforms Equity Bank Kenya mistake was failure to communicate prior to the upgrade and quick response the moment customers started venting their anger on social media.

Safaricom PLC has experienced numerous network breakdown though not total network outage. Mpesa being one of Safaricom most utilised product within and outside the head office location has experienced frequent delays and outages and out of dissatisfaction, customers flood their social media pages with a lot of queries. Consequently, such outages have seen Safaricom massively engage to the online public to issue support, hope and importantly fight to keep reputation and optima consideration of their brand.

Safaricom has been on her toes in responding to any crisis that occurs on the Mpesa mainly because most business and individuals operating using the payment platform. Mpesa is a daily use transaction platform in Kenya and outside Kenya. According to Bodo (2019), every household citizen uses Mpesa at least three times in a week to transfer payments, paying suppliers or airtime purchase. This reason regards Mpesa breakdown as an acute outage because of the numerous people and business entities who use the platform for transactions.

On December 18<sup>Th</sup>, 2018, Safaricom experienced an M-Pesa breakdown which got many users grounded to a point of no operation since no payments or purchases could be done during the outage. Such an outage accrued huge losses not only to the individual users and businesses but also the whole economy at large. The crisis was so critical that it took the ICT Cabinet Secretary; Mr. Joe Mucheru, to issue directives to the Communications Authority of Kenya together with Central Bank to undertake a thorough investigation for the outage that took more than five hours to be restored, financial services such as paying bills, sending or receiving money could not be realised. Communication Authority of Kenya data shows that about Sh1.5 trillion moved through the M-Pesa platform in the three months to June, translating to an

average Sh16.3 billion per day or about Sh679.3 million every hour, Daily Nation, (2019). Almost every financial institution has created a link of their accounts and M-Pesa platform to enable payments. During the massive outage, M-Pesa Agents appeared the most affected by the losses since their sole business operations is through operations and there was no flow of work during the inactive hours. Business Daily (2019).

The value of the fine is decided by the CA's board and could be as low as Sh500, 000 or as high as 0.2 per cent of gross annual turnover. COFEK (2019). Similar outages were experienced in July and April last year putting the company under regulatory pressure. Mr Mucheru asked mobile money users to register with the other networks to ease risks. "Even as we ensure mobile service providers give uninterrupted service, we urge mobile money users to have redundancies to guarantee continued services," Mr Mucheru said.

Additionally, the M-Pesa platform experienced another breakdown in May 18<sup>th</sup>, 2018. This happened on a Saturday, a day when most Kenyans are off from work and spend the day making purchase and running personal errands which involve the use of M-Pesa to transact. Daily Nation (2019). The Safaricom technical team worked out to bring restoration to the huge outage but that could not save the losses and inconvenienced caused during the outage. Consequently, the communication firm could not escape the attacks on their social media platforms and mainstream media. The height of user's comments and anger triggered the former CEO Mr. Bob Collymore to respond via through his twitter handle. "My regrets for the MPESA outage, our engineers are working as quickly as possible to have system back in operation, we apologise for the inconvenience cause to our clients".

### **1.1.1 Safaricom PLC**

Safaricom PLC is a Kenyan listed mobile network operator whose Head offices are located along Waiyaki way, in Nairobi. It is the largest telecommunication giant both in East and Central Africa. The Public Limited Company offers different products and services to their customers which include mobile telephone, money transfer through telephones, fibre optic waves, Cloud computing, electronic devices, data bundles, music and video streaming and e-business services, consumer electronics, ecommerce among others.

As at December 2018, the telecommunication company occupied more than 64.2% of the market share in Kenya compared to other market participants in the industry. Safaricom had more than 25 million subscribers. It was founded in the year 1997 operating as Telkom Kenya. In May 2000, Vodacom Group UK acquired 40% share of stake and was accorded with the running and management of the company. In the year 2008, Safaricom open public purchase offers worth 25% of the government shares to members of the public. Due to great financial performance, Safaricom has become of most performing listed companies in the Nairobi Securities Exchange.

Safaricom PLC was positioned 67<sup>th</sup> globally by Forbes Global 200 list of World's Best Employers. According to Brighter Monday's annual report in March 2018, Best 100 Companies to Work for in Kenya according to career professionals and job seekers employers, Safaricom occupied the first slot. The company has become a massive employer having employed more 5,000 workers in the year 2017 only.

It has established operational dealer agents all over the nation. This is to ensure that all customers are in a position to access Safaricom goods and services within their close proximity. Since November 2012, Safaricom has linked with Commercial Bank

of Africa, tapping into an underdeveloped financial services market in Kenya of lending and savings. Kenyans are able to easily access small loans through M-Shwari service and also save some funds.

Safaricom has experienced a series of dynamic and devoted management through the position of Chief Executive officers. It's current CEO Mr Peter Ndegwa succeeded Michael Joseph who was appointed by the Safaricom PLC board to succeed the former CEO Bob Collymore in acting capacity on July 2, 2019. Bob Collymore had succeeded founding CEO, Michael Joseph on November 1<sup>st</sup> 2010.

M-PESA (M-mobile, Pesa- Swahili for money) is a mobile phone-based cash transmission, and micro financing service, propelled in 2007 by Vodafone for Safaricom and Vodacom. The platform was basically to enable easy payment of small loans which would see great reduction in handling cash. Due to its compatibility and numerous testing, M-Pesa has become one of the most used money transfer platforms.

In November 2014, Safaricom launched a M-Pesa monitoring android app called M-ledger that enables customers to track their M-Pesa transaction history. This application can only be utilised by the users who got android mobile phones or devices. M-Pesa has been one of Safaricom's most profitable product compared to other products and services. Its convenience and easy to use has seen it acquire massive clientele not only in Kenya but globally. M-Pesa being the most preferential platform to transfer funds is because; other methods of money transfer are very expensive. This has seen Safaricom occupy the big market share. It has diversified the range of network transfer which includes, Person to Person, ATM withdrawal, Payments, Bulk Payments and Bank to M-PESA as of January 2016.

Safaricom has over 1.8 million followers as at November 2019 compared to its main rival Airtel Kenya which has just over 900,000 Facebook followers. Telkom Kenya has over 500,000 Facebook followers.

Safaricom takes a commanding lead on all social media platforms including Twitter. This lead is a reflection of its subscriber base which is at 67% of users as at December 2018. CAK (2018). Users utilise these platforms to share their opinions and vent their frustrations in cases of network outages

## **1.2 Statement of the Problem**

Regardless of the amplified implementation of social media usage by organisations, it is yet a puzzle amongst corporates on how effectively and efficiently social media works as communication channel. Most business entities and other institutions have not comprehended the significant position social media play in solving out crisis that has come to public attention. Researchers and great academicians have proposed that social media acceptance in corporate organisations functioning activities is outperforming empirical understanding of the use of these technologies and our theories about why they may alter various organisational processes. Raeth et al.(2009).

Social Network Sites (SNSs) are the most fundamental source of linkage for institutions that associate strategic significance and business performance, Zhou, Wu, & Luo (2007) therefore social network sites can be utilised as crucial communication tools in managing crisis in a speedy and effective manner. Palmer and Koenig-Lewis (2009). Growth in social media is a constituent of quick information spread for purposes of sharing while educating each other, sharing knowledge and as a way of warning. Semple (2009). Organisations that are mandated to respond to disasters

ought to have a communication plan to manage crisis and social integration should be part of it. Such organisations act as key pillars in managing disasters and crisis communication. They are quick to respond to situations where disaster arises through client communication and engagement.

Wilson (2008) examined the role of social media response towards natural catastrophes, focusing on the Japan Tsunami and Earthquake. According to research, social media creates a platform for interaction of local and international groups and individuals, Hjorth and Kim, Veil et al (2011), in order to participate on online relief measures. However, no study has been found in Kenya and Africa in general on the role of public media on catastrophe communication or corporate crisis.

Safaricom PLC relies on social media to update and collect views especially during network outages. Their social media platform pages have become increasingly important to the organisation as they offer real time updates on fast evolving situations; and despite their importance there is no study to date that explores or ascertains the influence of social media on crisis management to Safaricom.

The association of social media influence to communication during crisis management is a moderately first-hand sensation which hasn't been put into practise by most corporate organisations. Therefore, this study will major to address that relationship and seeks to investigate, how precisely social media influence crisis communication. Additionally, it aims to give endorsements on the way companies engage on social media to have their crisis managers settling such situations in the most effective and efficient way.



In conclusion, there has been limited research with regard to understanding the influence that social media platforms bear on communication during crises. This has been extensively expounded in the literature review where analysis of research previously carried out on the influence of social media in crisis management and integrated with data collected among customers who have experienced how crisis situations have been managed by corporate organisations.

### **1.3 Study Objective**

#### **1.3.1 Main Objective**

The main objective of the study was to establish the influence of social media during crisis management among corporate organisations in Kenya. A case of Safaricom Public Limited Company.

#### **1.3.2 Specific Objectives**

The specific objectives of this study were:

- i. To establish the main social media platforms and their frequency of use with customers of Safaricom during MPESA outages.
- ii. To assess the effectiveness of social media platforms used by Safaricom public limited company with customers during MPESA outages.
- iii. To establish the critical success factors in the management of social media during crisis management used by Safaricom public limited company during MPESA outages.

#### **1.4 Research Questions**

- i. Which social media platforms are frequently used by Safaricom customers during MPESA outages?
- ii. What is the effectiveness of social media platforms used by Safaricom public limited company during MPESA outages?
- iii. What are the critical success factors in using social media during crisis management in Safaricom public limited company during MPESA outages?

#### **1.5 Justification of the Study**

The research conducted in this study is due to insufficient amount of research into the management and resolution of crisis by use of social media. There have been previous research done on crisis management, little research was done on influence of social media on crisis management in organisations and that is where the research came in handy. Social media influenced how crisis was being managed in organisations hence the need for the research.

#### **1.6 Significance of the Study**

The research served as a point of reference for academics, policy makers, corporates and public relations practitioners. Academics found the research useful when they sought to understand the role of social media in crisis management the research was a foundation on which they build on as they explored the subject and the ever evolving social media platforms.

Policy makers found the study useful as they were able to gain an insight on the role social media platforms played in the modern organisations and governments its dangers and importance. In the era of an increasingly vigilant government and more

stringent regulation, the study provided good ground, well-reasoned and researched evidence data that enabled them make informed decision in legislation and regulation.

Corporates found the study extremely useful since it gave case examples in other jurisdictions and occurrences where social media acted as a force of good and evil to other organisations. Corporates were able to develop a communication and crisis strategy with social media platforms being incorporated in their strategy plans. Public relations practitioners in corporate organisations were able to make informed decisions in cases of crisis where their corporate image was affected.

### **1.7 Scope and Limitation of the Study**

Scope of the research report only covered the study objectives and aimed to provide credible answers to the research questions on how social media platforms are utilised in crisis management by Safaricom PLC in Kenya, to determine the benefits of social media platforms used during crisis management by Safaricom PLC, to assess the effectiveness of social media relative to other forms communication during crisis management. The study did cover any variable not listed in the study objective. The study was limited to the responses given in the questionnaires. The accuracy of the information given from the respondents was beyond the control of the researcher. Data was collected among social media followers of Safaricom PLC. The followers of Safaricom PLC on their official Facebook, Twitter and Instagram platform pages are all over 1 million followers but this is bound to change with time due to the evolving nature of engagement patterns on social media platforms.

## **1.8 Operational Definitions**

**Blog** – It is a customised content site where individual or numerous writers broadcast and publish on the Web and authorise persons or communities to give their comments on the posts. Examples of blog platforms include WordPress, Tumblr and Blogger.

**Facebook** – it is a networking social media platform. Only an active user account can be used by an individual person, group or entity in interlinking with the online family called Facebook friends. Utilisation of Facebook as a social network grows an individual's friendship family and network transforming the real world into the cyber world. Also; most of the corporate firms or entities that use Facebook, use it primarily for communication with their customers and to accelerate their products and services reach to potential customers.

**Social Media** –it a collective term applied when referring to Web-enabled and reliant platforms that are user oriented and curated such as podcasts and interlinking sites.

Social media incorporates numerous digital tools and applications that are used in sharing information among persons and businesses. In this context, the main social media platforms focused on are Facebook, Twitter and Instagram.

**Twitter** – It is a micro-blogging networking service site that provides a space for individual persons to create their content in two hundred and eighty characters or less identified as 'tweets'. The platform also allows for "users to "follow" a person or organisation, and they can be alerted via their mobile device when a new tweet is posted, creating nearly instantaneous information distribution.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Overview**

Chapter two delves into several papers and publications on the influence of social media on crisis management among communication corporations. The study explores the organisation- public relationship theory, situational crisis communication theory and the social network theory. The study then discusses comprehensively the research gap which exists in other studies which triggered the necessity of this study. A conceptual framework between the dependent, intermediate and independent variables is then presented at the end of the chapter.

#### **2.1 Social Media in Crisis Management**

Sharing of information across the social networks has, in the recent past; close to 20 years, developed to be speediest and widely used method of communication among organisations when it comes to communicating with their stakeholders. González-Herrero and Smith (2018). Social Media Technological, Organisational Structure and Environmental (TOE) setup has created an effective forum and enlarged the reach due to the widespread usage of social media platforms. This has been enhanced by the instant reach out of information and the cumulative spread across the sharing platforms. Jones et al. (2012). At present, no individual is limited from engaging in the public communication space of the organisations they follow as their official pages are open to access by the public. In order to successfully monitor their social media engagements, corporate organisations need to use monitoring software. Since the public can now write almost anything they want with regard to brands and

corporate organisations on different social networks, consumers have gained power against even the most renowned brands. Jones et al. (2015).

Corporates can no longer give a monologue, since there is limited space for that kind of express communication on social media. Jones et al. (2015) or just talk to traditional media like almost all corporate organisations were able to do up until recently. González-Herrero and Smith (2018). Today, most organisations use their social media platform pages to engage the public and other relevant stakeholders. These networking platforms can instantly bring down corporate reputations of organisations hence ruining their public image. Kim and Ko (2010). To mitigate this, companies have to engage wisely and to the point of applying all profession ethics of customer service and handling in communication. Organisations use social media to bring in new products to the market, offer customer services, build and strengthen relations with customers and other entities among other benefits that are accrued from their efficient use of social media. Solis (2010).

Giant groups of companies in Kenya such as Safaricom PLC and Airtel may accrue huge losses, both financial and in terms of their reputation, based on how they utilise social media platforms in handle a crisis related to their brands and products. This is because, these organisations sell products that influence the life and operations of every individual not only within but outside their geographical locations.

It is, therefore, crucial for organisations of such magnitude to keep a thorough track of their engagement on social media platforms. González-Herrero and Smith (2018); Vecchio et al., (2011); Jansen et al., (2012). It is important for corporates to identify the likelihood of a crisis before becoming disastrous. They are able to do this by constantly monitoring what is said about them on the Internet. González-Herrero and

Smith, (2008); Jones et al. (2009). Corporate organisations stand at risk of social media crisis based on how they handle their communication. Most of these organisations follow groups and forums on these platforms, discussing specific topics, and consider them as being a kind of affordable, secure and modern approach where they can quickly gather data to pre-determine the eventuality of how to manage a crisis situation. González-Herrero & Smith, 2018; Crawford (2018). It is of course not enough to just monitor, it is important to give a quick response to perceived upcoming problems. González-Herrero & Smith (2018); Vecchio et al. (2011). During communication engagement with online users, respondents anticipate a two-way communication as being more of relevant and reliable, therefore set up in a Technically Accepted Model (TAM) and sequential flow where customers see the need of human-centred communication where they engage a person and not a company. González-Herrero and Smith (2018).

An organisation has a wide range of clients and stakeholders each with a special role to its performance. As result, firms have to handle each party accordingly during crisis to ensure at the end of solution, every party is satisfied. Coombs (2012). Handling people in a human and satisfied manner is accorded more weight.

Social media does not have to be an intimidation platform for organisations. However, this is largely dependent on which strategy corporate organisations employ. Jones et al., (2009) and Vecchio et al. (2011). When social media is approached in the right and effective manner, it is an input tool to building an organisation's public image. Jones et al. (2012). An organisation's crisis may occur outside social media but when it comes to disseminating the spread of its effects and information about it, social media plays the role effectively. These platforms also pose a threat of attack by

competitors and fraudsters where a crisis from the blues can be spread by virtual social media accounts through hacking and spoofing of their official pages and website.

Corporates have strategised on crisis management by utilising social media influence by putting in place strong and reliable corporate digital relationships with renowned social media personalities who act as a buffer for their brand defence during crisis situations. The allowance of individuals having the ability to create a hold more than one account, malicious people have taken advantage of this by creating fake identities and pseudo accounts that are used to post wrongful information about the targeted brands and organisations. Dellarocas (2013). Crisis management goes beyond two-way relationships since there are numerous stakeholders and people that have different interests on the matters of corporate organisations; some good and other threats. González-Herrero and Smith (2018). In order to curb that, organisations have also engaged cyber security experts to ensure their systems are highly protected from cybercrime. The extent to which these social media platforms influence crisis management is relative to how an organisations technological structure is also well developed and managed.

## **2.2 Empirical Review**

### **2.2.1 Social Media Platforms during Crisis Management**

There has been loads of information's flowing to firms' official pages such that firms have begun to filter messages by content and size. These consist of different series of complicated procedures that the platforms have put in place .To make it for users to engage in a fast and effective way, The platforms have come up with ways of



searching content that's relevant to their need. The search process has been enabled with specific categories through hashtags. Yates and Paquette (2010).

In the current era of social media information release, whenever there is a crisis break out, many people use social media to get more information about it and the possible solution that the specific firms are creating. Austin et al. (2012). For Crisis Management, Facebook has been very dynamic for users and the victim companies to converse and engage while twitter has been more on the messaging or informing solution concerning the crisis. Eriksson et al. (2016). Twitter hashtags run respectively with the problem incurred,

These platforms judgements can be either in favour or against an organisation with regard on how the firm responds and manages the platform from responses, conversation and giving solutions to users. Ki and Nekmat (2014). These social media platforms are characterised by different types of users; Facebook is believed to be a platform for everyone because of its less conditions and complexity to use, twitter is believed to be used but the 'elites' and most informed class with a high technology passion and Instagram is more of the lovers of social pleasure and recreational activities evolving around the world. Eriksson et al. (2016).

The platforms have facilitated actual transmission of information in a very fast and timely manner. Fink, (2002); Fearn- Banks; (2011). Despite this being a great tool in times of crises, it is also a bad side especially when wrong information is released and people have already accessed it, the company may delete and clear such communication from their official social media pages but social media users have been recorded on capturing photos and sharing such information against the organisation.

Communications flows very fast than in the past which unavoidably has an influence on how crises cultivate, grow and perceived by the respondents. Eriksson et al. (2016).

The era of updated and high technical devices and networks has facilitated in a great way the heightened speed of information flow. Everyone who can access internet across the world is in a position to get information in no time. Fink (2012). This quick speed of material evidence distribution fallouts in a reduced space of reactions for companies.

When a crisis breaks out, if a company needs to give a response to curb the image or perception then it has to do so in a timely manner. Liu, Austin & Jin (2011); Ward, (2011). When institutions don't act in haste to give a reaction feedback on crisis occurrence then it cannot escape the online attack which is escalated during disastrous crisis situations from all sorts of followers. Gonzalez-Herrero and Smith, (2018) and Laad & Lewis; Matthee (2011).

According to Matthee (2011), we are in the season of no time lag. We are in times where people want immediate fulfilment. On the positive side, the fact that these platforms have created a space where different stakeholders can give their perception and information with regard to crisis and company related matters, has helped in their opinions being heard. This has also changed the information nature and how message is controlled. Gartner (2011); Grunig (2010); Shirky (2010). Companies were initially able to control how the narrative goes during a crisis are now participants when a crisis happens. This has been largely contributed to by information flow. Grunig (2009).

According to Phillips & Young (2017), times have changed; organisations and traditional media are not able to control the movement of spread information. Social Media platforms have given a big opportunity to followers and users of the sites a capacity to create and disseminate information to grow the crisis across the digital space, which puts organisations at risk as they were previously in control of the information. Companies now rely on accuracy in controlling their information before release and when they input the content across the platforms as an effective way of managing crisis. Wigley and Fontenot (2010).

As a result, it has been argued that the public is more powerful because of the ability to share and impact the market share of a company using the information passed across the online sites. Gonzalez- Herrero and Smith (2008).

### **2.2.2 Effectiveness of Social Media during Crisis Communication**

Social media sites have made possible for quick and effective dissemination and communication of information by corporate organisations in the actual executed time, Fink (2012); Fearn- Banks; (2011). Information is spreading faster than before and this is impacting how crises are created and managed, from a communication point of view. The reality of how instantly information spreads is directly associated with the highly technical devises available at individual and firm capacity enabling communication dissemination at almost real time speed. Fink (2002).

Organisations that wish to provide their own perspective must respond with greater speed. Liu, Austin and Jin (2011); Ward (2011). Hence, studies have shown that organisations, which fail to provide adequate and timely responses, leave themselves vulnerable to attack as being negligent to addressing issues facing their customers. Gonzalez-Herrero and Smith (2018). This literature also suggests that social media

dynamics have created an increasing demand by the public for an almost constant and real-time content. Gonzalez and Smith (2018); Laad and Lewis; Matthee (2011). The space has given the public almost unlimited power to social media users to openly and in an incognito manner express disagreement, producing and revealing matters necessitating the need for an official company response. Stephens and Malone in Coombs and Holladay (2012).

Similar studies show that in order to reduce rush crisis management approaches, corporate organisations have to absolutely turn away from the ineffective ancient tactics of texting bases, command-and-control paradigm ways of giving responses. Grunig, (2012). As Matthee (2011) argues, the era of waiting for responsive feedback is long in the past. We live in the age of instant gratification and, thus, practitioners need to recognise this change and adapt it to their online strategies. Moreover, it is very essential for public relations and communications practitioners to have the due diligence of ensuring balanced engagement on social media platforms in their representative corporate pages during crises. The magnitude of influence by social media platforms would be utilised as conversation avenues in addressing customer concerns especially during crisis situations and not only restricting their engagement to release of official brand products and services information to the public.

Furthermore, some studies have gone on to show that, in this highly technologically competitive times, when corporate organisations utilise social media to provide information with regard to management and subsequent resolution of a crisis, implies these organisations are sensitive enough to customer service solutions. Timely information at all times is an implication of an effective management and great customer care service. Sweester and Metzgar (2007). Maintaining a frequently

updated page on social media platforms gives the public an impression that the company is highly sensitive to sustaining reliable engagements with their customers about any occurrence in their operations for effective broad communications. Sweetser and Metzgar (2007).

Corporate communications dissemination including on social media platforms should always be authentic and real time. The official social media pages should be curated to keep up a formal, trustworthy, humane voice. One of the success factors associated with renowned corporate online communications is authentic and real humane sound of their interactive engagements. Searls and Weinberger (2000). It is argued that conversational, human communications are positively correlated with trust, satisfaction, and commitment among the public. Kelleher (2009). All to the benefit of corporate organisations, especially during crisis situations.

### **2.2.3 Critical Success Factors in the Management of Social Media during Crisis Management.**

There exist a satisfactory number of factors that influence how effective a crisis is managed. Pearson and Clair (2018). There are close relationships between how corporate organisations manage their crises and still sustain a conducive environment to shield their market share sustenance and growth is largely determined by the organisation's ability to prioritise the most influential and valuable customers. Pearson and Clair (2018). This kind of ability is created by a limited window about the time when such customers express concerns immediately a crisis situation is raised hence it is acted upon almost instantly. Upon successful crisis management approach implementation, it is still often up to corporate organisations public relations

teams, to shape their crisis management narratives to both stakeholders and customers. Pearson and Clair (2018).

It is therefore essential for sustainable communication with stakeholders and customers to keep them aware of the crisis resolution steps being taken. Coombs (2015) and Hale et al. (2015). This creates an opportunity to provide more details and assure them of the current happenings to normalise the situation. Coombs, (2015) and Hale et al. (2015) Corporate organisations should put in place working associations with different stakeholders to ensure frequent and wide sharing of consistent information by leveraging on social media influence to ensure successful crisis management. Therefore, this ensures communication response to a crisis situation as a team bearing in mind that the collective capacity in teamwork is higher and decision are arrived at resolutely. This makes the information given reliable and trustworthy, Pearson and Clair (2018). The answer should be fast, straightforward and comprehensible, Coombs (2012). Every response given should incorporate all important information as to the “what”, the “how” and the “when” the crisis factor is addressed and facilitates communication to be undertaken in a kind, ethical and professional manner, hence, stakeholders and customers confidence in their brand is sustained. Coombs (2012).

In addition, it is vital for the top management of corporate organisations to inspire improvising creative based solutions to facilitate rapid changes in their personnel behaviour and beliefs during the crisis solution process and how they represent the organisation especially on social media platforms. Pearson & Clair (2018). With regard to compliance, the management has to, work through strategies for resource provision and allocation to facilitate technical and ethical crisis management though

investment in technology for adequate and instant responses. Pearson and Clair (2018). According to Coombs (2012), the public relations and communication teams ought to understand the past pattern and trends of the crisis occurrences and relationships with stakeholders and customers. Coombs (2012).

A decent formal notification release system is important for an objective and crisis management approach, Pearson and Clair (2018). Once a crisis is discovered, personnel bestowed upon with the authority to make decisions, rectify problems, and respond to crises on behalf of the organisation must be notified promptly and urgently Pearson and Clair (2018). Crisis management communication release ought to be given immediately and instantly it happens or is detected before it goes public leaving irrevocable damage to the organisation in its wake.

### **2.3 Influence of Social Media during Crises**

There are both merits and demerits of social media influence on crisis management that has sparked discussion in the evolved academic debates and development of strategies by the practitioners. The advantages of social media influence on crisis have been documented by several authors in different crisis environments. Social media platforms are easy to use, Daniels (2012); Gelernter and Mushegain (2011) and it only requires an e-mail to subscribe to so as to search and share information.

Moreover, it is a fast effective and an efficient source of information, Gao et al. (2011). It enables a landscape for expert interaction with the general public and communication platform for victims during crisis. Hjorth and Kim (2011) and Veil et al. (2011) noted that it is possible to integrate local and individual groups to participate in online crisis response through social media. The norms developed on

online platforms enable users to adapt to self-correction of inaccurate information increasing the tendency of sharing accurate information. Winerman (2010).

Social media maintains the communication lines during a crisis event even when phone lines are damaged or overwhelmed. Gao et al (2011). It also provides for local coverage of a crisis as in the case of California wildfires, Clark (2009) making social media advantageous for crisis response. Guidelines on how to use social media have been developed for the crisis responders so as to maximise its merits.

These guidelines have been recreated, merged and critiqued. Goldfine (2011); Seeger, (2016); Lindsay (2011); White and Plotnick (2010); Veil et al., (2011). Corporate organisations with an online presence should have user guidelines and public relations teams responsible for their online efforts, representation, reputation and communication. However, most personnel may lack these guidelines and rely on peer pressure and social norms to correct their practices such as abusive or unethical language. The understanding of dynamics of online social media norms of any online community are effective in enhancing a desirable conduct and ultimately influencing perceptions and narratives which is essential in determining a crisis management communication approach. Millar and Choi (2009); Jerbi, (2011); Meier, (2011).

## **2.4 Research Gap**

At times of crisis, the public tends to utilise social media to express their experiences and to get to know exactly the cause and what is going on. A study carried out by Austin et al. (2012) averred that people use social media to find out more about ongoing situation this was supported by Eriksson et al. (2016) who conducted a study about the usage of Twitter and Facebook in crisis situations and established that the two mediums were popular in crisis situations. While the above studies clearly



established a relationship between the two mediums and crisis management, they failed to account for other social media platforms and their influence on crisis management this provided a predetermined bias towards the two mediums Facebook and twitter.

In a study by Phillips and Young (2017) it was deduced that the era when widespread dissemination of information was more easily controlled by a corporate organisation or even traditional news media is long in the past. They referred to globally popular social media platforms, Facebook and Twitter comparing it to one of the most popular traditional media forms, “newspapers” in their study, without factoring in other forms of traditional media such as television and radio when gauging their influence over social media platforms.

Wigley & Fontenot (2010) in their study focusing on the influence of social media on crisis management organisations and entities listed on the New York Stock Exchange (NYSE) found that social media platforms were the medium of choice in managing crises among many listed organisations. While they did a cross section survey of the listed companies, they only relied on data from company employees and ignored social media users who would have provided vital data due to the nature and the research objective of their study.

## **2.5 Theoretical Review**

### **2.5.1 Organisation - Public Relationships Theory**

Organisation - Public Relations Theory is a study phenomenon which highlights both the existing relationship between corporates, their stakeholders and customers to illustrate the features of the relationship between corporates and individuals. This theory was a combination of work done by different scholars in the public relations

discipline after Ferguson stated that associations in between firms and the public they serve are of key significance. Park & Reber (2011). Majorly, Kim and Lee (2005) stated that well acquainted relationships between firms and their major publics assisted them to re-establish the firms' reputations after crises and do away with consequences. In order to establish how relationships were described, the organisation-public relationships theory looks for dimensions. Other scholars have determined other dimensions: trust, openness, involvement, investment, and commitment, Ledingham & Bruning (2018) and anthropomorphism, professional benefits/expectations, personal commitment, community improvement, and comparison of alternatives, Bruning and Galloway (2013). Recently, researchers have focused on how organisation-public relations model has been followed to crisis communication.

According to Brown and White (2011), there is great significance in sustaining positive working relationships between organisations and all other related parties. On the other hand, Park and Reber (2011) showed that “regardless of the level of relationship, the perception of the crisis cause had a significant effect on attribution of responsibility” (p. 240). In addition, Park, Soh, Park, and Han (2017), after conducting a survey, suggested that the factors associated with the public's attachment-relationship are possession, friendship, love, and kinship. While the Organisation - Public Relations Theory clearly not only explains aspects of significance of continuous positive relationships between organisations and their publics, but also the study of public relations in crises management. It only is insufficient in its linkage to the influence of social media in a crisis situation which cannot be ignored given the changing landscape in the online communication

environment. The failure to incorporate this link with the social media landscape provides a gap in this theory for the purpose of this study.

### **2.5.2 Situational Crisis Communication Theory**

SCCT is “a systematic method for assessing the reputational threat of an emergency disaster and choosing crisis answer and post-crisis reaction tactics intended to make the most of the reputational shield of the reply” Coombs (2010). SCCT was birthed from Attribution theory. It intuitively states that, public perception during crisis occurrences is determined by the past crisis situation, how they were handled from communication to providing a solution. Coombs (2010). The original evaluation of a crisis situation is a sole responsibility believed it should be owned by the affected organisation.

Stakeholder evaluates the crisis with respect to two factors, which are in reference to if an organisation has had a similar experience before, and a prior relational reputation, which is how they perceived the organisation in other instances. Depending on the effect, it determines on the way they judge and resolve to act in favour or against. Consequently, this will have a positive or negative effect on the firm’s public image as well as trading levels.

If the already exists relations are bad, then it falls the outcome, but the related stakeholder affects the firm in a negative way and if it’s positive, the stakeholders may choose to favour the situation against the firm and if positive the firm will accrue more public appraisals. The past and current relationship have definite effect on the future response and virtual confidence of the firm. These features pose a straight and secondary effect on the reputational risk caused by the crisis. Coombs (2014). Coombs (2015) clarified that there are two ways parties use to evaluate reputation threat. First, they determine whose sole responsibility of the crisis is, followed by type

of the crisis, and secondly assess the past trends of crisis and previous associations that the firm had before the relationship reputation.

Lots of studies have recently applied SCCT on social media a crisis communication. Schwarz (2012) stated that posts by people on the important bulletin board revealed that the feedback was mostly protests and blame after the Love Parade tragedy in Duisburg, Germany, in 2010. He pointed out that in the organisation strategies that we have, people considered blaming and denying responsibility a negative impact on the organisation's reputation.

Additionally, how effective a crisis communication strategy is, is largely influenced by the mode of media influence applied. Lee, Seo, Nam, Hwang, and Sung (2012). For instance, for conversation between the public and the organisation, Facebook serves the best purpose, while for most official brief notification, twitter handles come as the better option. For company new and publications, word press and blogs are appropriate deals. The type of crisis information and sources which include third parties and the organisation are very vital in determining the public's general and specific perception with regard to crisis response and feelings.

According to Liu, Austin, and Jin (2011) social-mediated crisis communication model (SMCC) was developed through their study can help in crisis solution. As discussed, the number of studies on the use of social media in crisis communication has increased. Other studies have shown how public relation practitioners use social media at local and regional level. The condition crisis communication theory fails to address the pertinent question on existential threat that the social media poses to the public image of companies.

### **2.5.3 Social Network Theory**

This theory gives attention to the association that exist between communication arrangements and persons, other than individual features. According to Rodgers (1986), Communications platforms are intersected people connected to communication lines. He regarded the theory as study of interconnections installed to transmit information in the communication social arrangement. This theory is attributed to the flexibility of involved between relationships and community members. Varda et al. (2012).

Social network families play an important part in retrieval and reply. Research outline that, persons with access to communal support in case of physical and mental health following a disaster, recover very fast compared to those who barely got social support. Haines et al. (2012). Inter-organisational platforms give a space for response sharing during disaster times and this may help the affected individuals in getting quick helps compared to those who got no access to social media. Kapucu (2015). The theory has been applied by scholars to identify the effect of personal social networks during life crisis occurrences as well as organisational networks on crisis responses. Hurlbert (2015).

### **2.6 Conceptual Framework**

A conceptual framework is a research instrument meant to help the scholar to build up a general summary on key points and comprehending of the study field. It is meant to give the possible variables and illustrate the thought process in a brief manner.

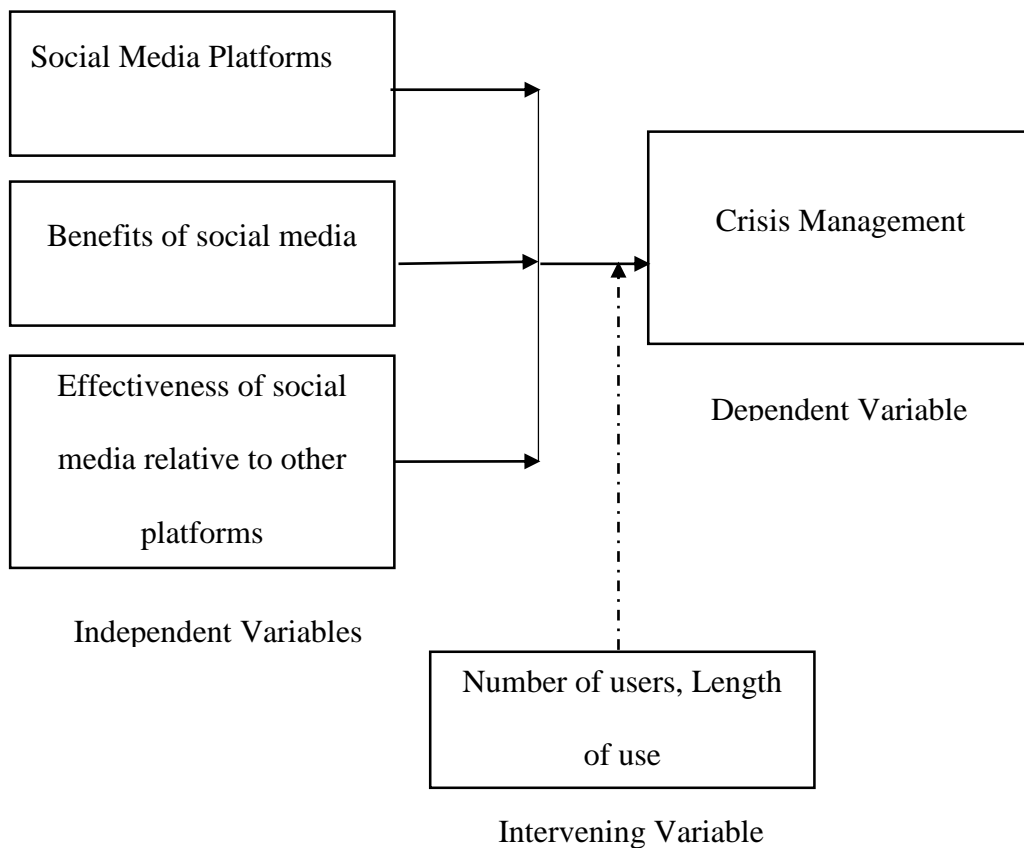
According to Bogdan and Biklen (2013) a conceptual Framework is an elementary structure that contains of certain illustrating blocks which embody the observational, the experiential and the analytical/ synthetically features of a procedure or scheme

being apprehended. The linking of the blocks finishes the framework for particular predetermined results.

Mugenda & Mugenda (2013) describes conceptual framework as precise apprehensive structure of the phenomenon in consideration by a graphical or visual representation of main variables of the research. Reichel and Ramey (2017) also defines conceptual framework as a set of wide concepts and principles extracted from the important areas of fields of enquiry and applied in the subsequent study.

This research tool is mainly used to bring awareness and understanding of the issue being scrutinised and show this. It helped to summarise the whole study points in a simple but understandable expression. The variables are well classified and illustrated.

**Figure 1.1: Conceptual Framework**



## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Overview**

This chapter discusses the research methods that were employed by the researcher. This chapter included the research design used, description of the population, sample size and sampling techniques, data collection procedure and how the data was analysed to accomplish the goal of the research.

#### **3.2 Research Design**

Research design denotes to the method applied in conducting out a research. Cooper and Schindler (2003) define research design as a comprehensive scheme, outline or plan that is used to generate answers to a research problem. This research used the survey method in examining the influence of social media in social crisis management. The survey method which is a form of descriptive research design is the most frequently used type of self-research report. Gay (2017). It gives the research a space to gather evidence from the study population and empirically determine the present position of the respective statistics with deference to the available variables. Gay (2017).

The online questionnaires used were generated from electronic survey instruments hence being satisfactory in guaranteeing the accuracy of the data collected. Research data which is collected by such methods is often quantifiable. Borg and Gall (2003). The absolute intention of survey research is to gather or obtain regular data from all focused respondents within a population. Gall et al. (2003). In conducting the research, the study used the survey method of the social media followers of the

Safaricom PLC official social media pages. They included: Facebook, Twitter, and Instagram thereafter the medium with the majority of followers.

### **3.3 Research Approach**

The most appropriate procedure method for this study necessitated a constructive research methodology hence the survey method was considered as a systematic data collection tool used in large scale research investigations. Borg and Gall (2003); Smith et al. (2014). The systematic data collection procedure was to ensure the variables of interest are measured by generation of self-reports. It does this by tapping directly on to their respondents own thoughts, feelings and behaviors and in this case give a clear picture of the influence to which social media has on the management of crises among corporate organisations.

### **3.4 Research Methodology**

This refers to the procedure undertaken in carrying out the research. Primarily; survey instruments were applied in the form of online questionnaires generated and sent digitally through survey monkey to the respondents. Information collected by such methods are often quantifiable. Borg and Gall (2003).The main purpose of survey research is to obtain standard information from all subjects in the sample in order to generalise the findings. Gall et al. (2003). In conducting the research, the study used the survey method of the social media followers of the Safaricom pages. This included Facebook, Twitter, and Instagram thereafter the medium with the majority of followers was used for the purpose of the study.



### **3.5 Study Site**

The data was collected from three social media platforms which included the Facebook, twitter and Instagram followers of Safaricom PLC on their official pages. Out of three Facebook was had the highest followers compared to the other two social platforms followed by twitter and lastly was Instagram.

### **3.6 Target Population**

The population of the study was collected from Facebook, Twitter and Instagram followers of Safaricom public limited company as at November, 2019. These three social media sites were selected because they had massive accessible affiliates following and the number could have direct impact when it comes to reacting online because they directly access the page. The summation of all followers from Facebook, twitter and Instagram accumulated to a total of approximately 3.3 million followers, (1.8+1.3+0.241).

### **3.7 Sample Size**

The research applied the formula and process for categorical data according to Cochran, (1977) and Barlett et al. (2011). The population was segregated into a mutually exclusive population using simple random sampling. A random sample was taken from the subgroup where even the respondent users in the category were sampled. All Safaricom social media platforms had achieved the more than two hundred thousand thresholds of followers. According to the status of Safaricom PLC as at November 2019, Facebook had the highest number of followers amounting to more than 1.8 million, twitter followed with approximately 1.3 million and Instagram was lowest of the three with 0.241 million (two hundred and forty-one thousand) followers.

When the population size is more than two hundred thousand or even a million, a sample size is arrived at by using a formula that gives a researcher a reliable sample size. However, of the three platforms, an assumption on proximity of average followers of the three platforms was made based on an average of a million [=1.8+1.3+.241)/3] =1.1 million users]

$$n_0 = \frac{Z^2 p(1-p)}{e^2}$$

Where:  $n_0$  = Required sample size

Z = Confidence level at 95% (standard value of 1.96)

p = is population proportion

e = Margin of error at 5% (standard value of 0.05).

$$n_0 = \frac{1.96^2 \times 0.5 \times (1-0.5)}{0.05^2} = 384$$

The sample size of 384 was collected from the average users of Safaricom Facebook page.

### **3.8 Methods of Data Collection**

In picking a sample from Safaricom PLC Facebook, Twitter and Instagram users', the researcher applied simple random sampling. This type of sampling allows each single item in the data to have equal probability of being selected. The sample selection of participants is totally dependent on an equal and unbiased chance and probability.

### **3.9 Sampling Methods and Procedures**

The study used surveys sent to the follower's respective platform inbox through the survey monkey platform. This is a globally renowned research survey platform frequently used in systematic sampling through interceptive surveys. Intercept surveys are best implemented to gain responses from online users browsing your website or using your online application and in this case-study following the organisation's official page.

This research style of survey is most convenient in customer-satisfaction surveys or advertising surveys. This kind of systematic sampling delivered data that can generally be applied across all samples regardless of who visits the official sites and platforms.

The survey was restricted to only the followers on the respective official pages. The highest response rates were obtained from surveys on Facebook, Twitter and Instagram respectively. This related with population coverage of followers.

### **3.10 Research Instrument**

The apparatuses applied in doing the research included open and closed questions in a questionnaire. The closed ended questions aimed at getting the precise answers needed while open ended questions were aimed at having the respondent express their view on social media platforms in every possible manner that they understand. Smith et al. (2014). The questionnaire was in-boxed to Safaricom Facebook, twitter and Instagram social media users and was self-voluntary with those accepting having consented to providing full disclosure.

### **3.11 Validity and Reliability of the Questionnaire**

The established questionnaire was cross confirmed for its validity and reliability using pilot testing. Pilot test were done to identify feebleness in schemes structure and composition and to deliver substitute information for collection of a probability sample. The study subjected the questionnaire to 5 social media users of Safaricom page. According to Mugenda and Mugenda (2013) a successful pilot study would use 1% to 10% of the actual sample size. Internal validity of the survey form was conducted by the overseeing instructor guiding through the project. Prior to the actual study, apparatus to be used were deliberated with the guidance of the project supervisor. The response and corrections given by the supervisor were crucial in arriving at the most relevant and convenient instruments.

Mugenda & Mugenda (2013) specified that reliability is a degree in which the apparatus used in conducting research work give the expected consistent results after numerous trials with the same or different set of data This is very important because there is high probability that the questionnaires information will be consistent without much variations which made data analysis difficult.

### **3.12 Data Analysis and Presentation**

Descriptive analysis was the method used in analysis of the research data and to deduce meaningful information to the study. Illustrative features such graphs, charts and tables were used in some cases. The responses were edited, coded and classified to form comprehensible information for analysis. Data was analysed using the formulae-defined Microsoft Excel workbook, which was tabulated and presented in the form of tables and graphs and also by measures of central tendency: means and medium were calculated and thereafter interpreted to draw conclusion.

### **3.13 Ethical Considerations**

Blanche et al. (2009) indicated that ethics in research is aimed at protecting the welfare of research participants. Data collected was highly protected and every participant assured no disclosure to any third party whatsoever without his or her consent. Participation was exclusively voluntary without personal imposition.

This research project was defended before a panel of from the school of Journalism successfully. It underwent various procedures for validity, verification and authentication. Certificate of Field Work (See Appendix IV) was signed before pursuing field work. This meant that all the requirements were met before going to the field and enable swift movement to field work.

After the defence the Certificate of Corrections (See Appendix VI) was signed, after all the corrections were adhered to with regard to the School of Journalism structure, grammar, language and style. This ensured that the work is authentic and as per the set standards.

The whole document went through a plagiarism check, to check on the originality. This was passed and further confirmed the authenticity of the work. The Certificate of Originality was issued in this case. (See Appendix V)

## CHAPTER FOUR

### DATA PRESENTATION, ANALYSIS AND INTERPRETATION

#### 4.0 Overview

This chapter presents the study findings in terms of data analysis, interpretation and discussions. This chapter was categorised into response rate, demographics and profiles, descriptive statistics, inferential statistics, and results discussions. The analysis of data, explanation and discussion of the results was carried out grounded on the objectives of this chapter hence gives a breakdown and interpretation of research results established on the study objectives. The results are displayed in tables showing proportions, regularity distributions, mean and standard deviations.

The responses obtained from participants were analysed quantitative methods.

#### 4.1 Response Rate

Information on the rate of response for this research is presented in Table 4.1:

**Table 4.1: Response Rate**

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Submitted	270	70.31%
Not Returned	114	29.69%
Total	384	100%

A total 270 social media users, which makes 70.31 % questionnaires, were filled up and returned out of 384 questionnaires given out to the target respondents. The response rate was significantly material and unbiased to give the intended results. The results show a general successful rate of response of 70.31%.

According to Mugenda and Mugenda (2010), response rate of 70% and above is regarded brilliant for examination and establishing deductions. From the total population of social media users, 114 participants who make 29.69% of the total population did not respond to the questions.

## **4.2 Demographics and Profile of Respondents**

Two hundred and seventy media users of Safaricom PLC were picked for the study. Enumerated below is the summary of their characteristics derived from the Part A of this study's questionnaire. Information regarding demographic included on this project included; gender, age bracket of the respondents, marital status, and education level.

### **4.2.1 Gender**

Gender is the biological orientation of an individual. The questionnaires used had a slot for each respondent to specify their gender. This was relevant because it was significant also to determine which gender is involved much in online response and is alert during such situations. This also could enable Safaricom Ltd PLC in determining their market spread with regard to gender allocation. The findings of the gender orientation are in contrast to Birgfeld (2010) .The findings contrast with Boremans (2010) who in his study of social media users found that the female gender was more prolific in its use of social media than the male gender. The findings are exhibited in table 4.2.

**Table 4.2: Gender**

<b>Gender</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Male	149	55.2%	55.2%	55.2
Female	121	44.8%	44.8%	100.0
Total	270	100.0%	100.0	%

From the returned questionnaires, majority of respondents were male respondents. The male who returned their questioners made up 55.2% while females made up to 44.8%. Gender has a bearing on the responses of the respondents; the various genders have varying views in the various questions asked. The even spread of the sample demographics in terms of gender is an indication of lack of bias as the respondents were randomly distributed.

#### **4.2.2 Age Distribution of Respondents**

The respondents were requested to tick in the questionnaire their age bracket. It was essential to do so because it may indicate the extent of use of social media because a person of older age is expected to use social media to a lesser extent because of latest enactment of social media, as recent as the mid-2000s. The results are shown in Table 4.3.



**Table 4.3: Age**

<b>Age Category in Years</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
20 Yrs. and below	14	5.2%	5.2%	5.2%
21 – 30	136	50.4%	50.4%	55.6%
31 – 40	85	31.5%	31.5%	87.0%
41 – 50	28	10.4%	10.4%	97.4%
50 and above	7	2.6%	2.6%	100.0%
Total	270	100.0%	100.0%	

The results indicated that majority are between 21-30 years of age at 50.4% followed by 31-40 years at 31.5%. The proportions for 41-50 years, 20 years and below, and 50 years and above is 10.4%, 5.2%, and 2.6% respectively. The results of the study are consistent with the findings of Orwell (2012) which found that people between the ages of 21-30 yrs. are the most avid users of social media. This was attributed to their meagre disposable income which made social media the cheapest way to communicate and find recreation. Dougherty (1992).

#### **4.2.3 Marital Status**

Respondents were asked whether they were married or not. It was essential to specify their marital status because it is expected that single youth are the group that use social media to the largest extent. The findings were shown in Table 4.4.

**Table 4.4: Marital Status**

<b>Marital Status</b>	<b>Frequency</b>	<b>Percent</b>
Widowed	21	7.8%
Separated	43	15.9%
Divorced	30	11.1%
Married	85	31.5%
Single	91	33.7%
Total	270	100.0%

The results indicated that the highest proportion of the respondents are single which constitutes 33.7%, the second largest proportion of the respondents are married which constitutes 31.5%. The proportion that is separated and divorced is 15.9% and 11.1% respectively. The least proportion of the respondents are widowed which constitutes 7.8%. The study findings are consistent with Orwell (2012) who in his study found that single people are more likely to use social media since it was an avenue to communicate and search for potential dates, Dougherty (1992) also found that social media is an avenue for married or dating couples to flaunt their lives and social status.

#### **4.2.4 Respondents' Level of Education**

The respondents were requested to tick in the questionnaire their education level. This was crucial because it could have a bearing on the usage of social media, especially type of social media platform used. Results are displayed in Table 4.5.

**Table 4.5: Education Level**

<b>Education Level</b>	<b>Frequency</b>	<b>Percent</b>
Diploma	21	7.8
Degree	134	49.6
Master's	85	31.5
Doctorate	30	11.1
Total	270	100.0

Undergraduate degree holders form the highest proportion at 49.6%, master's degree holders constitute the second highest proportion at 31.5%, and doctorate degree holders form the third largest proportion at 11.1%, while diploma holders constitute the lowest proportion at 7.8%. The even spread of the sample demographics in terms of education level is an indication of lack of bias as the respondents were randomly distributed. The findings of the study are consistent with a study done by Haddow & Haddow (2009) who found that social media is evenly used by individuals irrespective of their level of education.

### **4.3 Social Media and Crisis Management**

The results of the research depict a very strong relationship between social media and crisis management. The results are in agreement with Kapuca (2005) who found that companies use social media platforms to manage crisis and that the social media platforms were the most effective medium in terms of crisis response and crisis management.

### **4.3.1 Social Media Platforms used during Crisis Management**

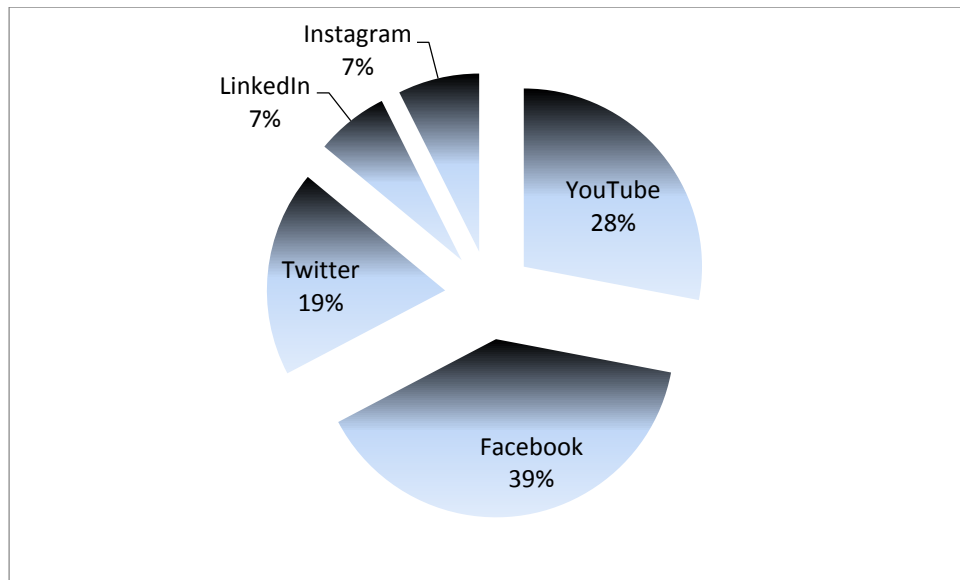
According to Gao et al. (2011) who conducted a study about the usage of Twitter and Facebook in crisis situations, Twitter was found more as a preventing tool for crisis' and users used it to find out information about the crisis by using hashtags (search words) and Facebook more of a conversation place for debates and discussing about the crisis at hand.

Social media platforms such as Facebook can work either in favour or against organisation during crisis' depending how they shall manage the flow of information and their own communication efforts. Kapuka (2005).

When comparing social media channels, Twitter was found as the number one social media channel in crises for "elites" as in seen quicker way to produce in-formation than traditional press releases. Facebook as a channel is found to reach the more "general public". For general public organisations use Facebook as a channel and Twitter when they wish to receive the attention of the media. Kapuka (2005).

The results are presented in Table 4.6. Charts were also derived for various responses recorded. Respondents were requested to tick the social media platform in which they have a presence. Facebook is the social media platform that the highest proportion in which constituted 39%. YouTube and Twitter followed with proportions of 28% and 19% respectively. Linked and Instagram had the least proportions with each having 7% a piece, the results are indicated in Figure 4.1.

**Figure 4.1: Social Media Platform Use**



#### **4.3.2 Use of Social Media to Raise Questions in Crisis**

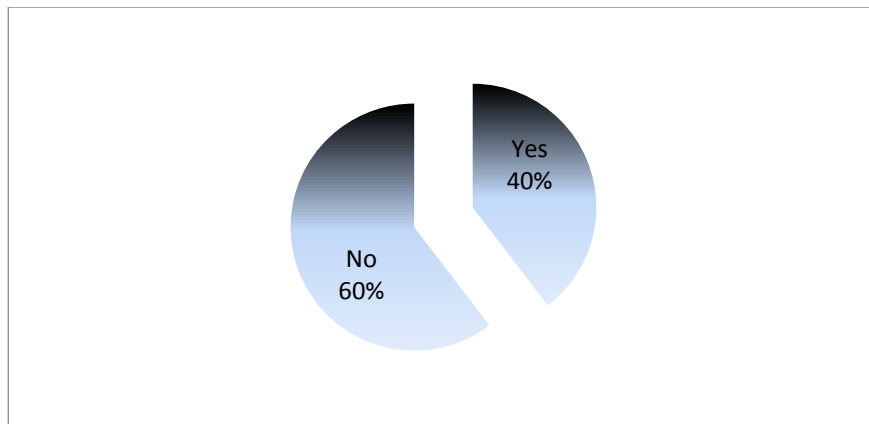
Moreover, it is a fast effective and an efficient source of information. Gao et al, (2011). It is a landscape for expert interaction with the general public and communication platform for victims during crisis; Hjorth and Kim (2011) and Veil et al. (2011) noted that it is possible to integrate local and individual groups to participate in online crisis response through social media.

The norms developed on online platforms enable users to adapt to self-correction of inaccurate information increasing the tendency of sharing accurate information. Winerman (2010).

The respondents were asked whether during the MPESA and Network outage they used social media to raise queries. The findings are displayed in Figure 4.2 indicated that 60% of respondents did not use social media to raise queries while 40% expressed that they did. The findings are consistent with Hjorth and Kim (2011) and Pew Research Centre (2010) who in their study found that majority of social media

users don't use social media to raise queries. The findings however are in contrast with Gao et al. (2011) who in his study of social media usage in Nigeria found that most customers used the social medium platforms to raise queries.

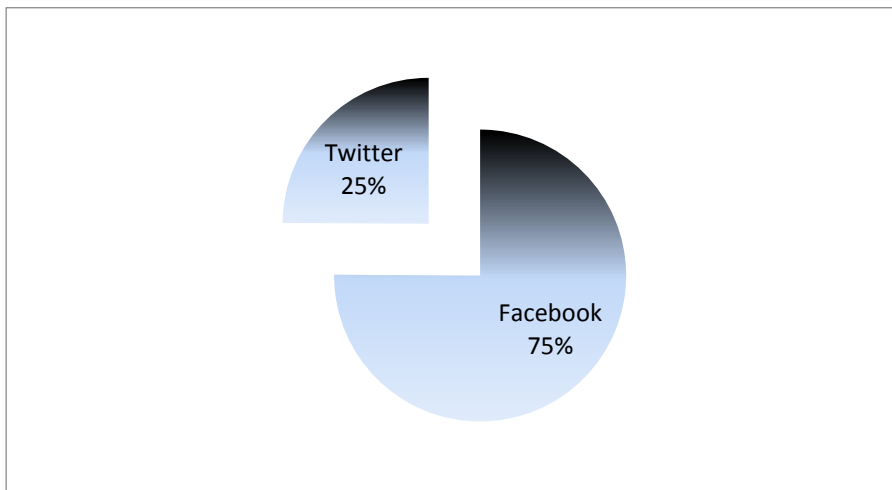
**Figure 4.2: Use of Social Media to Raise Queries**



#### **4.3.3 Most Preferred Platform in Inquiring about Crisis**

The respondents were further asked which media platform they considered most appropriate in inquiring about crisis or crisis management. The results are exhibited in Figure 4.3. 75% of the respondents suggested that Facebook is the most appropriate platform while 25% opined that Twitter is. The findings are in agreement to previous studies done by Gao et al. (2011), who found that Facebook is the most use medium during crisis communication. This was attributed to its mass usage and relative ease of use compared to Twitter which had limits on the character count. The results are exhibited in Figure 4.3.

**Figure 4.3: Most Appropriate Platform in Inquiring about Crisis or Crisis Management**



#### **4.3.4 Trust that People have in Information Provided by Social Media**

Respondents were requested to rank their trust in the information provided by social media on a 5 point like scale. The results show that the attribute quality social media is a fast means of spreading information and takes highest mean of 4.4185 and standard deviation of 0.96347.

Attribute utilisation of Social media users have no reason to give false information during crisis period has the lowest mean 3.1963 and standard deviation 0.91780. Attributes had a total mean of 3.73038 with an average standard deviation of 1.083924 which indicates that the respondents agreed trusted to a great extent the information provided by social media. The results are presented in table 4.6.

**Table 4.6: Social Media Platforms Descriptive Statistics**

	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>
Bloggers are usually credible people	270	1.00	5.00	3.4815
Information from Kenyans on social media platforms might be relied upon	270	2.00	5.00	3.9926
Social media users have no reason to give false information during crisis period	270	1.00	5.00	3.1963
Individuals can use social media to spread propaganda	270	1.00	5.00	3.5630
Social media is a fast means of spreading information	270	1.00	5.00	4.4185
Valid N (list wise)	270			
Overall Mean				3.73038

#### **4.3.5 Benefits of Social Media Platforms**

Organisations determine the extent to which the relations established through social media will benefit them. Information given can be used to evaluate customer satisfaction in crisis management situations. Social media platforms have helped in disseminating information effectively at the right time when needed most and has saved numerous brands from total crisis which could be damaging. Fearn- Banks (2011). Urgency in crisis management is a crucial problem that social media platforms have also come in handy to solve.

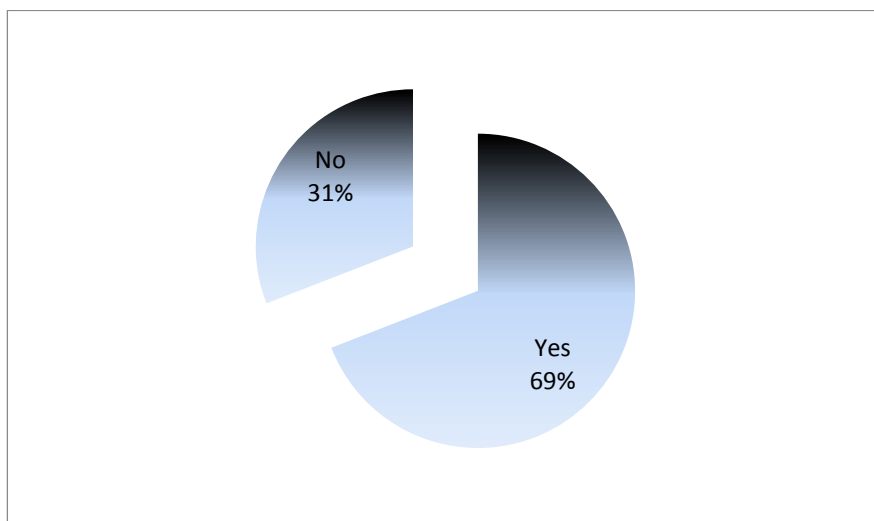


The study derived descriptive statistics were derived for benefits of social media platforms. The findings are displayed in Table 4.7. Charts were also derived for the other response recorded. Correlation analysis was also done to find the association between benefits of social media and crisis management.

#### **4.3.6 Social Media Providing useful or Relevant Information**

The respondents were asked whether social media provided useful or relevant information to help during MPESA outages. The findings are displayed in Figure 4.4. 69% of the respondents specified that it provided useful or relevant information while 31% suggested that it did not. The study findings are consistent with the findings of Heath (2010) who averred that social media is the “go to medium” to seek information on events that people have concern about, in his study Heath averred that people trust social media platforms to provide accurate and truthful information since it is unfiltered and sporadic therefore not under the influence or control of any one entity. The findings are displayed in Figure 4.4

**Figure 4.4: Social Media providing useful or Relevant Information**



#### **4.3.7 Social Media Benefits during MPESA Outages**

The respondents were requested to rank on a 5-point Likert scale whether social media usage benefited them during MPESA outages. The results show that the attribute quality social media is useful in terms of rumour control during crisis management has the highest mean of 2.4747 and a standard deviation of 1.02333. The attribute utilisation of social media allows for sending relevant info out swiftly minus interruptions for observer has the lowest mean of 2.2218 and standard deviation of 0.92778. Attributes had general mean of 2.3236 with an average standard deviation of 1.040178 which shows respondents moderately benefited during MPESA outages. The results are displayed in table 4.7.

**Table 4.7: Benefits of Social Media usage during MPESA Outages**

	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>
The figure of individuals linked with such networks currently makes social media such a valued communication instrument	257	1.00	5.00	2.2451
Over the use of social media, the company can be reached within a short time	257	1.00	5.00	2.2918
Social media is useful in terms of rumour control during Crisis management	257	1.00	5.00	2.4747
In addition to connecting people and informing them in a crisis, social media could be used to mitigate the outcome of a crisis	257	1.00	5.00	2.3619
Social media allows for sending relevant info out swiftly, without interruptions for the watcher	257	1.00	5.00	2.2218
Social media allows observing of opportune reports from the public and general opinion before, during and after a crisis.	257	1.00	5.00	2.3463
Valid N (listwise)	257			
Overall Mean				2.3236

#### **4.3.8 Effectiveness of Social Media Platforms**

In the course of an ongoing crisis situation, these social media platforms come in handy to help the affected organisations in disseminating information in an almost instant average response time. Findings shown on Table 4.9. illustrate that charts were also derived for the other responses recorded. Respondents were requested to rank on a 5-point Likert scale effectiveness of social media platforms. The results show that the attribute there is timely response from Safaricom PLC during MPESA outages has the highest mean of 2.5660 and standard deviation of 0.88996. The variable that has lowest average is there is coordinated response on social media teams on the various social media platforms during crisis of 2.1132 and a mean variance of 1.11227. The attributes general mean was 2.359767 with an average S.D of 0.98789 which indicates that social media platforms are moderately effective during crisis. Data analysis illustrated 4.8.

**Table 4.8: Effectiveness of Social Media Platforms**

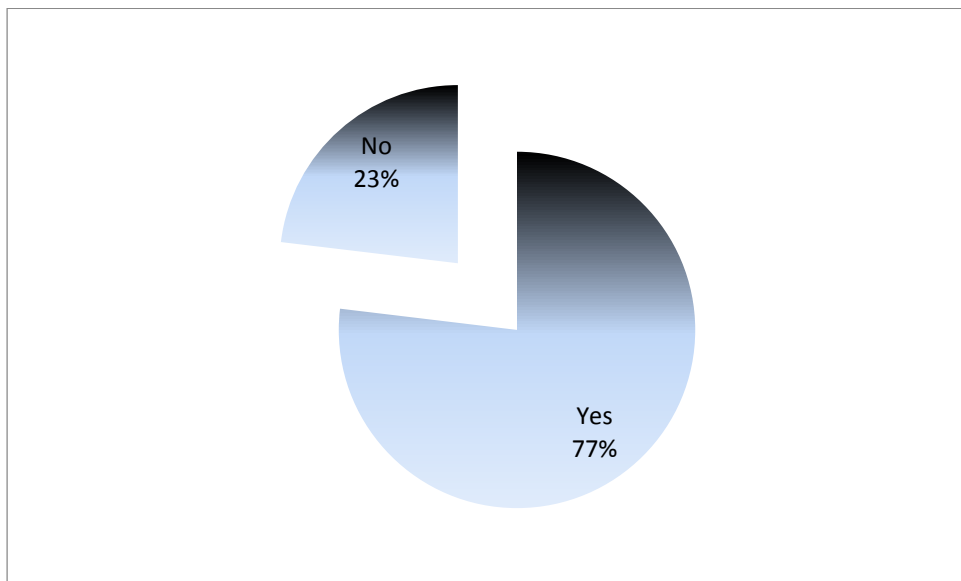
	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>
There is coordinated response on the social media teams on the various social media platforms during crisis/ MPESA outages	265	1.00	5.00	2.1132
There is a crisis response team dedicated to resolving queries during MPESA outages	265	1.00	5.00	2.3472
There is timely response from Safaricom PLC during MPESA outages.	265	1.00	5.00	2.5660
There is clear organisation visibility and presence on social media platforms during crisis MPESA outages. Organisation visibility	265	1.00	5.00	2.4491
There is real time communication during Mpesa outages by the Safaricom PLC social media team	265	1.00	5.00	2.2906
Safaricom PLC will do a post crisis inquiry through social media to ascertain from social media users whether the crisis was properly handled	265	1.00	5.00	2.3925
Valid N (listwise)	265			
Overall Mean				2.359767

#### 4.3.9 Social Media being a better Communication Platform

The respondents were probed whether they think social media presents a better communication platform in crisis management. The findings are show cased in Figure 4.5. 77% of the respondents declared it was while 23% opined it was not.

Findings established social media is a better communication platform in crisis management and it reaches the intended audience on time during a crisis situation. Safaricom’s customers also stated that the social media platforms are moderately effective during crisis, the main reason for this is that queries of social media users are responded to on time and to their satisfaction.

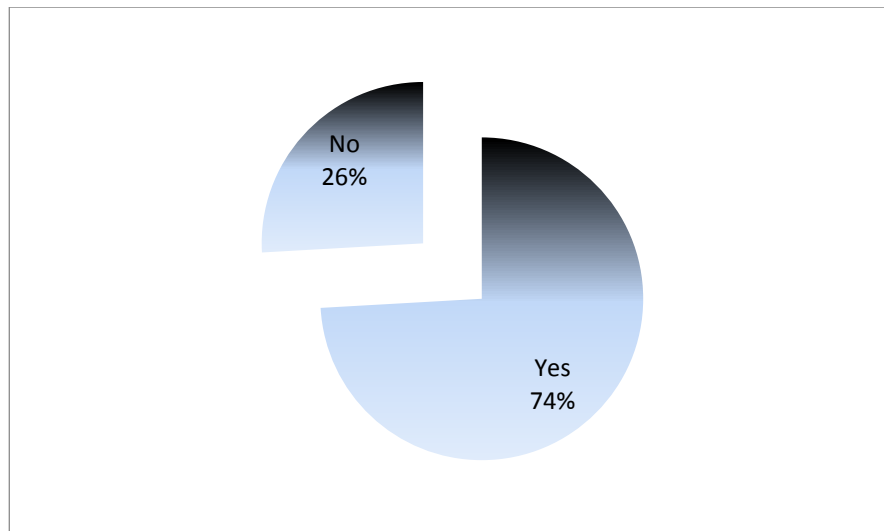
**Figure 4.5: Social Media being a better Communication Platform**



#### 4.3.10 Social Media reach during Time of Crisis

The respondents were asked if social media does reach the intended audience on time during a crisis situation. The results are exhibited in Figure 4.6. 74% of the respondents suggested that social media reached the intended audience on time during a crisis while 23% opined it did not. Illustration of data analysis is given in chart 4.6.

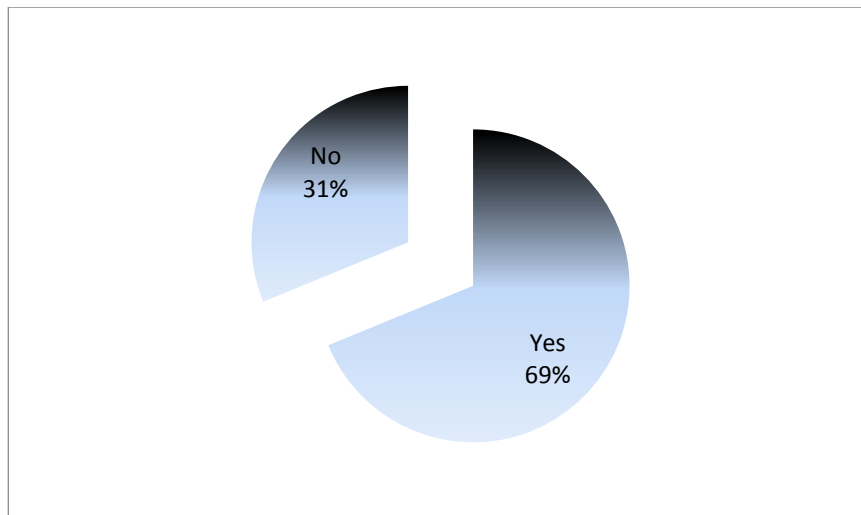
**Figure 4.6: Social Media Reach During Time of Crisis**



#### **4.3.11 Social Media Queries Response**

The respondents were asked if the queries of social media users are responded to on time and to their satisfaction. The findings are displayed in Figure 4.7. 69% are of the opinion that queries of social media users are responded to on time and to their satisfaction while 31% are of the contrary opinion. The findings are in agreement with Palen et al (2012), who found that the average response time for queries raised through social media is done within an hour as opposed to queries raised through other platforms. The quick response time is attributed to the visibility of the queries raised to the rest of the public therefore companies are under the pressure to resolve issues quickly. The results are presented in figure 4.7.

**Figure 4.7: Social Media Queries Response**



#### **4.3.12 Crisis Management**

There exist numerous features which determine the success rate of how a crisis situation can be managed. Pearson and Clair (2018).

An organisation's reputation can easily become irrecoverably damaged if a crisis break down is left unattended to. The longer the crisis time gap of non-action the more a corporate organisation suffers right from reputation damage to revenue reduction. An organisation should be in a position to quickly solve a crisis situation using its personnel expertise and this will thoroughly depend on how it operates in the market. Heath (2015). Hypothetically, whether a firm manages a crisis well or not, it is the task of both parties to evaluate the performance of how the crisis situation was detected or identified and managed. Executive management ought to play a leadership role in ensuring every person working or affiliated to the company understands what crisis management is and is equipped to the task to help in aiding resolve a crisis when it occurs.



**Table 4.9: Crisis Management Descriptive Statistics**

	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>
To what extent are the Safaricom Management successful in efficiently addressing network outages and MPESA malfunctions?	238	1.00	5.00	3.0462
To what extent do the Safaricom Management take actions to coordinate and communicate on the progress of crisis management?	239	1.00	5.00	2.6904
To what extent are systematic programs or software system well defined to register crises?	247	1.00	5.00	2.9393
To what extent do you evaluate managing and controlling as well as future prevention of crises in Safaricom?	243	1.00	5.00	3.3621
To what extent do you evaluate Safaricom's duration to manage and control a crisis?	246	2.00	5.00	2.7886
To what extent is Safaricom PLC able to match and solve the complex and new problems without any interruption in its routine performance in crises?	246	1.00	5.00	2.6138
Valid N (listwise)	225			
Overall Mean				2.906733

The results show that the attribute extent of managing and controlling as well as future prevention of crises in Safaricom has highest mean at 3.3621 and a standard deviation 1.32698. The attribute that has the lowest mean is extent to which Safaricom PLC is able to match and solve the complex and new problems without any interruption in its routine performance in crises; it has a mean of 2.6138 and a standard deviation of 1.04650. The elements had a general mean of 2.906733 with an average standard deviation at 1.1202 which shows the crisis management is moderately exhibited at Safaricom PLC.

The study established that social media provides useful or relevant information to help during crisis. The study also established that the quantity of individuals linked with social media networks currently creates social media a valued communication instrument. Social media cuts the time a company can be reached during a crisis and it is useful in terms of rumour control during Crisis management. Social media connects people and inform them during a crisis thus mitigating the outcome of a crisis. Social media allows for sending relevant info out fast, minus interruptions for the observer and allows checking of well-timed reports from community and overall public view before, throughout, and after a disaster.

The study finding that social media cuts the time a company can be reached during a crisis is in tandem with studies conducted by Semple (2009) and Jerbi (2011) that growth in social media is a constituent of quick information spread for purposes of sharing educating each other, sharing knowledge and as a way of warning and with the development of social media the speed of which information can spread has increased.

The finding that social media should provide useful or relevant information to help during crisis is congruent with studies by Clark (2009) Semple (2009) Hanna et al. (2005) that it is imperative for organisations to continuously oversee social webs, blogs and other websites to find probable imminent crises.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.0 Overview**

Chapter five presents research findings summary, deductions and recommendations. It offers a summary on the results of the goals of the research which include; to establish the effect of social media during crisis management among corporate organisations a case of Safaricom PLC, to establish the main social media platforms and their frequency of use with customers, to assess the effectiveness of social media platforms used by Safaricom public limited company with customers during MPESA outages, and to establish the success aspects in administration of social media during disaster administration used by Safaricom public limited company during MPESA outages. Moreover, it states the challenges of this research and gives recommendations for further research.

#### **5.1 Summary of the Study Findings**

The social media aspects that impact on operational performance hypothesised in the study included; social media platforms in use, benefits of social media in catastrophe management, and effectiveness of social media in crisis management. Primary method of data collection was utilised where questionnaires were administered to 348 respondents who were social media users. The study utilised descriptive statistics to solve the specific objectives.

##### **5.1.1 Influence of Social Media during Crisis Management**

The study established that crisis management is moderately exhibited in Safaricom PLC. The findings also established that the social media aspects have a significant

effect on crisis management It was established that effectiveness of social media use in crisis management had an association and a significant relationship with crisis management.

### **5.1.2 The Main Social Media Platforms and their Frequency of use with Customers**

The study findings further established that there were various social media platforms being used but Facebook is the main social media platform most appropriate in inquiring about crisis or crisis management. It was established that Safaricom's customers did not use social media to raise queries and Safaricom's customers trust to a great extent the information provided by social media.

### **5.1.3 Effectiveness of Social Media Platforms**

Research established social media is a better communication platform in crisis management and it reaches the intended audience on time during a crisis situation. Social media platforms are moderately effective during crisis and the main reason for this attributed by Safaricom is that queries of social media users are responded to on time and to their satisfaction.

The study established that social media provides useful or relevant information to help during crisis. The study also established that the sum of individuals linked with social media networks now warrants social media a valued communication instrument.

### **5.1.4 The Critical Success Factors in the Management of Social Media**

Social media cuts the time a company can be reached during a crisis and it is useful in terms of rumour control during Crisis management. Social media connects people and inform them during a crisis thus mitigating the outcome of a crisis. Social media

allows for sending relevant info out speedily, without disruptions for onlookers and allows checking of well-timed reports from community and overall public view before, throughout, and after a disaster.

## **5.2 Conclusion**

### **5.2.1 Influence of Social Media during Crisis Management**

It can be deduced from the above results that surely social media aspects influence crisis management. This conclusion is aligned to the organisation-public relationships theory which states that the association amongst institutes and main peoples leads to shared understanding and assistances. Marra (1992); Kim and Lee (2005); Park and Reber (2011). Clearly made associations amongst institutes and their main people's aid to reconstruct institutes' statuses after crises and evade grave penalties. Kim and Lee (2005). The study also concludes that effectiveness of social media use in crisis management will augment crisis management practices.

### **5.2.2 The Main Social Media Platforms and their Frequency of use with Customers**

Further conclusions are that there are various social media platforms being used but Facebook is the main social media platform most appropriate in inquiring about crisis or crisis management. However, most of Kenyan customers do not use social media to raise queries.

### **5.2.3 Effectiveness of Social Media Platforms**

It was also concluded that social media is a better communication platform in crisis management, and it reaches the intended audience on time during a crisis situation. Social media provides useful or relevant information to help during crisis. The study

also established that the sum of individuals linked with social media networks currently makes social media a valued message instrument.

#### **5.5.4 The Critical Success Factors in the Management of Social Media**

The study concluded that social media provides useful or relevant information to help during crisis. The study also concluded that the quantity of individuals linked with social media networks currently creates social media a valued communication instrument.

### **5.3 Recommendations**

#### **5.3.1 Policy Recommendations**

Academics will find this research useful when adding to the literature on the part of social media in disaster management the research as they explore the subject and the ever-evolving social media platforms. Policy makers such as the government and other regulatory authorities like the ICT Authority and the Communication Authority of Kenya can use the study findings to know how to handle crises and to understand its effectiveness and factors that affect it in the modern organisations and governments. It will also aid making informed decision in legislation and regulation.

#### **5.3.2 Strategy and Practice Recommendations**

Corporate decision makers will find the findings study extremely useful since it will give case examples in other jurisdictions and occurrences where social media acted as a force of good and evil to other organisations. Corporates will be able to develop a communication and crisis strategy with social media platforms being incorporated in their strategy plans. Public relations practitioners in the corporate organisations will be able make informed decisions in cases of crisis where their corporate image is affected.

#### **5.4 Suggestions for Further Studies**

The researcher has suggested areas for further studies informed by the information gathered and understanding acquired by this research. This study's scope was restricted to Safaricom PLC. A comparable research could be carried out on the rest of the corporations and institutions in Kenya. Thus, a study can be done on social media and crisis management of a sample of organisations in Kenya.

Other factors not included in the study to some extent affect crisis management, thus a study can be conducted on factors that influence crisis management. Primary data was solely utilised in the study; alternative research can be employed using secondary sources of data. Multiple linear regression and correlation analysis were used in this research; further research can incorporate other analysis methods like factor analysis, Granger causality, cluster analysis, and discriminant analysis.



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# APPENDICES

## Appendix 1: Questionnaire

### Section A: Social and demographic information of the respondent

1. Sex of respondent Male 1. ( ) Female 2. ( )

2. Age of respondent

20 Yrs. and below ( )

21 -30 ( )

31 – 40 ( )

41 - 50 ( )

50 and above ( )

3. Marital status of respondents

Single ( )

Married ( )

Divorced ( )

Separated ( )

Widowed ( )

Other ( ) Specify .....

4. Level of education of respondents (please circle appropriately)

Diploma ( )

Degree ( )

Master's ( )

Doctorate ( )

### Section B: Media platforms used during Crisis Management

5. Please identify the social media platform in which you have a presence

YouTube	
Facebook	
Twitter	
LinkedIn	
Instagram	

6. During the MPESA and Network outage did you use social media to raise queries?

Yes ( )                      No ( )

7. Which social media platform is mostly utilised by Safaricom PLC in crisis/ crisis during management?

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8. Which media platform do you consider the most appropriate in inquiring about crisis or crisis management?

Facebook                            Twitter                     

9. On a scale of 1 to 5, where 1= completely distrust (CD), 2= distrust somewhat (DS), 3= neither trust nor distrust (N), 4 trust somewhat (TS) and 5 = completely trust (CT), how you would rank your trust in the information provided by social media

Factor in ranking in trust	CD	DS	N	TS	CT
	1	2	3	4	5
Bloggers are usually credible people					
Information from Kenyans on social media platforms can be relied upon					
Social media users have no reason to give false information during crisis period					
Individuals can use social media to spread propaganda					
Social media is a fast means of spreading information					

Section C: Benefits of social media use in Crisis Management

10. Generally speaking, did social media provide useful or relevant information to help during MPESA outages?

Yes ( )                      No ( )

11. If yes, how?

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12. What role do you think social media currently plays, in regard to crisis and crisis management?

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13. On a scale of 1 to 5, where 1 = Very Small Extent, 2 = Small Extent, 3 = Neutral, 4 = Great and 5 = Very Great, Indicate the extent to which you agree with the following statement

Statement	1	2	3	4	5
Total number of people connected to social medial					
Instant reach out to the company using social media					
How fast does social media communicate rumours					
How is social media informative during crisis?					
Is it important for firms use social media in relaying urgent information					
How is social media in keeping intend with vital messages?					

Section D: Effectiveness of Use of Social Media in Crisis Management

14. Do you think social media is a better communication platform in crisis management?

Yes

No

15. Does social media reach the intended audience on time during a crisis situation?

Yes

No

16. Do the queries of social media users get responded to on time and to their satisfaction?

Yes

No

17. In your opinion, how would you rate the response rate of Safaricom PLC during crisis/ crisis management

**Critical Success Factors in Management of Social Media during Crisis Management.**

On a scale of 1 to 5, where 1 = Very Small Extent, 2 = Small Extent, 3 = Neutral, 4 = Great and 5 = Very Great, Indicate the extent to which you agree with the following statement

Statement	1	2	3	4	5
There is coordinated response on the social media teams on the various social media platforms during crisis/ MPESA outages					
There is a crisis response team dedicated to resolving queries during MPESA outages					
There is timely response from Safaricom PLC during MPESA outages.					
There is clear organisation visibility and presence on social media platforms during crisis MPESA outages. Organisation visibility					
There is real time communication during Mpesa outages by the Safaricom PLC social media team					
Safaricom PLC will do a post crisis inquiry through social media in order to ascertain from the social media users whether the crisis was properly handled					



## Section E: Crisis Management

On a scale of 1 to 5, where 1 = Very Small Extent, 2 = Small Extent, 3 = Neutral, 4 = Great and 5 = Very Great, Indicate the extent to which you agree with the following statement.

Statement	1	2	3	4	5
To what extent are the Safaricom Management successful in efficiently addressing network outages and MPESA malfunctions?					
To what extent do the Safaricom Management take actions to coordinate and communicate on the progress of crisis management?					
To what extent are systematic programs or software system well defined to register crises?					
To what extent do you evaluate managing and controlling as well as future prevention of crises in Safaricom?					
To what extent do you evaluate Safaricom's duration to manage and control a crisis?					
To what extent is Safaricom PLC able to match and solve the complex and new problems without any interruption in its routine performance in crises?					

## Appendix II: Time Plan

Year (2019)

Activity	Week Ending Jan 25	Week Ending Apr 27	Week Ending Jun 05	Week Ending Jun 20	Week Ending Aug 18	Week Ending Aug 19	Week Ending Oct 10	Week Ending Nov 1
Formulation of Problem								
Writing proposal								
Presentation of proposal								
Data collection								
Data analysis								
Final presentation								

### Appendix III: Budget

<b>ITEMS</b>	<b>KSH</b>
3 rim of papers @ Ksh 500	1,500
Printing expenses	4,000
Spiral binding @ Ksh 50	1,000
Buying a flash	1,200
Hardcopy binding	10,000
Transport	15,000
Auxiliary Expenses	10,000
<b>TOTAL</b>	<b>42,700</b>

## Appendix IV: Certificate of Fieldwork



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**REF: CERTIFICATE OF FIELD WORK**

This is to certify that all corrections proposed at the Board of Examiners' meeting held on 17/08/2019 in respect of M.A./Ph.D final Project/Thesis defence have been effected to my/our satisfaction and the student can be allowed to proceed for field work.

Reg. No: K00/6766/2017

Name: NJOROGE IMMACULATE KABURA

Title: INFLUENCE OF SOCIAL MEDIA ON CRISIS

MANAGEMENT AMONG CORPORATE ORGANISATION IN KENYA  
A CASE OF SAFARICOM LIMITED COMPANY

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SUPERVISOR

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SIGNATURE

11/11/2019  
DATE

Dr SAMUEL SIRINGI  
PROGRAMME COORDINATOR

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SIGNATURE

01/11/2019  
DATE

Dr Samuel Siringi  
DIRECTOR

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01/11/2019  
DATE



## Appendix V: Certificate of Originality

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Appendix VI: Certificate of Corrections



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REF: CERTIFICATE OF CORRECTIONS

This is to certify that all corrections proposed at the Board of Examiners meeting held on 01/11/19 in respect of M.A/PhD. Project/Thesis defence have been effected to my/our satisfaction and the project/thesis can be allowed to proceed for binding.

Reg. No: K50/6762/2017

Name: KABURA IMMACULATE NIDROGE

Title: INFLUENCE OF SOCIAL MEDIA ON CRISIS MANAGEMENT

AMONG CORPORATE ORGANIZATIONS IN KENYA: A CASE OF SAFARI.COM PLC

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