EFFICACY OF FACEBOOK IN RESOLVING CUSTOMER COMPLAINTS IN THE BANKING SECTOR: A CASE STUDY OF COOPERATIVE BANK OF KENYA

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DECLARATION

This research project is my original work and has not been presented anywhere else to the best of my knowledge. No part of this thesis should be reproduced without the prior permission of the author.

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LIST OF ACRONYMS AND ABBREVIATIONS

Coop House Branch- Cooperative Bank House Branch

SMA-Social Media Analysis

VRIN-valuable, rare, inimitable and non-substitutable

RBV- Resource Based View

BA- Business Analytics

"FFIEC"-Federal Financial Institutions Examination Council

ICT-Information and Communications Technology

IS-Information Systems

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DEDICATION

I dedicate this research to my mother who taught me the value of hard work. I wish you were

here to see me live your teachings. To Claire, Chloe my babies, I am doing this so that you can

understand that all dreams are valid and you can make it if you press on.

ABSTRACT

Cooperative Bank deals with a wide number of publics physically and virtually. The bank strive to ensure that they continuously enhance their customer relations in order to retain and attract new customers. Facebook provides a platform where the bank can interact with the customers to improve the relationships. The general objective of this study was to determine the efficacy of Facebook in resolving customer complaints in the banking sector, with a case study of Cooperative Bank of Kenya. The specific objectives were to determine whether complaints raised were addressed comprehensively, how the customer experience was during the problem-solving process, whether the process involved the customer and to determine any security concerns resulting from the complaints raised on the Facebook platform. The study was guided by James Gunigs' Excellence theory, which talks about the value of public relations and its focus on improving relationships in an organization. The target population consisted of every individual who had raised a complaint on the Official Cooperative Bank of Kenya page during the study period 1st September 2021 to 31st December 2021. The total number of the target population was 2964 complaints. Slovins' formula was used to get a sample size of 352 samples. The research employed evaluative design and had a mixed method approach. Data was collected through surveys via questionnaires. The research used descriptive and regression analysis to analyze quantitative data then presented the findings in tables, and graphical forms. The research used SPSS version 20. Qualitative data was analyzed through content analysis and presented in narratives form. The research finding indicates that an organization that is keen on handling customer complaints in a way that they involve and listen to the customers during the complaint handling process, exhaustively handle the issues at stake while maintaining a great experience and professionalism while taking care of the security concerns of the customer is vital in ensuring better customer satisfaction and eventual retention of this customers as well as the opportunity to be referred for more business .The research findings indicate that the customers highly value a platform that is able to address all their complaints conclusively. The research found out that the customers whose issues were not fully addressed were reluctant to recommend the bank to other people. An organization keen on effectively handling customer problems should ensure that all the measures are put in place to strengthen the customer relationship. The study recommends that the bank should beef up its network and increase the speed of service.

CHAPTER ONE

INTRODUCTION

1.1 Overview

This section contains the background information of the area of study. The section introduces Cooperative Bank. It highlights the past problem resolution methods accessible to customers of Cooperative Bank and introduces the Facebook option. We are able to know when Cooperative Bank embraced social media and the intentions behind their Facebook pages. This section contains the problem statement, the objectives of this research, the rationale and significance of the study and the limitations and scope.

1.2 Background of the study

Co-operative Bank of Kenya is incorporated in Kenya under the Company's act, and is licensed to undertake banking business under the Banking act. It is one of the largest banks in Kenya listed under the Nairobi stock exchange and provides banking needs to cooperative societies and unions, individuals and all kinds of businesses. Cooperative Bank is authorized to provide financial services and is regulated by the Central Bank of Kenya.

Previously the bank used traditional methods like after service customer satisfaction sheets, emails and letters to collect information and complaints from customers which proved tedious, costly and time consuming. The traditional methods are still used though complementing the social media platforms. The advent of Facebook provided a good opportunity and a better platform due to its real time nature and wide reach.

Cooperative Bank has been able to incorporate social media in their customer relations efforts. The Facebook platform were started by the Marketing and Communication department in 2011. According to the Marketing and communication head, Ngumo Kahiga, the social media platforms were started in order to create engagement with the consumers, to create brand

awareness and enable brand recall. As at 29th September 2020 the official Cooperative Bank page had a following of 1,737,189 Facebook users. A quick look through the page shows marketing promotions and partnerships, inspirational quotes and call to action as well as anniversary celebrations and causes. Under these posts, customers present their issues pertaining to their accounts and services received.

Queensland Government (2016) lists the benefits of Facebook as a low-cost marketing strategy, a platform to share basic information about their business, a platform where they can talk to both existing and potential customers as well as customers' support. Facebook can raise brand awareness, it can be used to drive traffic to company's website, target advertising and offer deals through Facebook places constantly visited by their customers. The emergence and spread of internet and the growing consumers digital media use, has led to organizations in different fields coming up with a new way of relating with their customers (Cheong & Morrison, 2008).

By listening and engaging with their customers organizations are able to understand who they deal with and therefore provide the required service in a delightful manner. Social media appears to be the direct path to customers as it gives insights and offers a competitive advantage. Social media content is not restrictive and spreads over the internet to a larger community. The community includes other consumers and more importantly influencers of society; leaders and the media. Facebook provides a platform where customers raise complaints; these complaints can go viral through blog posts and media coverage. It is interesting to see customers logging in to social media sites when deciding whether to do business with a company. Businesses are more and more embracing a human connection that social media provides to be able to truly listen and engage with their customer (Jue, Marr, & Kassotakis, 2010).

Consumers are continuously looking for opportunities where they will get good service and a place where their issues will be promptly addressed. Social media provides a platform where customers can pour out their issues hoping for a solution. Westerman et al (2014) points those businesses which have come to the realization that if they engage with their customers the way they want, it will give them leverage and their businesses will be transformed. Therefore, businesses are looking for ways to increase interaction with their customers and add value to their businesses. The reality is that as businesses deal with customers on Facebook, they are dealing with a huge number of social "customers". This study aims to find out how effective Facebook is in solving customer complaints.

The emergence and spread of internet and the growing consumers digital media use, has led to organizations in different fields coming up with a new way of relating with their customers (Cheong & Morrison, 2008). Social networking sites are online web sources where users are able to create profiles, connect with other profiles and even see the content of their pages and those of the people they have connected with. These networking sites are credited to strengthening and expanding customer relation, build brands, generate leads and aid in employee communications. Among the fastest growing online tools for reaching customers is social media (Trusov, Bucklin & Pauwels, 2009).

Nielson Company (2021) depicts that the world spends 110 billion minutes on social media networks and blog sites. Facebook alone reported 2.8 billion monthly active users (Facebook, 2021). The site also records that on a daily basis there are 1.84 billion visitors. Social media has become a powerful tool in customer engagement. It is argued that correct and proper use of this tool would lead to high levels of customer satisfaction and better revenue performance.

According to a study by Click Software the people who receive good customer service through social media recommend the brand to others. 30% of this people spend more money

with those brands that engage their customers on social media. This revolves around companies talking with their customers. Blackshaw, (2006) defines social media as an internet-based application that carry consumer generated content which encompasses media impressions created by consumers typically informed by relevant experience and archived or shared online for easy access by other impressionable consumers.

By listening and engaging with customers organizations are able to understand whom they deal with and therefore provide the required service in a delightful manner. Social media is the direct path to customers as it gives insights and offers a competitive advantage. Through social media a company is able to gather data and use it to be able to tell whether their customers are satisfied or not. Success in social media impacts the net promoter score. When there are positive sentiments from a person in social media more people are influenced towards the company's brands. Social media content is not restrictive and spreads over the internet to a larger community.

This community includes other consumers and more importantly influencers of society; leaders and the media. It is common these days to find information from different sites or a customer's complaints going viral through blog posts and media coverage. It is interesting to see customers logging in to social media sites when deciding whether or not to do business with a company. Businesses are more and more embracing a human connection that social media provides to be able to truly listen and engage with their customer Jue, Marr, and Kassotakis, (2010). It is from this background that this study aimed to find out the efficacy of Facebook in solving customer complaints in the banking sector basing it on a case study of Cooperative bank.

1.3 Problem statement

Corporates deal with a wide number of publics physically and virtually; they strive to ensure that they continuously enhance their customer relations in order to retain and attract new

customers. Facebook is one major virtual platform that organizations have adopted and by its nature present platforms that customers are able to raise complaints. With the emergence of Covid 19 Facebook has increasingly become a safe and available platform.

Customers continuously seek out opportunities where they will be delighted in service and empowered to voice their feelings. Social media presents a number of options. Social businesses are therefore pursuing ways of getting into conversations with their customers and are continually seeking to interact and add value to these conversations. As they do this there is the glaring reality that they are not only dealing with the particular customer who has raised the complaints but talking to the entire community. Businesses are coming to the realization that if they are able to listen and engage with the customers in a way they want, then their businesses will be transformed (George and Didier 2014).

As organizations adapt Facebook to reach out to their customers with a view of resolving their issues there existed a gap in determining how effective Facebook is in resolution of customer complaints. It is from this background that this study aims to find out the effectiveness of Facebook in solving complaints in the banking sector basing it on a case study of Cooperative bank. The research aims to determine whether the complaints presented by customers are solved promptly, correctly and conclusively.

1.4 Research objectives

1.4.1General objective

The general objective was to find out whether Facebook was an effective platform for solving customer complaints in the banking sector with a case study of Cooperative Bank of Kenya.

1.4.2 Specific objectives

1. To establish whether customer complaints are conclusively addressed by Cooperative Banks Facebook team

2. To examine the customer experience during the complaints handling process by the bank's Facebook team.

3. To investigate whether the customer felt involved during the problem-solving process by the bank's Facebook team

4. To investigate whether there was any negative exposure to the customer because of raising a complaint on the Cooperative Bank of Kenya Facebook platform.

1.5 Rationale

Through social media a company is able to gather data and use it to be able to tell whether their customers are satisfied or not. Success in social media impacts the net promoter score. When there are positive sentiments from a person in social media more people are influenced towards the company's brands. This is also coupled with the economic implication of setting and running a Facebook page. Any organization would be interested to know the returns that such an investment provides. It is therefore important for Cooperative Bank to know whether the strategies they have put in place to solve arising customer issues on Facebook, are effective. Facebook remains to be the widest used social media platforms. Emarketer (2020) asserts Facebook is the leading social platform. It reaches over 59 percent of social media users. To many people, Facebook has become a way of life.

1.6 Significance of the study

The study is very important to Cooperative Bank and other similar institutions in that it has presented the loopholes that arise in solving customer complaints on Facebook. It

highlights problems that the customers go through as they seek to have their complaints sorted. It helps them to realize where the breakdown emanates from because normally before a customer raises a complaint on social media, the first contact has failed. So basically, this is a customer who received a product or service, there was a problem in either accessing/using the product or service, a different channel was used, which did not bear fruits and so eventually the customer decides to come vent in social media. Therefore, this gives the bank an opportunity to remedy its process and by extension delight their customers who in return will give more business and refer more of their friends to the bank. It is therefore important for the organizations to stop shooting blanks but have targeted ways of solving customer issues, which are tried and tested.

1.7 Scope and limitation

The study was conducted on customers who were willing to participate in the study and focused on the period between 1st September 2021 and 30th September 2021. These were customers who have raised an issue at one time or another during the research period. Its focus was complaints and did a follow up to know how the complaints presented by the customers were handled.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

In this chapter, we aimed to find out previous write ups and research about social media as a platform in customer relations, identify areas of controversy and raise questions that arose as well as identify areas that needed further interrogations. This section used survey books, scholarly articles and other sources with information related to the study. This study combined old and new interpretation of the study.

2.1.1 Definition of Customer Service

Scout (2020) describes customer service as the act of providing help or support to people who are already using your products or those with the intention to make a purchase. Scout focuses on the interest of the customers first, in providing assistance. They insist on support that is timely empathetic and one that puts the customers' needs first.

Customer service is anything we do for the customer that makes their experience better (Harris,2000). Customer service is a relationship with people who are essential from everything you do, meeting their needs and expectations as they want them, eventually leading to a mutually beneficial relationship (Zemke and Woods 1998). They stress that there is need for a proactive attitude which they coin as 'I care and I can do'. The performance of the company's products and services from a customer's point of view, is evaluated from a point where the customers are satisfied. The greater the level of satisfaction, the more consumers are willing to reward the company with loyalty (Bradley,1986). Bradley continues to say that customer service is responding to customer's needs with the intention of giving them a memorable experience and motivate them to come back and tell other people.

2.1.2 Importance of customer service

Foster, Francescucci and West (2010) says that technology has evolved how organizations communicate with their customers. They say that unlike before, organizations dialogue with the customers instead of pushing information to them. Research has shown that it's better for an organization to acknowledge every customer's feedback so as to build trust and organization's image. It is therefore important for an organization to identify what the customers are saying and respond to any complaints they may have promptly. Mostly organizations use these pages to educate, provide help and respond to questions in real time. Scout (2020) says that customers support is important and should be considered as an opportunity to acquire, retain or upsell. They talk about customer service been an income generator, it is a point where an organization is given an opportunity by the customer to delight them in their service.

2.1.3 social media for marketing

Regulatory audits Federal Financial Institutions Examination Council (2013) which looked at how banks interact with customers through social media, realized that there was a shift from using social media as an engagement tool to a marketing tool. There has been an effort to consolidate media efforts deepening small business relationships. There are several regulatory guidelines on the use of the social media. According to the research, customers want to feel the bank in the social media. There is however a challenge for the bank institutions to deliver consistent and integrated customer experience. In places where social media is used effectively, it is incorporated in all communication channels including the public relations and communication practices.

In social media an organization is able to build a community of likeminded individuals leading to brand awareness and provide input on search optimization is the most popular social networking site in existence (Andrea, 2015). Businesses use it to monitor the activities of

customers and situations that occur in their lives that can affect the business. Through Facebook an organization can be able to inform people about special events or meetings, recruit investors or employees and one is able to establish international contact as well as meet friends as well as build relationships. An organization is able to raise visibility and develop a personal brand. Facebook helps to offer online advertising opportunities.

2.1.4 Social media empowers customers

Brett King, Chief Executive and co-founder of Moven, Newyork based mobile banking service said that the biggest thing to come out of social media is the empowerment of the customer. According to Steven Ramirez, President of Beyond the Arc, the Berkeley, Calif social media consulting firm (2013), social media is a good way to begin conversations with the banks but it is important for the customers to know that the conversation is open to the public therefore be careful in sharing private and sensitive information.

Finanswatch (2020) says that Facebook and twitter have become the new battlefields for banks. They provide a platform where the banks can be able to talk to their customers, understand their pains, what customers do not like about them and get an opportunity to woe them. Finnanswatch predicted that banks would offer financial services to their customers on social media channels. They noted that despite media spaces getting filled with complaints from customers banks do not give these spaces the attention they deserve with the intention of converting them to loyal customers.

There are six components that can be used to recover customers. Siddiqui & Tripathi (2010) lists them as: first doing it right or what he calls fail safe your service, welcoming and encouraging customers to voice their complaints, acting first to the information or complaints given, providing a level ground where your treat all customers equally, learning from the recovery experience and getting to learn from the customers who are lost.

Siddiqui and Tripathi (2010) say that responding to customer complaints effectively can have a significant impact on satisfaction, repurchase intentions and the spread of word of mouth. The research identified different complaining tendencies in customers. They call the first lot the 'none -complainers. These categories of customers do not complain because they do not know they can do or where they should address their complaint. 'Switchers' believes in complaining though they do not think complaining will lead to any difference. The third is the 'prompt complainers' who feel the urge to complain right away. 'Positive thinkers' believe that service failure is part of being human and they deserve a second chance.

2.1.5. Social media and social media analytics

Social media has empowered everybody who has access to it. They can be able to voice their opinions, contribute to social issues and share whatever information or knowledge they have. Social media has brought a revolution in customers' communications with the different organizations that offer them products or services. Kaplan and Haenlein (2010) say that social media has really influenced customers perceptions and the decisions to buy. They continue to advise that social media has provided organizations with a lot of opportunities. Through social media organizations have a low-cost platform for marketing their products that if used effectively can help customers learn an organization and its associated brands, products and services. According to Kiron and Ferguson (2013) social media enables organizations to improve their customer relationship through prompt and more efficient engagement

Social media analytics is concerned with how social media data is collected, analyzed and interpreted to come to a decision. People have used SMA in Ecommerce, to get customers market intelligence, supply chain and also in product development. SMA is also used in politics and e-governance. This has been used to assist influence the customers and voters, to enhance relationships, create brand awareness, to market scale and speed as well as lower organizations costs as well as provide flexibility in terms of reaching the organization. According to Gangi

and Wasko (2009) SMA uses information from social media like Facebook to have a real time understanding of what the people are saying, what is trending, which products, brands or services are being mentioned in the social media sites. It basically gives a 360degree update.

When organizations use SMA, they are able to intimately connect with their customers and be able to create messages that are able to alter their customers perceptions, either through timely targeted campaigns, reacting quickly to customer services or create communities that interest their customers. SMA provides a mechanism to track and understand what the customers says and wants and be able to identify who the key influencers are, to engage them for the benefit of their organizations. Koudas (2012) lists text mining, customer insights, web analytics and customer engagement as SMA techniques.

2011 saw the addition of the term social media in the Merriam Webster Collegiate dictionary. According to the dictionary social media was first used in 2004. It described it as a form of electronic communication; web sites or social networking and microblogging, through which users create communities online to share information, ideas, messages as well as videos. Wikipedia defines social media as an online encyclopedia that was created by collaborative efforts of an online community. Wikipedia talks about an interaction among people where they create, share and exchange information and ideas in virtual communities and networks.

The pace of change is illustrated by the Federal Financial Institutions Examination Council ("FFIEC") Social Media: Consumer Compliance Risk Management Guidance (the "FFIEC Guidance") issued in December 2013, that includes these examples of social media: Facebook, Google+, MySpace, Twitter, Yelp, Flickr, YouTube, LinkedIn, Second Life, FarmVille and CityVille. Notably missing from the FFIEC's list are these fast-growing channels: Pinterest, Tumblr, FourSquare, Vine and Instagram.

According to Chen, Fay & Wang (2011) every financial institution should consider having a social media platform. FFIEC has incorporated a formal guidance that requires all financial institutions to align their social media platform in their risk management programs. The guidance was proposed in January 2013 and was effected in December 2013. The guidance applies to all financial institutions regulated by Federal Banking agencies.

Financial institutions and their employees use social media and therefore it is important for financial institutions to consider having a robust social media platform to interact and gain leverage from what social media presents. They can be able to gain a lot from customers interactions for market analysis. There are many regulators and guides that direct how these platforms should be used. FFIEC having implemented the risk management policies and management of social media discusses a framework for financial institutions to identify, evaluate how they involve, interact with their customers and the steps to increase the benefits as they mitigate business and legal risks.

Social media is very influential in catalyzing social change, it has a wide reach, uninterrupted communication and quick public mobilization. There is therefore a lot of opportunities that are created by social media to be able to bring about social change by creating awareness, mobilizing people and encouraging civic education and engagement as well as sharing whatever knowledge is available. More people are embracing social media and has become an effective platform in mobilization. Chai & Kim (2011) proposes a theoretical framework to advance a shared pursuit to be able to understand the role of social media for social change and understanding their real impact as it is still unclear.

Through Web 2.0 technologies social media users are able to interact create and share their own content. Social media has provided scale, it has a massive reach, global audience and is accessible to so many people who can produce or consume content. Individuals are no longer separate entities but are one in a whole. Social media has brought people together.

Functions of social media

Social media applications are mainly used to build and increase awareness through various virtual campaigns, fundraising and mobilizing resources for social change. Facebook is used to assemble and deploy its resources to series of actions. It is able to generate social interactions between its users to elevate awareness towards issues pertaining to organizations development. It enables uses to take further action as it provides more information on how to involve themselves actively in issues of interest. Social media is used to communicate organizations values to the public, spreading the word about the vision and mission of how the organizations work. Social media applications can buzz the intended message and at the same time build credibility by creating opportunity to obtain feedbacks from public while at the same time producing transparencies.

Knowledge collection and sharing is another imperative function of social media application that holds essential role to disseminate useful information/content and create wide access to digital archive. The main objective of content communities is the sharing of media content between users (Haenlein & Kaplan 2010). Social media applications could be employed in content management practice, where data is being collected and curate through crowd source ideas and shared collectively using online community. Participatory level is mandatory and it might generate challenge in providing relevance and useful contents that can be easily adopted by users, language standardization, and use of online content by key sectors (Rao, 2005). Social media application can also reduce cost in obtaining knowledgeable data, especially for those living in remote areas. From the aforementioned functions, social media applications could seize significant role in the reformation of social change practice, policymaking, and democracy by using the manifestation of civil society function.

The term of civil society, which encompasses the non-state and non-business sectors Hintz (2007), has demonstrated a grown number of civil society-based media, which are

recognized by its capability to challenge ownership, control, and organization (Ibid). Thus, participation, emancipation, and empowerment represent its crucial features and probably it is the most democratic manifestation of social media applications based on user generated content (Haenlein & Kaplan 2010). Even though civil society media consent users to get actively involved in news production by allowing them to share skills and expertise by generating open-source software and treating information/ knowledge not as intellectual property, issue of social media content ownership has been a protracted debate among digital villagers. Most social network sites still encompass content protection even though the material does not belong to them. Thus, an emphasize of collaborative project that facilitate simultaneous content creation, addition, and sharing by diverse users, supported by safeguarding credibility of content, should be set in accrual motion in order to promote joint effort of multiple users to generate not only interactivity among citizens but also productivity in knowledge and freedom of opinions.

The central idea of Web 2.0 is synonymous to the term interactive (O'Reilly, 2005). In Web 2.0, everyone is invited to participate in contrast to its predecessor. With the advent of Web 2.0, consumers or individual citizens can participate in exploring, modifying, and sharing the contents that are being published to the public. This new structure has enhanced a participatory and a two-way approach, and together with the concept of User Generated Content the Web 2.0 has given rise to social media (Kaplan and Haenlein, 2010). As has been stated above, the concept of citizen media is ascribed to participatory of the citizen; therefore, it is relatively straightforward to assume that citizen media can meet the Web 2.0 social media revolution. The age of social media has affected the one-way practice of communication that we have been used to.

2.1.7 Citizens empowered by new media

Hefferman (2011) notes that new print and journalists are slowly fading and the local citizens are taking over. Media outlets are using material that has been produced by local

citizens in their own news. This is because the people are empowered with gadgets and social media to document occurrences happening in their neighborhood real time and sharing. Social media has brought communication without restraint and a lot of gatekeeping. Sharing of information has been reduced by the click of a mouse.

There is still confusion as to the impact of social media. Its agreeable a powerful means to promote change but knowing exactly what is happening is a field that needs more research. There are studies from different scholars from many disciplines studying the use of social media in social and political discourse but there is still no theoretical framework to follow. Eltantawy and Wiest (2011) says this would be important as it would create a shared knowledge to understanding the role of technology for collective action. Eltantawy recommends a pursuit to understand social media functions and how it can be applied in developmental projects which could be a stepping stone to better understanding and using social media.

2.1.8 Using social media for business

Social media is defined as a "group of Internet-based applications that build on the ideological and technological foundations of Web, and that allow the creation and exchange of user generated content". Social media has totally changed how organizations interact with the marketplace and the society as a whole. It has come up with a whole alternative communication channel and access to so much information. Organizations can access consumer opinions, experiences and what customers think about their products and services and has brought real value to businesses that adopt it.

What SMA's do is to make use of progressed techniques to understand patters in unstructured media conversations. This enables businesses to come up with insightful decisions. The information gained is real time, creative value and is useful. Larson and Watson have done a lot of work on social media strategies. They bring out the how of SMA by introducing the resource- based view and dynamic capabilities. To reap the most organizations

are investing in SMA technologies to be able to understand what their customers think about them and their market positions.

2.1.9 Brand awareness and image

Organizations use social media to create brand awareness and image. Social networking channels such as LinkedIn and participation on microblogs such as Twitter, Google+, and Facebook and sponsorship of blogs can be used to connect with customers. An organization participating in social media can enhance its branch in many ways. They get a free platform to educate their consumers about their products, services and goals. They are able to position their business as a source of expertise, a go to place for certain information. They are able to provide all pertinent information that would place their organization at an advantage. They are able to inform their customers on all the courses they are taking as part of their corporate social responsibility, provide updates including weather and other related information that would impact how a customer would use their services. Consumer and retail goods are the most active on social media;Coca-Cola, YouTube, MTV, Disney, Red Bull, Converse, PlayStation, Oreo, Starbucks and Walmart.

As part of its initiative to assist its members increase its social media engagement, Independent Community Bankers Association of America issued a list of top Bank leaders in social media. Financial institutions with a Facebook page had a lot of fans. The companies with many fans included Capital one, Bank of America and Citibank.Citibank and Welsfargo have multiple social media accounts on a single social media channel and have social media command centres which monitor any mention of their companies on social networks, engaging with those customers.

2.1.10 Marketing intelligence using social media

There are so many benefits for companies who participate in social media networks. There is free product marketing and promotions which drive customers to companies' websites.

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Starbucks one of Facebooks top 10 reports $261 spent by Facebook fans compared to $162 million for fans who do not use Facebook. This clearly shows the power of social media presence. A business can therefore thrive if it combined the traditional methods of marketing with social media. For instance, combining television advertisements with Facebook postings or advertisements.

Due to the interactive nature of social media, companies can be able to gather information concerning the publics' perception of their products and or services. They can use monitoring and analytical tools available to them and be able to listen to the customers, their competitors and critics. This will help them come up with communication strategies that will assist them win their customers and provide products that make their clients content.

Using this information, organizations can tailor make messages for their customer, come up with promotional materials and customer service initiatives as well as online behavioral advertising.

2.1.11 Customer experience

Customer experience is the relationship that a customer has with a business. The interaction has high chances of either enhancing or destroying customer experience.

As customers interact with various companies' platforms on Facebook, companies can communicate to them directly addressing specific customers concerns. They have a free platform to demonstrate excellent customer service as they remedy the negative experiences. Social media sites can be used to send company messages on certain topics of general concern and interest. The information can be on weather, location changes or even changes in operating hours.

2.1.12 Risks from social media use

Despite social media having so many advantages, it presents very major risks, they can be legal, business or security related. These risks depend on organizations or employee's involvement in social media. FFIEC guidance notes that even those institutions that are not so actively engaged in social media will have risks that should be assessed from time to time and addressed in their social media policies.

2.1.13 social media in human communication

Social media has introduced mediated communication patterns and practices through ICT. Human communication has been severely altered. Hopper (2007) notes that ICT and digital media are he propelling factors of communication. They have totally altered human communication. Mediated communication has been greatly affected especially in social and cultural processes and its significance in society.

Through social media, people can be able to express themselves in ways they deem fit and participate in conversations that they want. These conversations are based on democratic structures and therefore have no limitations except those put in place by the people themselves. The conversations are more decentralized and less hierarchical. Social media users are able to interact with each other, share content, and enjoy all the capabilities afforded by social media.

With social media people are freely able to express themselves, however and whenever they want. Using social media offers several benefits like providing scale and the global audience reach as well as breaking down previous restrictions,

2.1.14 social media is powerful

Castells (2009) says that self-mass communication as offered by social media has the capability to reach global audience. It is self-generated in terms of content, self-generated in how the content is produced and self- directed in view of the potential receivers and self-

selected because the users select what they want to see. Basically, it is a situation of many communicating to many.

Social media's ability to communicate with massive number of people through progressed media technologies makes it a very important mode of communication and a powerful instrument of social change. Social media comes with capabilities where a social media user can be able to store, create, change and circulate as well as share their content and knowledge with other users.

Kaplan and Blakley (2009) says that social media gives the audiences power to transform their personal social networks by engaging and developing relationships with people they hardly know. There are many points of production and distribution in social media. The publics can produce, public as well as asses information as they wish. Social media technologies are simplified in terms of use and readily accessible to people who have little technical skills. Anybody who have access to the technologies can operate them and alter the content they asses.

Hinchcliffe (2006), agrees that user generated content has a new frontier in reshaping power relations between the individuals and the media actors. Uses have control over what they generate and consume. Kaplan stamps that now audiences know that the power is now on their own hands to produce content and even monetize it as well. Individuals are now in the middle of media production and distribution.

Jetkins et al (2005) concludes that we are moving from an era where some produce and majority consume towards one where everybody has an opportunity to produce and distribute. is social media has tremendously changed how we communicate.

Kietzman et all (2011) believes that social media has introduced a substantial level of pervasiveness in how people communicate. There is a whole difference in how individuals,

communities and organizations interact. The social media culture has empowered people. It has powered a participatory culture, people are empowered. They now know that their contributions matter. Jetkins et al (2005) concludes that through this empowerment people feel some degree of connection with each other.

Social media has also led to an increase in democratic participation and the generation of a well-informed society. The use of social media for political change has brought a lot of hope to the people. Salmon,Fernandes and Post(2010) opines that through social media citizens are able to address and discuss diverse range of issues concerning the society. He talks about the presence of a public will mobilization. Kaplan also agrees that now more than ever the people are aware of the power they have to organize on behalf of political elite and even causes of interest.

This has led to shaping and energizing social changes that are driven by democratic participation in all communal spheres. Jakubowicz (2007) describes it as the appearance of alternative and opposition public spheres. As a result of this decentralization of communication through social media marginalized communities can now voice their opinions. They have a space to cry for justice. They can directly take part in social change.

Various studies have been done on social media and specifically on Facebook.Nidhi et al (2020) looks at the position of social media in banking. They looked at attributes that influence the adaption of different social mediums. They used qualitative in-depth questionnaires in this study and they used in-depth interviews on bank officials. This study identified risks of safety and privacy concerns to the customers. The study recommended that it was important for the bank managers to continuously monitor the quality of service on social media. In as much as this study highlighted the importance of constant surveillance it missed

an important element on the how of the customer recovery and determining what matters in resolution of a problem leading to customer satisfaction and improving relationships.

Sabine et al (2015), on handling complaints on social network sites of large companies noted that most complaints on social media are service related. They conclude that most organizations response is moderate. From an onlooker's perspective, research found out that most organizations in solving customer issues ask for further information in a message a lot in their response to customers, away from the public glare and this does not enhance satisfaction. This portrayed that most of the large companies in the research did not encourage customer interaction and willingness to assist. According to the study most of these organizations seemed to steer the conversation away from social media by asking for further information. This research does not go into the nitty gritty of the completely problem-solving approach from the customers standpoint.

Xiang et all (2019) on their study of customer complaints behavior in the retail sector looks at reasons why customers voice their complaints on Facebook. This research used both qualitative and quantitative research method. They did interviews, which found out that customers have failed to get amicable solutions on their first contact with the organizations leading them to seek a solution elsewhere. These customers are frustrated and uncertain. The biggest need is for the customers to feel heard. They therefore vent their frustration and share their unfavorable experiences. They even go to Facebook to revenge by damaging the company's reputation. This research concludes that complaints are good because they offer an organization the opportunity to identify their weaknesses and provide a remedy if they are willing to improve relationships.

2.2 Theoretical framework

This research was anchored on the Excellence theory headed by James E Grunig and team. The Excellence theory came about because of a team headed by James Grunig, which was tasked by the foundation of the International Organization of Business Communication in 1985. The team was tasked to find out the value of public relations in an organization. They interviewed and surveyed professional and CEOs of 327 companies in the US, UK and Canada. They sought to find out how monetary value of Public Relations could be determined. Grunig and his team sought to understand how public relations makes organizations effective, how it is organized and managed and how best it contributes to the effectiveness of an organization. How public relations can create conditions and favorable environment to make organizations more effective. Grunig and this team focused on the ideal public relations. They selected best cases of excellent communicators, and poor communicator in their study. They looked at the value of communication and top management's value of the public relations department.

This theory incorporates theories of publics, public relations and strategies in management, models of public relations, evaluation of public relations, employee communication, public relations and gender, diversity, power, activism, ethics and social responsibility as well as global public relations. According to this theory an effective public relations department needs to not only inform, gather information on customers' needs but also cultivate meaningful relationships for the organization. Ideally the public relations department is responsible for cultivating relationships which includes complaints resolution. This theory postulates that the result of what the public relations department does should be to improve relationships. As this study seeks to find out the efficacy of Facebook in handling customer issues, the role of the public relations department is put in focus. The question that arises is whether Cooperative Bank Public relations department is effective in improving relationships.

As they looked at the extent to which public relations participate in strategic management in an organization, they also looked at whether management accepts views of their publics, the organizations behavior in the interests of these particular publics. They downplayed the initial role of public relations as a persuasion tool, put more emphasis on the awareness of what publics think and their views, and focus on improving these relationships. This therefore presented the center stage of our study and boils down to focusing on what the customers on the Facebook platform think, geared towards their satisfaction. Digital communication and Facebook in particular make symmetrical communication effective. Both the organization and its publics have an arena to speak, respond and be listened in turn. The publics are empowered and due to the global exposure, the organizations do not have an option but to listen.

The excellence theory came in handy in support of this research as it gave more focus on the publics and the importance of them being heard as we looked into the effectiveness of Facebook in solving customer complaints.

2.3 Conceptual framework
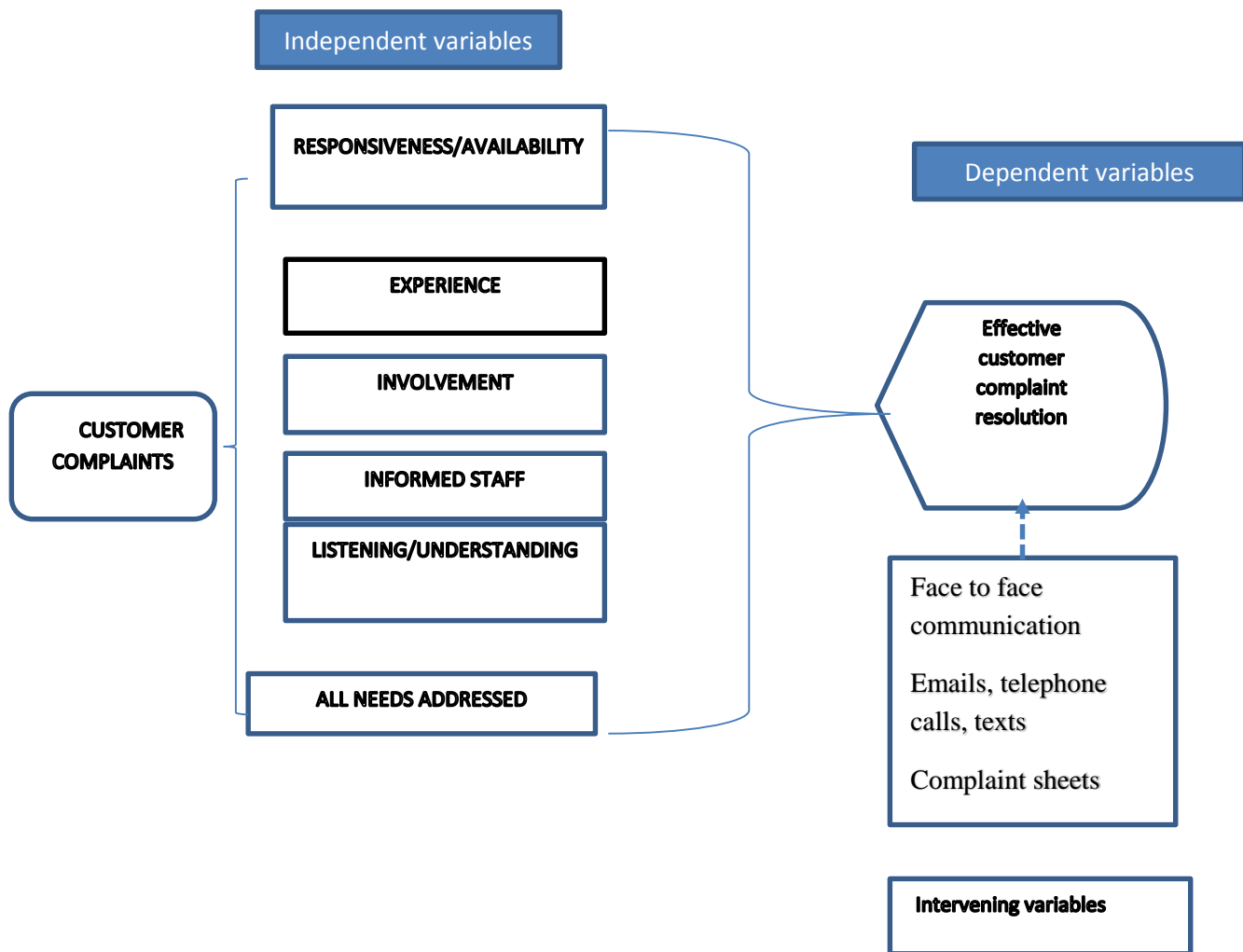
Customer complaints on Facebook and effective resolution of customer complaints were dependent variables in this research.

Effective complaint resolution is dependent on whether the Communications team was available and responsive to the complaint raised on Facebook in a timely manner, the customer experience during the complaint-solving process, whether the staff handling the complaint was knowledgeable enough in the bank products and processes, whether the customer felt involved during the process and whether the solution offered was complete and was satisfactory to the customer. All these are independent variables that determine the effectiveness of complaint

resolution. Once all these parameters are effectively taken care of, then we can say that solving the complaint was effective.

Once a customer raises a complaint, the expectation is that it will be sorted promptly, the customer should feel welcome and listened to. They should be dealing with someone with all the information they require and not be/or feel tossed. They should be made aware of the complaint progress, continual update and a comprehensive solution agreeable to the customer. There are other intervening variables that customers are able to use to resolve their complaints. Face to face interactions with bank officials, using telephone calls, complaints sheets and use of emails. Our main focus however is on Facebook.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the research design and discusses the data collection methods that was used in the research in this study. It contains the research design, sample and population, data collection instruments as well as data analysis and interpretation.

3.2 Research design

The research was an evaluative study. Evaluative study is also known as program evaluation. It is used to carry out assessments of resources, which have been committed by organizations to certain goals. It is used to determine the outcomes of processes and strategic decision making. It also informs strategic decision making. It concentrates on processes that have been put in place and determine whether they yield desired results. One of the key indicators of performance and especially key in this research is customer satisfaction. Organizations are able to use evaluative study to determine the effectiveness of the activities they have put in place and get the areas they need to improve. The research carried out the assessment of the resources committed to Facebook by Cooperative Bank and determined whether they were achieving the intended goals. The research looked at the processes and decisions made to hopefully inform future strategic decision making. It evaluated the complaint solving process that have been put in place and determined whether the intended results were being yielded.

3.3 Research approach

The research used mixed research method. It used both qualitative and quantitative approach. The qualitative approach was used for the open ended questions while the quantitative approach was employed in the questionnaires. The research sought to measure attitudes and explore perceptions and trends and this is why a mixed approach was most suitable. There was need to get rich data and qualitative method came in handy to be able to highlight issues that the researcher might have overlooked. For issues like demographics, quantitative method was used and assisted in defining trends. Both these methods were used to measure impact and results.

The research set out to find out whether Facebook was an effective platform for solving customer complaints in Cooperative Bank of Kenya. It used questionnaires to the customers who had complained on Facebook. The data was then tabulated and analyzed to deduce the information required. The information collected was on demographics and attitude. The study was through questionnaires to the sampled complainants. Through this the research hoped to find out customers perception of the platform in solving their complaints. This research took a month.

3.4 Study site

The study was conducted on the Cooperative Bank official Facebook page and the communication department. The study areas were on handling customer complaints and dwelt on the process of solving the complaints, what factors contribute to an effective solution and general good public relations.

3.5 Target population

A population is an entire group of individuals, events or objects having common characteristics that conform to a given specification." The population is the full set of cases

from which a sample is taken (Saunders, 2003). The population of interest comprised of Cooperative Bank customers who had used Facebook to complain about the bank or its services between 1st September 2021- 30th September 2021. They were people who bank with Cooperative Bank of either gender and who were willing to participate in the research, eighteen years of age and above. There were a total number of 2964 complaints during the study period.

3.6 Sampling frame size and technique

The sample frame were complaints on the official Cooperative Bank page between 1st September 2021 to 30th September 2021. Direct customer complaints are concealed from public view and so will use the complaints customers raise under the bank's posts. There were a total number of 2964 complaints between the research period and this formed the research sample frame.

The research employed systematic sampling in getting a representative sample from the population. The sample was selected from starting point: first name on the sample frame then with fixed periodic interval of seven. The 8th complaint was selected until sample of 352 people was reached.

Slovin's formula was used for calculating the sample. The confidence level was at 95% therefore the margin of error will be 0.05

$n = N/(1+Ne^2)$

n= sample size

N= Total Population

E= Error tolerance

Total population =2964

Error tolerance =0.05

Therefore : n=2964/(1+2964*0.05^2)= 352

3.7 Instruments

The research used questionnaires, which were issued to customers who were using Facebook to complain during the study period. A request to participate in the research was placed and only the positive respondents were given the questionnaires. These customers have posted on the banks wall. The questionnaires were issued through google forms. This tested the effectiveness of Facebook in solving customer issues. The questions ranged from the duration of use of the platform, what they felt about the Facebook platform; whether they thought and felt that their issues were addressed efficiently and effectively. There was both close and open-ended questions that sought to know of any improvements that the customers needed. The research asked simple, clear and concise questions to generate the most out of it. They began from the easy to the harder and more involving questions to sustain the respondent's interest.

3.8Data Collection Procedure

Data collection is gathering empirical evidence in order to gain new insights about a situation and answer questions that prompt undertaking of the research (Flick,1998). The research used information from Facebook to identify customers who used social media. It critically looked at the kind of issues this people raise.

3.9 Pilot Test

The instrument was issued to 10 randomly selected people to test clarity of the instruments. These ten people include colleagues and construction workers.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 Overview

This section presents the results from the research and provides a discussion on the research. The study intended to get 352 responses as per the sample; however, the research received 272 questionnaires responses. This translates to 77.7% of the response rate. Bryman and Bell (2014) recommend a response rate of 50% and agrees that it is sufficient for a research. This number (272) was therefore deemed satisfactory, adequate and representative for the research and consequent analysis.

4.1.1 Socio-Demographic Factors

A majority of the respondents were female (n=145, 53.3%) who were between the age of 18-30 years (n=125, 46%). Nearly half of the respondents had acquired secondary education (n=126, 46.3%). The consumers normally accessed services such as deposits and withdrawals (n=131, 48.3%) and had been using these services for 1-5 years (n=104, 38.2%). Similarly, a majority of the respondents took 1-5 year (n=120, 44.1%) on social media with more than half of the respondents raising concerns on services (n=159, 58.5%) as shown in table 5.1.

Table 0.1: Socio-Demographic Factors

Factors	Categories	Frequency	Percent
Gender	Male	127	46.7
	Female	145	53.3
Age	18 - 30 years	125	46.0
	31 - 40 years	116	42.6
	41 years & above	31	11.4
Education level	Primary	36	13.2
	Secondary	126	46.3
	Tertiary	110	40.4
Service Normally Accessed	Deposit/Withdrawal	131	48.3
	Account opening	9	3.3
	Money Transfer	50	18.5
	Credit Facility	32	11.8
	Account Opening	27	10.0
	Other	22	8.1
Duration of Service Use	0 - 1 years	69	25.4
	1 - 5 years	104	38.2
	5 - 10 years	77	28.3
	above 10 years	22	8.1
Duration of Social Media Use	0 - 1 years	68	25.0
	1 - 5 years	120	44.1
	5 - 10 years	84	30.9
	Service	159	58.5
	Product	86	31.6
	Other	27	9.9

From the data, it is clear that gender has an influence on how people complain. Females complain more by a significant 7% more than their male counterparts do. This would present some basis for handling customer complaints and would constitute an area to explore on the language use, one that would appeal to the female audience as well as their male counterparts according to their various gender disposition. Education has an impact on presenting issues on Facebook. 36 out of a total 352 people complained. That means there is a correlation between education level with a certain level of empowerment to complain. Most of the people who complained are the people who made deposits and withdrawals but this is attributed to the fact that they make the bulk of the customers. The bulk of the complaints was on service delivery. It is also interesting to note that most complaints came from people who had banked and used

social media for a period of 1-5years. The people who had used this platform for long hardly

complained. This would be attributed to the fact that these people were newly exposed to other

possibilities on Facebook and had not formed complete loyalty

4.1.2 Conclusive handling of issues

At least two-fifths of the respondents revealed satisfaction in how their issues were

resolved (n=113, 41.5%) but rated the efforts at 3 (n=63, 25.5%). More than three-quarters

reported that the customer support was significant (n=64, 91.4%) in finding the solution and

they found satisfaction in the solution provided (n=191, 70.2%). They also reported significant

satisfaction (n=184, 67.6%) with the agent and reported that their issues were well addressed

(n=178, 65.4%).

Table 0.2: Conclusive Handling of issues

Factors	Categories	Frequency	Percent
Handling of Issues	Resolved	113	41.5
	Not resolved	53	19.5
	Partly resolved	106	39.0
Effort applied	1.00	75	30.4
	2.00	32	13.0
	3.00	63	25.5
	4.00	55	22.3
	5.00	22	8.9
Customer Support help in findings solution	Yes	64	91.4
	No	6	8.6
Customer Satisfaction	No response	4	1.5
	No	77	28.3
	Yes	191	70.2
Agent Satisfaction	No response	5	1.8
	Dissatisfied	60	22.1
	Satisfied	184	67.6
	Very Satisfied	23	8.5
Addressed all	No response	11	4.0
	No	83	30.5
	Yes	178	65.4

When customers' needs are fully met in terms of solving all issues the customer satisfaction

rises. There is however a disparity when it comes to the solution given by the customer care

agent and whether the customers were happy with the solution. This insinuates a solution that deviates from customer expectation causing a decrease from a 91.4% on agreement that the customer service agent assisted finding a solution but a sharp decrease when asked about the solution satisfying them. There is therefore need to realign the solution given by the customer care agent and the customers' satisfaction or focus more on communicating challenges for the customers to be truly satisfied. Gunigs Media excellence theory leans on a symmetrical communication where both parties are heard.

4.1.3 Experience and Response

In terms of the responses, the respondents revealed that their issues were promptly addressed (n=191, 70.2%) and they rated the services at 3 (n=98, 36.3%).

Table 0.3: Experience and Response

Factors	Categories	Frequency	Percent
Promptness	No response	7	2.6
	Agree	191	70.2
	Disagree	74	27.2
Quality of service	1.00	58	21.5
	2.00	32	11.9
	3.00	98	36.3
	4.00	57	21.1
	5.00	25	9.3

The customers are considerable in agreement that their issues were handled promptly but they rate the service at a low of 3. There is therefore need to note that in as much as promptness is being addressed the quality of service should be considered for the customer to be truly satisfied. In as much as the organizations through customer care rush to respond, they should not respond for the sake of responding but respond from a point of knowledge and putting the customers' issues at the forefront. A quick run through the page reveals a tendency

to acknowledge the customer who has raised a complaint, apologize then request the customer to share their details privately for further assistance and this could only mean that what happens after this point does not satisfy the customer. The customers list issues of concern on quality of service and aspects they would seek to be improved and any organization, which is keen on improving the relationship with its publics should focus on as in the table. According to the media excellence theory there should be a balanced power between the two participants; the organization and the publics. There should be a negotiation that leads to mutual agreement with each party, being honest to the other leading to resolution of issues, and eventually a better relationship.

Table 0.4: Changes on quality service

Changes on quality service
- Improved security on personal details   - Improved customer care   - Deal with the expected delays   - Faster responses   - Provide detailed information

Table 0.5: Aspects of service improvement

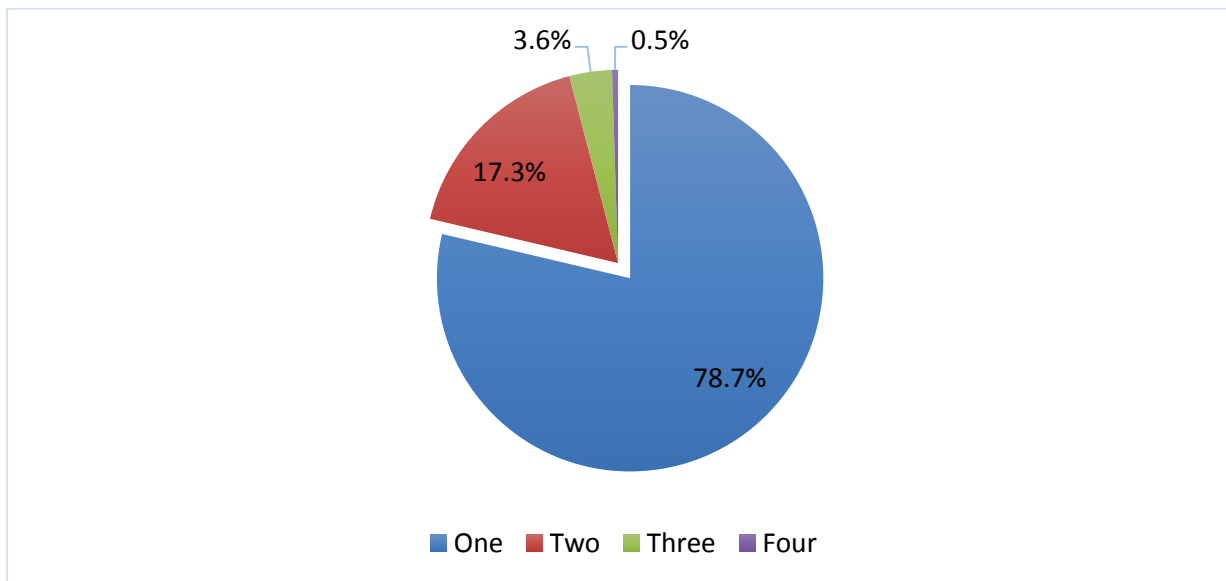| Service improvement |
| --- |
| Increasing the staff Providing prompt answers Having dedicated tech support Regular updates Improving their services |

Figure 0.1: Number of Assistants

More than three-quarter noted that the bank personnel were professional (n=227, 83.5%) and were knowledgeable with the issue (n=206, 75.7%). They also reported that the services provided were good (n=138, 50.7%). This alludes to the fact that professionalism of staff does not translate to knowledge on an issue and eventual good service. There is therefore need to keep on training the staff at the forefront of service and articulating what is expected of a good service for the customers to be fulfilled. The Media excellence theory insists on making information available for the two parties involved. The public relations department should be a management function involved in the decision making of the organization. It should therefore be fully equipped with knowledge about the organization, its products and services and with enough staff able to handle all issues.

Table 0.6: Bank Personnel Capacity

Factors	Categories	Frequency	Percent
Bank personnel was professional	No response	12	4.4
	No	33	12.1
	Yes	227	83.5
Bank personnel was knowledgeable with the issue	No response	12	4.4
	No	54	19.9
	Yes	206	75.7
Service rating	No response	8	2.9
	Excellent	21	7.7
	Fair	56	20.6
	Fair, Excellent	2	.7
	Fair, Good	7	2.6
	Good	138	50.7
	Good, Excellent	7	2.6
	Poor	33	12.1

Table 0.7: Challenges Using Cooperative Bank Facebook Page

- Delayed responses

- Inadequate information

- Accessibility of the page

- Insecurity

- Poor network and services

Customers point out their challenges on using the Cooperative Bank Facebook page and if addressed could lead to better customer experience. If the banks customer agents could respond faster, provide adequate information, make information accessible and deal with the issue of insecurity and poor network services then the customers would have an easier time on their pages. This would have translated to better page navigation and use and eventually to customer satisfaction.

4.1.4 Involvement

The respondents noted that they were informed of the process to be followed towards the solution (n=158, 58.1%) and they were constantly updated on the progress (n=153, 56.3%). At least half of the respondents reported that they had been called to seek clarification on the concern. A majority also noted that the language used was easy to understand (n=222, 81.6%) and the team apologized for the problem and the team apologized for the issues (n=209, 76.8%)

Table 0.8: Involvement

Factors	Categories	Frequency	Percent
Informed of the process to be followed towards the solution	No response	7	2.6
	No	107	39.3
	Yes	158	58.1
Constantly updated on the progress of your complaint	No response	7	2.6
	No	153	56.3
	Yes	112	41.2
Called by Cooperative Facebook team to seek clarification	No response	6	2.2
	No	129	47.4
	Yes	137	50.4
Language used easy to understand	No response	6	2.2
	No	44	16.2
	Yes	222	81.6
Team apologize for the problem	No response	6	2.2
	No	57	21.0
	Yes	209	76.8

In the complaint solving process there is need for the customers to feel involved in the process. For the customers to be made aware of what options are available for the solution of the complaint raised, what will be done, and be kept up to date on the progress of the problem and be called for a clarification of the problem to be fully aware what the customer means and to seek consensus on the way forward. This ultimately leads to a solution that the customer is happy about. A deviation from this more often than not causes dissatisfaction. Gunig in his media excellence theory says that the communication should be symmetrical.

4.1.5 Security

The respondents noted that they received no unwarranted texts from fellow customers (n=188, 69.1%) and they felt safe after using the Cooperative Bank Facebook service (n=157, 57.7%). Nearly half of the respondents also felt the social media is safe enough when dealing with the bank issues (n=135, 49.6%) and they would recommend family and friends to use cooperative bank (n=170, 62.5%).

Table 0.9: Security

Factors	Categories	Frequency	Percent
Unwarranted texts from fellow customers after raising complaint	No response	8	2.9
	No	188	69.1
	Yes	76	27.9
Feel safe after using the Cooperative Bank Facebook service	No response	6	2.2
	No	109	40.1
	Yes	157	57.7
Feel social media is safe enough when dealing with the bank issues	No response	11	4.0
	No	126	46.3
	Yes	135	49.6
Recommend Cooperative Bank to friends, family or colleagues	No response	11	4.0
	Maybe	47	17.3
	No	44	16.2
	Yes	170	62.5

This is a positive initiative by Cooperative Bank. they are keen to insist for the complainant to share their details via messages which protects their bank details therefore increases the customers safety and confidence. The customers are positive that they would recommend the bank to their friends and family but this is a 62%. This is therefore a challenge to the bank to seek out ways of delighting these customers in the quality of service and products they offer as well as effective handling of customer complaints to increase this percentage for better competitive advantage.

4.2Regression Analysis

The questionnaire responses were grouped into various categories and variables (independent and dependent) for analysis using Regression analysis. A connection on the relationship between customer satisfaction in complaint solving and the other independent variables like promptness, knowledge of staff, informed staff on processes etc was sought. This helped to identify what factors mattered most, what could be ignored and how these variables influence each other.

The established regression model is as shown below;

$Y = 1.189 - .300 + .201 + .136 - .134 + .337 + .150 + .113 + +\varepsilon$

Where;

Y = customer Satisfaction

X_1 = Promptness

X_2 = Knowledge

X_3 = Informed of processes

X_4 = Called on the issuesX_5= Language was challenging

X_5= Provided apologies

X_5= Recommend the services

X6= Conclusive handling of issues

ε = Error term

The Bivariate analysis revealed that the independent variable Customer satisfaction, was associated with promptness, Agent knowledge, informed of the process, provision of constant updates, calls were made for follow ups, language was challenging, offered apologies, unwarranted texts from fellow customers, felt safe using the service, feel social media is safe and would recommend the service to friends

An organization that is keen on handling customer complaints in a way that they involve and listen the customers in the complaint handling process, exhaustively handle the issues at stake while maintaining a great experience and professionalism while taking care of the security concerns of the customer is vital in ensuring better customer satisfaction and eventual retention of this customers as well as the opportunity to be referred for more business. Factors affecting customer satisfaction are varied and it is in the balancing of all the tenets that lead to a successful complaint resolution that lead to satisfaction. Contrary to popular belief that prompt action would lead to great satisfaction only a half of the sample seem to place it highly meaning that it is not so important to everyone. There is therefore need for a balance and an organization that is willing to have effective complaint resolution need to equip themselves with agents who understand the process of involving the customer in complaints, be prompt, use an understandable language, solve all issues exhaustively and maintain customers privacy. According to the regression analysis conclusive handling of issues matters most to the customer and this are the customers who are adamant at recommending the bank to their friends and family.

The respondents noted that they were informed of the process to be followed towards the solution but they were not constantly updated on the progress. At least half of the respondents reported that they had been called to seek clarification on the concern. A majority also noted that the language used was easy to understand and the team apologized for the problem and the team apologized for the issues.

CHAPTER FIVE

SUMMARY CONCLUSION AND RECOMMENDATION

5.1 Introduction

This section presents the summary conclusion and recommendation of the research under study.

5.2 Summary

The main objective of this research was to determine the efficacy of Facebook in handling customer complaints with a case study of Cooperative Bank of Kenya. To determine this we broke it down into four specific objectives:

The first objective was to establish whether complaints raised by the customers are conclusively addressed. From the research conducted, how the issue was handled has not been an area of strength in the Cooperative Bank Facebook platform with two fifths of the sampled population positively identifying with the question. This translates to slightly less than half of the sampled population. The objective of the Facebook platform was to communicate and listen to the customer.

Gunigs excellence theory propagates empowering the public relations department to be a key decision maker in the organization so as to spearhead customers interests and in turn improve relationships for better business. This could also be attributed to the banks representative's inability or choosing not to listen to the customers and therefore offering them disagreeable solutions. Over half of the respondents said that their issues were addressed, there is still above 30% of the respondents who said that their issues were not fully addressed. There is need for symmetrical communication for better partnerships, listening to customers and providing solutions.

The second objective was to find out the experience the customers had during the complaint handling process. We sought to find out how fast their issue was addressed, was it handled by professional staff. Majority of the respondents were pleased with the experience;

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they were happy that their problem was acknowledged and a promise to address it given. This is in perfect agreement with what Harris(2000) talks about in customer service, he says that an organization should do everything to make the customers experience better. From the research the Cooperative bank support staff exemplify an attitude of "I care I can do" as coined by Zemke(1998). A customer who has had a good experience will in turn recommend the product or organization to other people. Bradley(1986) talks about giving customers a memorable experience such that they feel the need to talk to their friends about it.

The third objective was to investigate the involvement of the customer during the problem solving. Gunig excellence theory talks about cultivating meaningful relationships. Constant communication results to better relationship and involving the customer during the resolution of a problem they raised will help them own the solution and feel in charge which will strengthen their loyalty. The theory encourages public relations officers to listen to their customers and come up with solutions that are mutually agreeable.

The fourth objective was to investigate whether there was any negative exposure to the customer because of the interaction with the bank's Facebook platform. Social media and especially Facebook has come with a fair share of challenges in spite of the many good things. The gatekeeping role is placed on the user or the customer and sometimes customers do not understand the risks involved and realize a tad later. It is therefore possible to invite fraudsters through the content of the problem. On its part Cooperative Bank has really tried to steer conversations to the private messages to safeguard the customers. It however solely relies on the customer on what they choose to display on social media. This objective was to inform the status of event considering the delicacy of financial matters, and inform Cooperative bank on areas to focus on in their public education concerning secrecy of information.

5.3 Conclusion
The excellence theory is very practical in addressing customer relations and complaint handling and if followed would lead to happier better customers which translates to better business. An

organization that is keen on handling customer complaints in a way that they involve and listen the customers in the complaint handling process, exhaustively handle the issues at stake while maintaining a great experience and professionalism while taking care of the security concerns of the customer is vital in ensuring better customer satisfaction and eventual retention of this customers as well as the opportunity to be referred for more business. Factors affecting customer satisfaction are varied and it is in the balancing of all the tenets that lead to a successful complaint resolution that lead to satisfaction. Contrary to popular belief that prompt action would lead to great satisfaction only a half of the sample seem to place it highly meaning that it is not so important to everyone. A study conducted by Slack revealed that customer satisfaction is highly associated with the support that individuals have from the staff. (Slack et al., 2020). Similarly, another study conducted by Zhou et al. (2019) revealed that customer loyalty was highly associated with increased focus on improving factors such as technical support which was instrumental in improving the extent of customer satisfaction. Another study also revealed that there was an increased need to improve the extent of service provision which would in turn improve the extent of customer satisfaction (Vencataya et al., 2019).

There is therefore need for a balance and an organization that is willing to have effective complaint resolution need to equip themselves with agents who understand the process of involving the customer in complaints, be prompt, use an understandable language, solve all issues exhaustively and maintain customers privacy. Not solving issues exhaustively is one of the biggest turn-offs to the customer according to the population sampled and by extension to people who complain on Facebook. These people are adamant in recommending Cooperative Bank to other people. Therefore, stronger emphasis needs to be made on complete resolution of all issues raised and proper communication hitherto.

5.4 Recommendation

1) There is a need to improve promptness in the extent of service delivery in the company to ensure increased customer satisfaction

2) The security of the customers should be improved to enable proper customer satisfaction

3) Involve the customer more in the complaint handling process to understand what they really want. Improve on listening.

4) The research would recommend further research in what it takes to completely handle a customer complaint. How to communicate what is not possible so that the customer feels that in as much as what they are seeking is not possible but they have been attended to satisfactorily.

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APPENDICES

Appendix 1: Introduction Letter

My name is Catherine Njenga. I am conducting research on the efficacy of Facebook in handling customer complaints with a case study of Cooperative Bank. You have been selected because you placed a complaint on the Cooperative Bank Facebook page in the month of September 2021. We assure you that you responses will remain anonymous and your details confidential. By your permission we would like to ask you some few questions that would assist us determine the effectiveness of this platform from your standpoint.

Appendix 2: Questionnaire

Thank you for taking your time to fill this questionnaire. My name is Catherine Njenga, a Masters student at University of Nairobi. I am carrying a research on effectiveness of Facebook in solving customer issues at Cooperative Bank. Please note that you will remain anonymous and the material realized will be used in the research project. Thank you.

SECTION A: Background information

1. Indicated your gender ◇Male   ◇Female

2. How old are you? ◇ Age 18-30   ◇31-40   ◇41-above

3. What is your educational level? ☐Primary   ☐Secondary   ◼Tertiary institution

4. Type of service normally accessed in the bank

☐ Deposit/withdrawal

☐ Money transfer

☐ Account opening

☐ Credit facility

☐ Other   please specify

☐5. How long have you been using the account/service? ☐ 0-1yrs   ☐1-5ys   ☐5-10yrs   ☐Above10yrs

6. How long have you used social media?☐ 0-1yr   ☐1-5yrs   ◼ 5yrs and above

7. What kind of Complaint did you raise? ☐ service ☐product ☐other

SECTION B: conclusive handling of issues

8.To what extent were the raised issues resolved?

☐Not resolved ☐partially resolved ☐completely resolved

9.On a scale of 1-5 with 5 being the highest, how much effort did you apply to have your issues resolved?

☐1   ☐2   ☐3   ☐4   ☐5

10.How responsive was the customer service agent to your complaint?

☐ Not interested ☐ helpful ☐ very helpful

11.Did customer support assist you find a solution?

☐ Yes ☐ No ☐ partially

12.Did the solution given satisfy you? ☐ Yes ☐. ☐ No

13.Were your satisfied with how the customer service agents handled the issue

☐ DISSATISFIED ☐ SATISFIED ☐ VERY SATISFIED

14.Were all the issues addressed

☐ YES ☐ NO

SECTION C: EXPERIENCE AND RESPONSE

15.Was your issue resolved promptly? ☐ Agree ☐ Disagree

16.On a scale of 1-5 how would you describe the quality of service you were offered on the banks Facebook page as your complaint ☐ was being addressed, with one being the least.

☐ 1 ☐ 2 ☐ 3 ☐ 4 5

17.If you could change one thing about the quality of service offered at the banks Facebook page, what would it be?

…………………………………………………………………………………….

18.What could we have done to improve your experience?

…………………………………………………………………………………….

19.How many banks Facebook personnel assisted you?

…………………………………………………………………………………….

20.Was the banks' Facebook personnel who handled your complaint professional?

☐ Yes ☐ No

21.Did you feel that the bank personnel who handled your complaint was knowledgeable with the issue at hand?

☐ Yes ☐ No

22. What challenges do you experience when using Cooperative Bank Facebook page?

………………………………………………………………………………….

23.Overall, how would you rate the quality of service on the Cooperative Bank Facebook platform?

☐ Poor ☐ Fair ☐ Good ☐ Excellent

SECTION D: INVOLVEMENT

24.Were you informed of the process to be followed towards the solution of the problem you raised on Cooperative Bank Facebook platform?

☐ Yes ☐ No

25.Were your constantly updated on the progress of your complaint on Cooperative Bank Facebook platform?

☐ Yes ☐ No

26.Were you called by Cooperative Facebook team to seek clarification on your complaint?

☐ Yes ☐ No

27.Was the language used by Cooperative Bank Facebook team easy to understand?

☐ Yes ☐ No

28. Did the Cooperative Bank Facebook team apologize for the problem?

☐ Yes ☐ No

SECTION E: SECURITY

29.Were there unwarranted texts from fellow customers after raising your complaint on Cooperative Bank Facebook platform?

☐ Yes ☐ No

30.Do you feel safe after using the Cooperative Bank Facebook service?

☐ Yes   ☐ No

31. Do you feel like social media is safe enough when dealing with the bank issues?

☐ Yes   ☐ No

32. Would you recommend Cooperative Bank to friends, family or colleagues?

☐ No   ☐ yes   ☐ non-committal

END.

THANK YOU!