

**DIGITAL MARKETING PRACTICES AND QUALITY MANAGEMENT WITHIN THE  
MINISTRY OF ENERGY, KENYA**

**BY**

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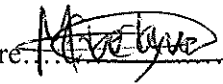
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**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT OF  
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UNIVERSITY OF NAIROBI**

**OCTOBER, 2022**

**DECLARATION**

I declare that this research project is my original work and has not been submitted for an award at any university or institution of higher learning.

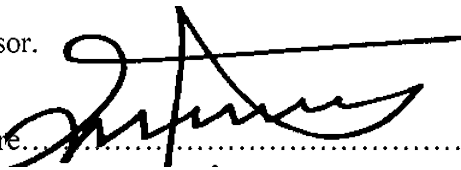
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This research project has been presented for review with my blessing as the University supervisor.

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## **DEDICATION**

I dedicate this project to my parents, Joseph and Jane Mwaura, and to my brother, Eric Mwaura, for believing in me and for constantly reminding me to bring out the best.

## ACKNOWLEDGEMENTS

I would like to acknowledge my thesis supervisor, Prof. Justus Munyoki, for his inspiration and academic guidance throughout this project. His interpretations with regards to proposal development, research development and overall project layout cannot be underscored. Prof. Munyoki greatly contributed towards the completion of this project. His professional advice, consistence and patience cannot be taken for granted. He put in enormous amount of time in this study, going out of his way and working long hours for which I am deeply grateful.

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## **ABSTRACT**

The purpose of this study was to determine how digital marketing affected quality control at the Kenyan Ministry of Energy. Data were gathered utilizing an interview guide, and the investigation was based on a case study of the Kenyan Ministry of Energy. The technological acceptance theory and model as well as the whole quality management theory served as the foundation for the research. Twenty ministry managers were questioned by the researcher, who then used content analysis to examine the qualitative data presented. The investigation came to a conclusion that the ministry has adopted digital marketing strategies to promote its quality management in terms of service efficiency, responsiveness and service reliability. According to the research, digital marketing helps to promote the success and quality of operations within the ministry. Digital marketing led to high level of quality control and management in their operations in line with this researcher's findings. Specifically, digital marketing enhances interactions between the organization and its stakeholders thus enhancing service efficiency, promotes consumer loyalty and help in building the organization brand image, increase customer satisfaction, customer retention, customer acquisition, and overall quality control in the ministry. As such, the study concluded that digital marketing strategies are important in promoting quality management in organizations. Digital marketing enables organizations to present information and to advertise their products through media that has a very large audience. The study also concluded that social media marketing is the most effective marketing models when engaging clients. The study recommended the need for the ministry to use digital marketing to engage with different stakeholders in their major operations. It is also important that the ministry adopt social media marketing to improve their quality systems and brand image.



# CHAPTER ONE: INTRODUCTION

## 1.1 Background to the Study

Worldwide, digital marketing is shaping many industries. This is because digital marketing is a brands promotion to interact with prospective consumers via various modes of internet media. Ongaro (2018) argued that companies are using digital marketing to promote their quality management. According to Mehra and Coleman (2016), quality control is the oversight process of all tasks and activities required to maintain a desirable degree of excellence. It involves creating and implementing quality planning, assurance, control and improvement. It also ensures that an organization's stakeholders collaborate to improve products, processes, the culture and services of the organization itself. With digital marketing, companies can easily promote their quality management. This is because digital marketing involves the use of any electronic tools to communicate promotional messaging and evaluate its influence (Bazazo et al., 2017). The use of digital marketing makes it possible for companies to evaluate their customers' needs, improve their quality and ensure effective quality control and it is the best method to ensure that all the stakeholders' social and technical needs are met by the organization. Example of digital marketing includes; email, multimedia and text messages, web-based advertising, and various social media platform as a marketing conduit.

This study was guided by technology acceptance theory and total quality management theory. The Technology Acceptance theory indicates that the implementation of digital media systems depends on some variables; firstly, apparent usefulness and apparent easy usage. This means that companies must adopt modern technology based on their perceived usefulness and general

performance. On the other hand, the total quality management theory indicates that quality can be viewed from various sides by different clients. The theory's fundamental tenets assert that, in any competitive business, consumer satisfaction is dictated by the leadership type, worker participation in the decision making process, implementation of technology in processes, consumer research, and continuous improvement (Yusuf, 2013).

In Kenya, the Ministry of Energy is increasingly adopting digital marketing practices to improve their quality management of services. The upsurge usage of digital marketing practices has been adopted in the Ministry of Energy due to increased competitiveness, Covid-19 Pandemic as well as rapid dynamic changes due to increased technological advancement and turbulent business environment. This led to the Ministry of Energy adopting digital marketing to manage their quality systems. The Ministry of Energy is today using digital marketing to develop, manage, and monitor their operations with the aim of increasing their performance and quality control (Ongaro, 2018). Onyango (2016) also noted that the business' success or failure depends on whether its promotional activities cater to their customers' needs. He noted that it is crucial that government agencies and corporations adopt digital marketing as a quality control mechanism in their operations and help meet their current needs and respond to their clients' dynamic needs. This study will investigate the impacts quality and digital marketing of management within the Ministry of Energy-Kenya.

### **1.1.1 Digital Marketing Practices**

According to Mehra and Coleman (2016), the use of digital media is known as digital marketing; like the web and other online platforms to market, endorse, and promote a company's goods and services. Boonmalert et al. (2021) noted that digital marketing strategies include social media; Search Engine Optimization (SEO), Twitter, Facebook, Instagram, TikTok, email marketing,

websites and blogs, and marketing through celebrities and social media influencers. Three major digital marketing tactics, which includes social media, SEO, and email marketing were the focus of the current study. They are the most widely adopted within different organizations across the world (Ongaro, 2018).

However, according to Bargh et al. (2015), digital marketing practices refer to activities and programs that organizations use to constantly develop products that cater for customer needs, anticipate client's preferences and keep in touch with clients while building a communication system to convey the firm's purposes as well as ascertaining and satisfying clients social needs. This implies that online marketing has been described as marketing through the internet (Mehra & Coleman, 2016). E-marketing is a term synonymous with digital marketing; however, it also incorporates mobile marketing. On a broader perspective, digital marketing involves using the internet and related ICT strategies to market (Mehra & Coleman, 2016). In summary, digital marketing involves using digital technologies as a channel to promote and accomplish a firm's objectives by beating competitors at satisfying consumers' needs (Bazazo et al., 2017). Today, companies are using digital marketing to great impact. Clients use mobile phones, tablets, and personal computers to access personalized and consistent content and it has proven to be efficient relative to mainstream media (Mehra & Coleman, 2016).

### **1.1.2 Quality Management**

According to Mehra and Coleman (2016), quality management is the oversight process of all tasks and activities required to maintain a desirable degree of excellence and it involves creating and implementing quality planning, assurance, control and improvement. It also ensures that an organization's stakeholders collaborate to improve products, processes, the culture and services of the organization itself. With digital marketing, companies can easily promote their quality

management. This is because digital marketing involves the use of any electronic tools to communicate promotional messaging and evaluate its influence (Bazazo et al., 2017). This includes quality improvement and control, quality policy determination, as well as creation and implementation of quality assurance and planning. Bazazo et al. (2017) argue that quality management help in achieving and maintaining a favorable degree of quality in a company and this is essential in almost every organization around the globe. This is because quality management processes make sure that a company's offerings match consumer expectations. Quality management not only involves product improvement but also people and process improvement. The most common quality management techniques are Zero Defect Programs, Kaizen, Six Sigma, Total Quality Management (TQM), Taguchi Methods, Quality Circle, bottom up approaches, and top down approaches.

Moreover, according to Bargh et al. (2015), there are four components of quality management: quality planning – the identification of relevant quality standards and fulfilling them; quality improvement – intentionally changing a process to improve the outcome's reliability or confidence; quality control consideration – the continuing efforts to maintain the reliability and integrity of a process; quality assurance – the planned or systematic actions required to provide enough reliability so that a certain product or service will meet the requirement specifications.

### **1.1.3 The Ministry of Energy, Kenya**

The country's energy policy is developed and carried out by the Ministry of Energy of Kenya; this is a public service provider according to the Kenyan constitution. The Ministry of Energy is charged with the mandate to develop and implement policies that create an enabling environment for efficient operation and growth of Kenya's energy sector. The Ministry sets strategic

directions to facilitate the growth of the sector while providing long term vision for all sector players.

The Ministry work with various stakeholders to ensure access to clean energy in various parts of the country. The 2013-2017 Second Medium Plan identified energy as one of the facilitators of transformation into a middle-income, newly-industrializing economy providing serene, secure and clean environment. Access to sustainable, safe, quality, and competitively-priced energy is important in achieving Vision 2030. According to the country's 2010 constitution, the Ministry of Energy is tasked with formulating energy policies and regulating gas and electricity prices on behalf of the national administration. The county administrations are tasked with planning and developing gas and electricity regulation and reticulation (Ministry of Energy, 2021).

Its mission is to facilitate the provision of safe, quality, sustainable and competitively-priced energy for economic development while safeguarding the environment. It has a vision of promoting quality and affordable energy for all. Its mandate is to design and implement policies that establish an enabling environment for efficient operation of the energy sector and growth. Some of the organizations under the Ministry are Energy and Petroleum Regulatory Authority (EPRA), Nuclear Power and Energy Agency, Kenya Power and Lighting Company (KPLC), Kenya Electricity Generation Company (KenGen), Geothermal Development Company (GDC), Kenya Electricity Transmission Company (KETRACO), Rural Electrification and Renewable Energy Corporation (REREC), and Independent Power Producers (IPPs) (Ministry of Energy, 2021).

## **1.2 Research Problem**

According to El Junusi (2020) the application of digital marketing platforms helps promote the success and quality of operations in organizations in almost all types of organizations. The study noted that digital marketing is associated with stable promotion of quality management of organizations. According to Bazazo et al. (2017), digital marketing practices via growing sales revenue and brand building but also through customer acquisition, customer retention, customer satisfaction, and overall quality control and improving market share growth of the organization. This means that companies who have adopted digital marketing experience high level of quality control and management in their operations (Mehra & Coleman, 2016).

In Kenya, one of the ministries that have adopted strong digital marketing practices is the Ministry of Energy. Its top management believes that the only way to promote its success and coordination with the stakeholders during the Covid-19 pandemic is the use of digital marketing platforms (Ongaro, 2018). This is because the Ministry of Energy digital marketers use it to promote attracts more customers. However, quality control is still a challenge within the Ministry of Energy and there is need for analysis of how the model can be used to promote the success of the ministry as well as to respond to Ministry clients' dynamic needs (Ministry of Energy, 2021). Analysis also reveals that adoption of effective quality control and practices is possible through digital marketing. It is important that the management of Ministry of Energy expand their digital marketing practices with the aim of controlling quality and meeting their customer's goals and expectations. Without effective digital marketing, the management may fail to engage with the public and achieve their overall objectives and goals (Obwatho, Thuo and Mwiti, 2016).

Several studies done in the past indicates that digital marketing techniques such as display adverts, websites, SEO, and various Social Media platforms can be attributed to incorporation of ICT in daily operations, affordable internet enabled gadgets and rising internet connectivity (Bazazo et al., 2017). Several reports also confirm that digital promotion is affordable and its indicators can be easily evaluated because data on internet activity is readily available.

Bazazo et al. (2017) asserts that the adoption of digital marketing is effective in promoting quality management among government operations in UK. In Indonesia, Purba et al. (2021) determined the impact of financial productivity and business sustainability on e-commerce and digital marketing of Indonesian companies during COVID-19 and noted that digital marketing promote the performance of organizations during the pandemic. The study noted that MSMEs should adopt digital marketing in their operations to promote their performance. In the USA, Merisavo (2006) evaluated the impacts of digital marketing on consumer loyalty using research propositions and an integrative model and noted that digital marketing communication promote the customer loyalty in organizations. However, El Junusi (2020) determined digital marketing during COVID-19 using the Islamic perspective in Jordan and noted that digital marketing is important in promoting performance among companies within the current Covid-19 pandemic.

Locally, Achieng' (2016) discovered that Kenyan SMEs use around 30% of digital marketing approaches, but they encounter obstacles such as poor management skills, lack of funding for website development, and limited expertise in creating digital content. In addition, Obwatho, Thuo and Mwiti (2016) also determined the impacts of economic patterns on implementation of digital marketing among Kenyan tertiary institutions and noted that digital marketing promote the performance of Universities in Kenya. Ongaro (2018) also conducted a study on the field and noted that digital marketing is important in promoting the quality of services among

government services in the ministry of devolution. Onyango (2016) in determining the impact of internet marketing on performance of Kenyan flower exporters and confirmed that digital marketing improves their performance. However, these investigations were done outside the energy sector and none of the studies focus on the ministry of energy-Kenya.

From the above background, it is true that despite the effects of digital marketing on promoting quality control systems among company operations, few studies have been done to determine the impact of digital marketing on quality management of government services. By analyzing the effect of digital marketing on quality control at the Kenyan Ministry of Energy, this study seeks to close several gaps identified. The study topic is: What impact does digital marketing have on quality control at Kenya's Ministry of Energy?

### **1.3 Research Objectives**

- i. To assess the digital marketing Practices within the Ministry of Energy-Kenya
- ii. To measure the impact of digital marketing on quality management within the Ministry of Energy-Kenya

### **1.4 Value of the Study**

Various stakeholders in Kenya and beyond finds this study to be very important. For example, it would help the top management of the companies within the Ministry of Energy-Kenya. Managers within the ministry would understand the impact of internet marketing on quality management of their operations and this would help them to plan for their quality management. This would improve their performance, quality management and success of companies within the Ministry of Energy-Kenya in the long run.



The study would also benefit various government agencies and policy makers. For example, the policy makers and government agencies dealing with digital marketing and quality management would understand some of the policies they can adopt to promote quality management using digital marketing platforms in the country. This means that the study results would help in formulating and implementing policies associated with digital marketing and quality management among companies in the country.

Accordingly, the study would also benefit future scholars and academicians. Future academicians and scholars would use the study results and findings to conduct further studies dealing with the determination of the linkage between evaluate digital marketing and quality management among companies in different industries. In that sense, future students as well as scholars and researchers will use the study findings of this research as it will form a basis for their further research related to the topic of the study. Scholars would use this study as a reference point in determining company's digital marketing practices and how this influences the quality management of organizations.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

This chapter examines the relevant existing literature. It also provides empirical literature review. This includes a detailed description of the past studies dealing with the concept of digital marketing on quality management of companies across the globe. The segment will also review related theories and models. A conceptual model showing the relationship between the variables is examined in this chapter.

### **2.2 Theoretical Foundation**

This research was guided by technology acceptance theory and the total quality management theory.

#### **2.2.1 Technology Acceptance Theory**

Davis (1986) developed the TAT theoretical model, which primarily concerns with the prediction of an information system's applicability in organization. The goal of this concept is to predict an instrument's applicability and identify the adjustments that should be made to the framework to ensure that users would accept it. According to the TAT model, a digital information system's acceptability is simply based on its perceived utility and ease of use (Davis, 1993).

The extent to which one thinks that utilizing a system encourages performance is known as perceived usefulness. According to Davis (1989), the degree to which one thinks the system's

operation is helpful is determined by perceived ease of use in that particular system. perceived relevance and Perceived ease of use are viewed as two distinct metrics (Davis, 1986).

According to Bandura's (1982) concept of "self-effectiveness, a tool that is simple to use gives the user a sense of control over the system.

This theory is relevant to this study, since it describes how behavioral intentions influence how digital tactics are adopted. The perceived importance of the various systems, according to theory proponents, is crucial to acceptance. TAT concept was therefore essential to this research's examination of the use of various digital marketing tools by Kenya's Ministry of Energy.

### **2.2.2 Total Quality Management Theory**

This total quality management theory is associated with Edward Deming as well as Joseph Juran (1931). These two authors founded the theory with the aim of promoting customers satisfaction levels in organizations (Van Kemenade & Hardjono, 2018). According to the theory, quality is one of the number one aspects of promoting customers satisfaction (Anil & Satish, 2019). They noted that customers will always perceive quality in different capacity. In all organization, customer satisfaction depends on the type of leadership, the level of workers participation in major decision making process and the level of technology integration in the organization systems. Issues associated with continuous improvement, team work and adoption of effective consumer research are part of ways of promoting quality management in organizations (Ladewski & Al-Bayati, 2019).

Studies by Van Kemenade and Hardjono (2018) also confirms that total quality management can be done through making changes in the company's product design and inclusion of business process reengineering systems. The theory assumes that the management in organizations

always aims at surpassing the customer expectations by adopting unique and high quality programs (Ladewski & Al-Bayati, 2019). With total quality management, organizations can enjoy long term success and sustainable competitive advantage. This is done through adoption of programs that include team work and overall participation of organization stakeholders towards improving the products, the activities as well as towards the improving of processes and culture of the organization (Anil & Satish, 2019).

In this study, the theory will help to guide companies to manage their quality by reviewing their dynamic customer care views since companies operating in dynamic business environments can adopt diverse models of creating customer satisfaction (Sultan & Wong, 2010). TQM is anchored on this paper based on the premise that public organizations are likely to surpass consumer satisfaction if they embrace strategic leadership, total quality management, continuous improvement, consumer research, and technology.

### **2.3 Empirical Literature Review and Research Gaps**

Several studies have been on determining of digital marketing effects of company's performance, quality management and competitive advantage. In Turkey, Çizmeçi and Ercan (2015) determined the impact of digital marketing in creating brand awareness in the housing sector. The study found out that housing enterprises that create paid ads have a greater impact than those with create proactive content. It also revealed that digital marketing tools such as Facebook or Twitter would become more important in generating sales for companies in future. The author says that mega housing firm use the digital marketing to share information about ongoing projects and respond to any feedback. Similarly, online Kenya digital news websites

like Tuko.co.ke, Ghalfa, Mpasho, and Plive use these digital ad tools to market their content to the public. Most of them use Facebook and Twitter sponsored ads.

However, in Pakistan Khan and Siddiqui (2011) explain that online marketing is a powerful strategy for establishing brands and increasing traffic. They wanted to know how Pakistani marketing experts felt about digital marketing and how effective it was. Also, it is more cost-efficient to control and measure the money spent on digital marketing. Mangold and Faulds (2009) acknowledges that social media like Facebook has made it possible for companies to communicate with millions of customers and has opened up new marketing avenues. Moreover, managers use these tools to engage customers and boost customer experience. Nevertheless, for optimum outcome, marketing executives must understand online social marketing programs and campaigns. Also, they must know how to do it effectively with performance measurement indicators.

In order to provide China's banking industry a competitive advantage, Zhao, Tsai, & Wang (2019) performed research on strengthening financial innovation tactics in the country. The fin-tech revolution in the state was the study's main topic. Utilizing secondary sources of data was important as it controlled the study to use qualitative methodology. According to the research, the COVID-19 pandemic has caused a disruption in business as usual, necessitating the establishment of new procedures by banks and other financial institutions. According to the research, encouraging communication via the use of digital media techniques is anticipated to increase various banks' ability to compete in locally, regionally and internationally.

Malhotra (2017) examined how social networks in India affected the financial success of Indian banking organizations. The study used panel data on the performance of the banks from 2012 to

2014 and examined the Facebook sites of 47 commercial banks in the country. linear regression and the Independent Sample t-test were used to assess the study data that had been gathered. The use of financial institution profitability and Facebook were shown to have a negligible positive association in the study. The findings further indicate that using Facebook improves customer loyalty and customer service in those institutions. However, the study doesn't incorporate the rest of the digital marketing techniques.

Chikandiwa, Contogiannis, & Jembere (2013) conducted study in South africa on social media marketing practices on financial institutions in the country. 28 executives from the banking industry and selected social media professionals were interviewed in-depth for the study. The results show that social media marketing is still in its infancy, however, majority of commercial banks have profiles on Twitter and Facebook that they use for reactive customer support and online marketing. Social media helps businesses reach a wider audience of potential consumers, promote new products and services, and increase brand awareness. The research does not attempted to analyze how the competitiveness of commercial banking institutions are influenced by different digital marketing techniques.

Mesfin (2019) looked into the effect of social media on marketing performance in Ethiopia using examples of a commercial bank located in the country. A structured questionnaire was used to collect data from 96 employees of the commercial bank of Ethiopia as part of the study's explanatory research design. regression and Correlation analysis were used to analyze the research data that had been gathered. The research's conclusions show that the use of social media improved client retention, commercial banks' competitive advantage and real-time communication. According to the findings of a regression analysis, the efficiency of the Ethiopian Commercial Bank's market performance and social media marketing are directly

related. The current research looks at all registered Kenyan bank while this research looked at all Ethiopian commercial banks.

Locally, Odongo (2014) looked at the competitive advantage of strategic social network marketing in Kenya's electronic sector. 49 electronic companies in Nairobi were the subject of the study as he used a descriptive research approach. correlation tests and Descriptive statistics were used to analyze the acquired data. According to the results, YouTube, Twitter, and Facebook have become more popular among registered businesses as social media marketing tools in the country. The outcomes show that the firm's competitiveness has increased as a result of the social media marketing integration. According to the research, social media has boosted branding and secure communication tactics. However, because the study was restricted to the banking sector, the results might not be applicable to the current objective being examined. Additionally, the study did not look at the impact of SEO and email marketing, which the present study is investigating.

The impact of social media interactions on the financial success of Kenyan firms was evaluated by Njeri (2014); where the study employed a descriptive research methodology. The research assessed the study's dependent variable using panel data and a semi-structured questionnaire. The study's findings suggest that banks may use social media as a platform for access to immediate consumer feedback to better understand their clients' demands, new product development, and product marketing and sales. The results of the regression study show a strong correlation between financial success of the bank and social media activity. To determine the specifics of how the three digital marketing techniques affect competitive advantage, the present research looked at organizations' comparative advantages in the country.

In addition, Obwatho, Thuo and Mwiti (2016) also determined the impacts of economic patterns on implementation of digital marketing among Kenyan tertiary institutions and noted that digital marketing promote the performance of Universities in Kenya. Achieng' (2016) found that the utilization of digital marketing techniques by Kenyan SMEs stands at about 30% and they are faced with challenges such as limited knowledge on developing digital content, lack of technique on managing these strategies and lack of funds to create websites. Ongaro (2018) also conducted a study on the field and noted that digital marketing is important in promoting the quality of services among government services in the ministry of devolution. Onyango (2016) in determining the impact of internet marketing on success of Kenyan flower exporters and confirmed that digital marketing improves their performance. However, these investigations were done outside the energy sector and none of the studies focus on the ministry of energy-Kenya. From the above background, it is true that despite the effects of digital marketing on promoting quality control systems among company operations, few studies have been done to determine the impact of internet marketing on quality management of government services and this study aims to fill the gap by determining the impact of internet marketing on quality management within the Ministry of Energy-Kenya.

#### **2.4 Summary of Literature and Knowledge Gaps**

From the analysis of the above studies, one can argue that there are conceptual, methodological and contextual gaps. For example, studies by Turkey, Çizmeçi and Ercan (2015) determined the impact of digital marketing in creating brand awareness in the housing sector in Turkey; while Khan and Siddiqui (2011) conducted their study in Pakistan and this depict a contextual gap.



However, methodological gaps are also evident in the studies by Malhotra (2017) who evaluated the impact of social networks on the financial performance of Indian banking institutions. There is also a methodological gap in a study done in South Africa, by Chikandiwa, Contogiannis, & Jembere (2013) who identified the importance of social media marketing in the country's financial institutions. These studies adopted cross-sectional survey design while the current study will use case study design.

Finally, there is also conceptual design since past studies reviewed were done in non-energy sector and mostly focus on the financial and banking industry. This is evident in a study done in Ethiopia, by Mesfin (2019) who examined the impact of social media on marketing performance among commercial banks in Ethiopia. The effect of strategic social network marketing competitive edge a case of Kenya's electronic sector was an assessment done by Odongo (2014), while Njeri (2014) also assessed how financial performance of companies in Kenya are affected by various social media platforms. All these past studies mostly focus on financial sector and leaving a conceptual gap in the energy sector which this study aims to fulfill.

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

The demographic and sample design, data collection methods, research procedures, and data analysis methodology are all covered in this chapter.

### **3.2 Research Design**

Research design indicates how the research was done. It gives the framework used by the researcher to get data, measure the findings and analyze the data obtained from the respondents (Creswell & Plano, 2011). Research design can be defined by Kothari (2004), as the framework under which the study is conducted. Denscombe (2014) argued that research design guide data collection and focus of the study.

The case study method was adopted since it allowed the researcher to retain the meaningful and holistic features of the real life experiences of the study topic and it made it easier to determine how quality management is influenced by digital marketing within the Ministry of Energy-Kenya. In addition, the use of case study design allowed the researcher to get in-depth data related to the study topic. The case study method enabled the researcher to collect data within a short time.

### **3.3 Data Collection**

Primary data was collected by the means of an interview guide. The researcher interviewed Digital Marketing Managers, the public and 10 customers within the Ministry of Energy-Kenya.

This was done with the aim of determining the effects of digital marketing on quality management within Kenya's Ministry of Energy.

Face-to-face interviews were conducted by the researcher to gather crucial data for the study, and this approach allowed the study participants a chance to voice their opinions on the study's subject. During the data collecting phase, the utilization of the interview approach helped to get a high response rate in the study. Face interview method allowed the researcher to interact with various participants during the actual data collection process and this is important in identifying the respondents and in ensuring that they provide honest and reliable data associated with the topic of the research.

The study included secondary data and which was based on past publications related to the topic of the study. The researcher also analyzed the past reports and annual data on the Ministry of Energy-Kenya website and other online platforms associated with the digital marketing and quality management within the Ministry of Energy-Kenya. This data was collected from online data bases and already published sources, especially journals. The data helped to supplement the primary data.

### **3.5 Data Analysis**

The use of qualitative data analysis was adopted and this was done after data was collected using interview method; then it was analyzed using Content analysis method, based on various themes underlying the topic of study which is to determine the influence of internet marketing on quality management within the Kenyan Ministry of Energy. Responses with common themes or patterns were grouped together into coherent categories and this helped to determine the influence of internet marketing on quality management of within the Kenyan Ministry of Energy.

According to Saunders et al. (2015), qualitative research methods involve examination of a notion with the drive to provide more insight of a subject. Since the study adopted and used content analysis, it was easier to analyze the data based on different thematic categories and this helped to determine objective of the study which was to determine the influence of internet marketing on quality management of within the Kenyan Ministry of Energy.

## **CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION**

### **4.1. Introduction**

The findings of the study are presented in this section based on the data collected from the respondents with a view of answering the research questions. It also entails an analysis of the findings as well as discussions on the results in relation to the study gaps and informed by the findings in the literatures from previous researches. Before the presentation of the findings, the respondents' demographic and other details are captured and analyzed because such characteristics affect the quality of responses from the respondents.

### **4.2. Background Information and Demographic Characteristics**

The researcher interviewed 8 managers from The Ministry of Energy-Kenya, 12 other stakeholders from the public, digital marketing companies and customers after obtaining their consent and explaining to them the objectives of the study. Only the willing individuals were interviewed using the interview guide attached (Appendix I). It was important to determine the respondents' demographics which include the highest level of education attained, sex, job experience, and age. Likewise, it was critical to underscore the demographics of the respondents such as sex and job experience. The findings are discussed below.

#### **4.2.1. Age**

The ages of the respondents were recorded to establish the composition of the respondents. According to the findings, out of the 20 respondents, 12 were aged above 45, 4 were aged between 36 and 44 and the rest were younger than 36 years of age. This shows that more than

half or the management team in the company were aged below 45 years. This shows that the company hired younger managers, or, only little experience was required for one to be a manger in the company since experience accumulates with the age. This is shown below.

Age in years	Frequency	Percent
20-36	32	11.7
36-44	159	58.2
45 and above	60	22.0

#### 4.2.2. Sex

It was also noted that out of the 20 respondents, 13 were male and 7 were female, representing about 65% and 35% respectively. The gender representation may appear biased but it was critical due to the sampling technique hence may not reflect the actual position of all the stakeholders especially the females; this is because the study is of a social aspect where opinions are collected instead of quantitative aspects. This is shown in the table below.

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	13	65	65	65
Female	7	35	35	100

#### 4.2.3. Highest Level of Education

The researcher wanted to establish the highest level of education attained by the respondents because the level of education may have affected the quality of responses obtained. It was established that 60% of the respondents had attained at least a Bachelor' degree. 30% respondents had other education achievements.

<b>Highest level of Education</b>	<b>Frequency</b>	<b>Percentage (%)</b>	<b>Cumulative Frequency</b>
Higher Diploma	2	10.0	10.0
Bachelors'	5	25.0	35.0
Masters'	6	30.0	65.0
PhD	1	05.0	70.0
Others	6	30.0	100
<b>Total</b>	<b>20</b>	<b>100.0</b>	

#### **4.2.4. Management Level/Position**

Job positions and level of management were asked from the respondents. It was established that 4 out of the eight managers were from top level management of The Ministry of Energy-Kenya. Two were from middle management positions, three were directors from digital marketing companies and the rest were customers. These findings show that the sample was proportionately representative of the stakeholders of the organization.

#### **4.2.5. Job Experience**

The levels of job experience were recorded from the respondents and the findings showed that 5 managers had experience of more than 10 years. 3 managers had between 6 and 10 years of experience. It was not necessary to establish the years of experience of the other respondents since some were customers of the organization. The findings imply that high level of experience is a requisite for individuals to work as managers in the organization since the findings show that more than 62.5% of the organization managers had at least 10 years' experience.

### **4.3 Digital marketing strategies adopted by The Ministry of Energy-Kenya**

The respondents were asked to give some of the digital marketing strategies that the organization had adopted. Some of the digital marketing strategies mentioned included e-mail marketing, Website marketing, SEO marketing, and social media channels,

#### **4.3.1. Social Media Marketing**

The respondents stated that The Ministry of Energy-Kenya used of almost all online social channels for marketing.

*“We use social media, especially Twitter to post information and advertisements”*

*“Our company’s Twitter account has over fifty thousand followers, with us reporting over five million impressions in our quarterly digital reports.”*

*“We get most information from The Ministry of Energy-Kenya, and its parastatals, through their updates on Twitter and Facebook.”*

Social media marketing strategies are effective because they provide a platform through which organization reaches a larger audience since almost all customers are currently on social media.

#### **4.3.2. SEO Marketing**

It was also noted from the responses that SEO marketing is a major online marketing strategy used by The Ministry of Energy-Kenya.

*“Our corporate has a talented team of computer gurus whose duty is work to maintain the organization’s search engine optimization. ... a simple search on ‘Ministry of Energy’ would drive you to the Ministry’s resourceful website”*



*“A simple google search on the word ‘The Ministry of Energy-Kenya’ directs the user to the information that offers an opportunity to move into organization’s website”*

#### **4.3.3. Website Marketing**

The Ministry of Energy-Kenya has websites, [www.energy.go.ke](http://www.energy.go.ke) and [www.petroleumandmining.go.ke](http://www.petroleumandmining.go.ke) in which advertisements and information are posted regularly. Also, short video advertisements and pop-ups are used by the organization on other applications such as those free on Google Play Store.

*“The Ministry has two main websites through which its customers get information and other social media platforms through which customers and stakeholders can interact with the organization”. “Our organization has made good use of short video and pop-ups advertising and information sharing as well as prompts on some play store applications”*

Generally, the respondents noted that most of the company information and advertisements were made through the company websites which has interphase that are highly interactive to offer exceptional user experiences.

#### **4.3.4. Email Marketing**

Even though an effective digital marketing tool like email has its direct contact with the consumers, The Ministry of Energy-Kenya does not largely utilize email marketing.

*“Our company rarely sends promotional messages to large number of people through email but we send informational emails to our subscribed specific customers and stakeholders and consumers whom we have interacted in one way or another through email”, a respondent said,*

*“We send promotional messages regarding our activities through the emails of our regular correspondents”*

#### **4.4. Quality Management Measures**

This study aimed at establishing the quality management measures used The Ministry of Energy-Kenya. This was necessary to enhance creation of a link between digital marketing and performance. Therefore, the respondents stated service efficiency, responsiveness and service reliability as key performance measures in the organization.

*“I think service efficiency is the key performance measure and it can be determined by looking at customer satisfaction and turn-around time”*, One respondent said.

Another respondent said, *“The ability of the organization to meet its objectives efficiently by offering services in a timely and reliable manner entails quality”*.

#### **4.5. Digital Marketing and Quality Management**

##### **4.5.1. Service Efficiency**

The level of efficiency of the organization was asked from the respondents as shaped by digital marketing strategies. There was an agreement from majority of the respondent that the digital strategies improved the efficiency; the employees were asked to state whether the digital marketing strategies employed by the organization led to increased service delivery efficiency

and most respondents agreed that since the marketing strategies led to reduced service delivery times, they consequently led to an increase in efficiency.

*“the digital marketing strategies, especially Facebook and Twitter marketing as well as social media short-video marketing have improved our service delivery tremendously, our customers have also increased”.*

This shows that digital marketing strategies adopted by the Ministry of Energy-Kenya increased organization’s efficiency to a large extent.

One respondent said,

*“It is true that digital marketing has become more critical among our marketing communication strategies because it has more impact than TV and radio”.*

However, some respondents could not directly link digital marketing strategies to service efficiency. Nonetheless, some said that digital marketing enhanced marketing efficiency because it lowered the costs of marketing.

*“Digital marketing is more efficient than the mainstream marketing strategies because it is cheaper and the information is received by a larger audience compared to other marketing strategies”.*

Therefore, it is evident that digital marketing therefore lowered organizational expenses thus improving efficiency in promoting the organization’s services.

#### **4.5.2. Responsiveness**

When asked whether the digital marketing strategies enhanced responsiveness, most respondents agreed that such strategies improved interaction between the organization and the stakeholders and responsiveness was improved.

*“The messages on digital platforms reached the customers faster compared to other platforms and our customers could respond faster thus enhancing organization’s ability to attend to customers in a timely manner”.*

In online marketing, information and products are presented using audio-visual cues that give the products lasting images while providing interactive platforms, especially, on the company websites that offers lasting memories on the stakeholders thus promoting brand image of the products. Additionally, they allow real-time interaction between the organization and the customers. Also, to determine organizational responsiveness, the respondents were asked to ascertain whether the employee morale was boosted by digital marketing strategies. A large number of respondents noted that employee morale was boosted due to the interactive nature of digital marketing. Enhanced moral increases productivity among employees.

*“when our ministry gets positive reviews due to our digital strategies, all employees feel good and motivated to work for the better; therefore, the organization becomes more responsive to clients”*

#### **4.5.3. Service Reliability**

On service reliability, most respondents sought to respond in terms of customer satisfaction since it shows how service delivery is reliable. Customer satisfaction is a measure of performance

because an organization that is performing well will have highly satisfied customers with increased customer loyalty. The responses obtained showed that the digital marketing practices enhanced customer loyalty.

*“The customers and stakeholders whom we have interacted frequently on digital platforms have become loyal to us and our organization”.* Also, another respondent said, *“our customers get all the information they required about us and our products in the digital platforms thus were satisfied”*

Generally, from the findings, it is evident that the respondents alluded that the strategies in online marketing used by The Ministry of Energy led to enhanced service reliability that escalated customer satisfaction and loyalty because they could get adequate information on the company products with ease on the digital platforms.

#### **4.6. Discussions of the Findings**

This study aimed at establishing the impact of online marketing strategies on quality management in The Kenyan Ministry of Energy. Quality management has been measures in this study using three main parameters; service efficiency, responsiveness and service reliability. Quality management being the oversight process of all tasks and activities required to maintain a desirable degree of excellence and it involves creating and implementing quality planning, assurance, control and improvement aims at enhancing performance in an organization. The findings here have been established just like Bazazo et al. (2017) that quality management help in achieving and maintaining a favourable degree of quality in a company because it ensures that

the organization offers services or products that match consumer expectations as noted from the metrics.

The study established that digital marketing enhanced quality management in tandem with El Junusi (2020) who noted that digital marketing helps to promote the success and quality of operations in organizations. This study also agrees with El Junusi that digital marketing is associated with stable promotion of quality management of organizations. Mehra and Coleman, (2016) also established that companies who have adopted digital marketing experience high level of quality control and management in their operations in line with this researcher's findings.

On general terms, Obwatho, Thuo and Mwiti (2016) who determined the impacts of economic patterns on implementation of digital marketing among Kenyan tertiary institutions, noted that digital marketing promoted the performance of Universities in Kenya; This agrees with the findings of this study. This study established that digital marketing enhanced service efficiency in tandem with Ongaro (2018) who noted that digital marketing is important in promoting the quality of services among government services in the ministry of devolution in Kenya.

The findings of this study also concur with Obwatho, Thuo and Mwiti (2016) who noted that without effective digital marketing, the management may fail to engage with the public and achieve their overall objectives and goals. This implies that digital marketing enhances interactions between the organization and its stakeholders thus enhancing service efficiency. This is also supported by Merisavo (2006) who upon evaluation of the impacts of digital marketing on consumer loyalty using research propositions and an integrative model, noted that digital marketing communication promote the customer loyalty in organizations.

The findings of this study generally agrees with the findings of previous studies, for instance, Bazazo et al. (2017) summarizes that digital marketing practices lead to growth in sales and revenue while building brand image; but importantly, it enhances quality management that result into customer satisfaction, customer retention, customer acquisition, and overall quality control and improving market share growth of the organization.

## **CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS**

### **5.1. Introduction**

The summary of the study and the finding are presented in this section. The Chapter gives the conclusion of the study based on the findings and literature review as well as the implications of these findings for practice, policy and future studies. The significance of the study is also discussed here and the limitations of the specific research. Further recommendations for practice and future studies are given.

### **5.2. Summary of the Findings**

This research had two primary objectives; to determine the digital marketing practices within the Ministry of Energy-Kenya and to establish the impact of internet marketing on quality management within the Kenya's Ministry of Energy. In a qualitative approach questionnaires was used to collect data from 20 purposively selected respondents from The Ministry of Energy, digital marketing professionals and other stakeholders, the study came out with a number of findings.

First, the study established that The Ministry of Energy-Kenya had put in place digital marketing strategies that include, e-mail marketing, SEO marketing, Website marketing and social media marketing. SEO marketing and social media marketing were the major online marketing methods that The Ministry of Energy utilized. These platforms are notable in the since the organization has both Facebook and Twitter accounts as well as two major websites through which it interacts with its stakeholders. It was noted that the organization posts information and advertisements regularly. The study also found out that the organization utilizes Google Play Store Apps to post



some of its information to the users. According to the research, an organization has a group of experts employed to maintain the websites and are also in charge of the SEO technology to ensure that the digital aspects of the organization are modernized and up to date.

The second aspect of this research was to underscore the quality management measures applicable to the Ministry of Energy, Kenya before seeking the link between digital marketing and quality management. It has been established that the organization holds three main measures to be determining quality management. The quality management measures include service efficiency, responsiveness, and service reliability. Importantly, service quality, responsiveness and service reliability were measured through aspects such as customer satisfaction, customer loyalty, turn-out time/cycle time and employee motivation.

Finally, the relationship between digital marketing and quality management was sought and the findings indicate that digital marketing has been found to improve quality management through enhancing service delivery/quality, increasing responsiveness of the company and enhancing efficient service provision. On specific measures, it was established that digital marketing led to improved employee morale and promoted brand image. Also, digital marketing strategies lowered the marketing expenses therefore increasing efficiency in promoting the organisation's products and services.

### **5.3. Conclusion**

According to this study findings, it can be concluded that digital marketing strategies are critical in promoting quality management in organizations. Digital marketing enables organizations to present information and to advertise their products through media that has a very large audience. This therefore lowers cost of marketing thus increasing efficiency in marketing management.

Also, since digital marketing have a variety of avenues, organizations have an opportunity to choose the most applicable and appropriate platform to reach clusters of customers. It thus enables managers to organize their marketing strategies thus improving efficiency. Therefore, it is upon the marketing strategists to evaluate the best medium for use. Likewise, the study noted that the use of digital marketing does not only affect customers but also impacts employees in the organization. For instance, employee performance is enhanced through improved motivated; this translates into organizational performance. Therefore, companies can adopt digital marketing as a way of improving employee morale.

This study has provided invaluable information on the effect of online marketing on quality management, and by extension, on organization success. Several research have been conducted on the role and benefits of digital marketing; therefore, this study has provided additional information for the literature. The findings herein are critical for managers and policy makers of both small and large organizations on the effect of online marketing practices on the organization, the consumers, the employees and the other stakeholders.

#### **5.4. Limitations of the Study**

A case study model was aligned into this research and the study was on The Ministry of Energy-Kenya. Face to face interviews were conducted on the selected respondents. Face to face interviews allow the research to make further inquiries on areas that need more light, unlike questionnaires whose answerers are bound. Since the study used case study method, it was likely for the respondents to show bias towards their company. Interview method is associated with fear of victimization and this may result into unreliable results. Additionally, case studies lack scientific rigor and do not provide the basis for generalization because they are difficult to

replicate hence cannot be corroborated. However, to reduce the bias and unreliability, the researcher assured the participants on the confidentiality of their data and this gave them the courage to provide reliable and honest data.

The research considered only 20 respondents, a number which may be a small for conclusive establishments. The number was chosen for convenience because face to face interviews are time consuming and most respondents prefer anonymity hence not comfortable with face to face interviews. Additionally, the study should have considered more employees rather than managers because it was testing the quality of management offered, which subordinate staff were at better position to gauge than the managers.

### **5.5. Recommendations**

The study established that digital marketing strategies help improve quality management in organizations. Therefore, companies should strive to have in place modern digital marketing strategies, especially social media marketing strategies through Facebook, WhatsApp, Twitter and YouTube and any other depending on the customer base. However, each organization's customers have specific preferences, therefore, companies should first conduct studies on the best possible platform to invest in and then keep its digital platforms up to date.

The emerging trend in digital marketing indicate that it provides the best platforms for marketing and promotion, thus companies should recruit marketing departments that are proactive to help them build brand image as well as customer loyalty thus online platforms. Additionally, proactive organizations should increase their marketing budgets to cater for digital marketing and with strong marketing teams with main focus on digital marketing; managers will find it easy to enhance quality of their management practices thus the success of their companies.

#### **5.4. Suggestions for Future Studies**

This research took a case study approach in which The Ministry of Energy-Kenya was considered for study. Since case studies are prone to biases, further studies should consider more than one company to enhance the suitability of the findings for generalization. Likewise, the study considered only 20 respondents, a small number for generalization. Therefore, future studies should strive to expand the respondent scope to enhance the evidence established thus conclusive findings. Also, the respondent base should be chosen appropriately with more employees and customers rather than managers.

Further, future studies should strive to determine the effect of each dimension of online marketing independently on quality management performance on different organizations and different industries. This is because such limiting factors may have significant effects on each of the performance measures mentioned. This study has not shown the digital marketing practice with the highest effect on quality management, thus future studies should consider individual digital marketing platforms.

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## APPENDICES

### Appendix I: Interview Guide

The objective of this study is to determine the influence of digital marketing on quality management of within the Ministry of Energy-Kenya.

1. What is your current position at Ministry of Energy?
2. Which department do you head at Ministry of Energy?
3. How many years have you worked at Ministry of Energy?
4. What are some of the digital marketing strategies adopted by Ministry of Energy?
5. To what extent has Ministry of Energy implemented the following digital marketing strategies to promote its quality management?
  - i. Social Media Marketing
  - ii. SEO marketing
  - iii. Website Marketing
  - iv. Email marketing
6. What are the quality management strategies that Ministry of Energy has implemented to achieve its set plans?
7. To what extent has the Ministry of Energy implemented the below quality management plans using digital technology to promote its success?
  - i. service efficiency
  - ii. Responsiveness
  - iii. Service reliability

8. What are some the digital marketing strategies you suggest the Ministry of Energy can adopt to promote its quality management?

**THANK YOU**