

**FACTORS INFLUENCING THE ADOPTION OF SOCIAL MEDIA FOR
EFFECTIVE SERVICE DELIVERY: CASE OF SAFARICOM LIMITED,
NAIROBI COUNTY, KENYA.**

BY

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DECLARATION

This Research Project Report is my original work and has not been submitted to any other university for the award of a degree.

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This Research Project Report has been submitted for examination with my approval as the university supervisor.

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DEDICATION

This Research Project Report is dedicated to my family Mrs Beatrice Wahura Gitonga and our beloved daughter Miss Melissa Wanjira Gitonga for their invaluable love and great desire to see me excel in higher academic heights. Further dedication goes to my dear Dad James Koome and Mum Charity Koome for their prayers, support and encouragement.

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TABLE OF CONTENTS

DECLARATION	II
DEDICATION	III
ACKNOWLEDGEMENT	IV
TABLE OF CONTENTS.....	V
LIST OF TABLES	VIII
LIST OF FIGURES	IX
ABBREVIATIONS AND ACRONYMS	X
ABSTRACT.....	XI
CHAPTER ONE	1
1.1 Background of the Study	1
1.2 Statement of the Problem.....	4
1.3 Purpose of the Study	5
1.4 Objectives of the Study.....	5
1.5 Research Questions.....	5
1.6 Significance of the Study	5
1.7 Delimitation of the Study.....	6
1.8 Limitations of the Study.....	6
1.9 Definitions of Significant Terms	6
1.10 Organization of the Study	8
CHAPTER TWO: LITERATURE REVIEW.....	9
2.1 Introduction.....	9
2.2 Theoretical Framework.....	9
2.2.1 Innovation-diffusion model.....	9
2.2.2 Expectation Disconfirmation Theory (EDT).....	10
2.2.3 Modern conceptualization of the service delivery process.....	11
2.3 Empirical Studies	12
2.3.1 Customer Satisfaction	12
2.3.2 Service Quality.....	13
2.4 Concept of Social Media.....	14

2.4.1 Mobile Social Media	16
2.4.2 Classification of Social Media	17
2.5 Factors influencing the use of social media for service delivery	18
2.5.1 Accessibility of Social Media for Effective Service Delivery	18
2.5.2 Reliability of Social Media for Effective Service Delivery	19
2.5.3 Immediacy of Social Media of Social Media for Effective Service Delivery	20
2.5.4 The influence of social media at Safaricom limited in easing traffic on other channels of service delivery.	21
2.6 Conceptual Framework.....	22
2.7 Summary.....	24
CHAPTER THREE: RESEARCH METHODOLOGY	25
3.1 Introduction.....	25
3.2 Research Design.....	25
3.3 Target Population.....	25
3.4 Sample size and Sampling Technique	26
3.5 Data Collection Instruments	27
3.6 Instrument Validation	27
3.7 Reliability of the instrument	27
3.8 Data Collection Procedure	28
3.9 Methods of Data analysis.....	30
3.10 Ethical Consideration.....	30
CHAPTER FOUR: DATA ANALYSIS, PRESENTATION AND INTERPRETATION	31
4.1 Introduction.....	31
4.2 Questionnaire Return Rate.....	31
4.3 Respondents Personal Information.....	31
4.4 Reliability of the Social Media	32
4.4.1 Availability of Social Media Sites to Customers	32
4.4.2 Availability of the Internet Connection.....	33
4.4.3 Time Taken to Log-in on Social Media	34
4.5 Accessibility of Social Media	34
4.5.1 Access to Customer Care Services on Social Media.....	35

4.6 Immediacy of Social Media	36
4.6.1 Time of Response.....	36
4.6.2 Speed of query resolution.....	37
4.7 Ease of Traffic on other Channels of Communication	37
4.7.1 Preferred Mode of Service Delivery by the Customer.....	37
4.7.2 Affordability of Social Media	38
4.7.3 Level of Satisfaction for Services Offered via Social Media.....	39
CHAPTER FIVE: SUMMARY OF FINDINGS, DISCUSSION,CONCLUSION AND RECOMMENDATIONS.....	40
5.1 Introduction.....	40
5.2 Summary of the Findings.....	40
5.2.1 Reliability of Social Media on effective service delivery at safaricom limited.....	40
5.2.2 Accessibility of Social Media on effective service delivery at safaricom limited.....	40
5.2.3 Immediacy of Social Media on effective service delivery at safaricom limited.....	41
5.2.4 The influence of social media to ease traffic on other channels of service delivery at safaricom limited	41
5.3 Discussion of the Study	42
5.4 Conclusion of the Study.....	42
5.5 Recommendations of the Study	44
5.6 Suggestions for Further Study	45
REFERENCES.....	47
APPENDIX I: LETTER OF TRANSMITTAL	50
APPENDIX II: QUESTIONNAIRE.....	51
APPENDIX III: MAP OF NAIROBI COUNTY.....	61

LIST OF TABLES

Table 2.1: Clarifying goals for social media.....	17
Table 3.1: Operational Definition of Variables	29
Table 4.1: Respondents personal information	34
Table 4.2: Availability of Social Media Sites to Customers.....	32
Table 4.3: Availability of the Internet Connection	33
Table 4.4: Speed of Internet Connection	34
Table 4.5: Time Taken to Log-in on Social Media.....	34
Table 4.6: Access to customer care services on social media.....	35
Table 4.7: Service Unavailability	35
Table 4.8: Internet connectivity rates.....	36
Table 4.9: Time of response.....	36
Table 4.10: Speed of query resolution	37
Table 4.11: Preferred mode of service delivery by the customer	37
Table 4.12 Affordability of Social Media.....	38
Table 4.13: Level of satisfaction for services offered via social media.....	39

LIST OF FIGURES

Figure 1: Desires and Expectation Disconfirmation model	11
Figure 2: A modern model of the service delivery process	12
Figure 3: Conceptual Framework	23

ABBREVIATIONS AND ACRONYMS

B2C:	Business to customer
CCK:	Communications commission of Kenya
EDT:	Expectancy Disconfirmation Theory
ICT:	Information Communications Technology
MSM:	Mobile Social Media
PC:	Personal Computer
SMC:	Social Media Coordinator
SMPs:	Social Media Plans
SNS:	Social Networking Sites
SPSS:	Statistical Package for social sciences
U.S:	United States of America

ABSTRACT

Social media is changing consumer behavior and workplace expectations. The important role of social media is to quickly discover trends, extract structured insights to the marketplace and quantify perceptions of an organization's products and services. Information about an organization's products and services are easily accessed via social networks, blogs, tweets, videos, pictures, and numerous other online tools. When customers perceive that the information is positive, the organization can benefit with new and repeat sales. If, however, the information is negative, and the organization does not respond, the organization can suffer. Social media has currently been embraced to offer services online via the social media platforms available currently such as twitter and Facebook. The purpose of this study is to analyze the factors influencing the adoption of social media for effective service delivery, a case of Safaricom limited. The objectives of the study was to assess the influence of reliability, accessibility and immediacy of social media on effective service delivery at Safaricom limited and also to assess the influence of social media to ease traffic on other channels of service delivery at Safaricom limited. The data was collected by means of questionnaires administered to 384 customers using the social media social sites for Safaricom limited. The data was collected from the respondents by use of a questionnaire administered to the respondents during the Safaricom Open days based in Nairobi and at the Safaricom retail outlets in Nairobi. A number of quantitative methods and techniques were used to collect and analyze data. Simple random sampling method was used to choose the respondents that participated in the study. The researcher pilot-tested the instruments by subjecting the instrument to a randomly selected social media users and then made necessary adjustments to the instrument. The scores obtained from the pilot objects were correlated to determine the instruments reliability. Obtained raw data were systematically organized, coded, analyzed through descriptive statistics with aid of a computer SPSS and Microsoft excel, finally data was presented using percentage, frequency distribution and cross tabulation tables. The study engaged respondents from social media users and as for reliability of social media in delivery of services 99% of the respondents were found to use social media to access services online cumulatively and 53% of the respondents never experience outages on social media channels meaning that the social media platforms or Servers supporting social media are quite reliable and 66% found the connection for assessing the social media fast. The respondents found it easy to access social media with 45% saying it's affordable, 17% of the respondents also indicated that they were served immediately when they seek services online and that 9% of the respondents would prefer to be served online as compared to other channels and cumulatively 49% of the customers were satisfied with the services received online. The study recommends the need to embrace this channel as a tool for delivering a reliable, accessible and timely service to customers and clients.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Advances in electronic service technology have created great opportunities as well as threats to organizations in various business and services sectors. As such businesses, either willingly or reluctantly, are increasingly embracing the Internet as distribution channel in order to remain competitive or gain market share. With particular reference to e-services, absence of accurate information on factors that have influenced users' behavior to adopt or use e-services could mislead an organization into adopting unhelpful solutions as it strives to accelerate the implementation of e-services.

The advent of the internet has changed the shape of public relations. Social media in particular has been influential in altering how practitioners communicate. No longer is it effective enough to employ traditional public relations practices, in this digital age social media strategies are key to a successful organization. Internet PR is not a bolt-on, nice-to-have option: it is critical to survival.

The internet, one of the most successful innovations in the world, has created great opportunities as well as threats for organizations in various business and services sectors, compelling them (either willingly or reluctantly) to support their products or deliver their services 'on line' using the Internet as distribution channel (Chau & Lai, 2003). Public and private organizations across the world are realigning their strategies to take advantage of this opportunity and overcome the challenges to the way they operate, deliver services and compete with each other using online services.

Today, consumers purchase products and services in brick-and-mortar stores, and through online web sites as well as other venues. They share information readily and instantaneously via multiple social media outlets. Consequently, in many respects, researchers have had to rethink how to study consumer behavior. Indeed, one of the effects of the World Wide Web is to make available to consumers throughout the world products and services at any time of the day or night. Initially, it was thought that online access would return the economies to those approaching the economic model of perfect competition. Moreover, the social media have made it possible for consumers and buyers to provide information to others on a worldwide basis about how the

products and service they have acquired to think carefully through the assumptions that were made about how consumers would search, buy online, and communicate with other consumers and with sellers as well.

The internet has encouraged companies to work ethically and transparently, which can only improve the reputation of the field. Companies are no longer able to hide behind their anonymity anymore, you must work ethically or your consumers will find you out and can and will share their experiences with other internet users. As long as practitioners are aware of the negatives and have a strategic social media plan in place, then the sector will reap the positives of the technology.

Social media refers to the means of interactions among people in which they create, share, and exchange information and ideas in virtual communities and networks. Andreas K. and Michael H. define social media as "a group of Internet-based applications that build on the ideological and technological foundations of Web 2.0, and that allow the creation and exchange of user-generated content (Andreas K. and Michael H 2010), have changed the life of individuals and corporations alike (Hennig-Thurau et al., 2010).

Furthermore, social media depend on mobile and web-based technologies to create highly interactive platforms via which individuals and communities share, co-create, discuss, and modify user-generated content. It introduces substantial and pervasive changes to communication between organizations, communities and individuals. Social media such as twitter, Facebook, MySpace, YouTube, and others have been growing at a tremendous rate and the adoption of such media has been skyrocketing which, in turn has delivered astronomical numbers of users in less than 10yrs, as consequence of this astounding phenomenon involving both the rapid emergence of this cutting-edge technology and its room of advertising and public relations industries, the incorporation of this massive media upsurge brings with it challenges and opportunities that need to be analyzed through scholarly research(Hana-Allan et all..2012). In a similar spirit the advent of mobile social media (Kaplan, 2012), i.e. social media accessed via a mobile device, already make computer-based social media look like a gramophone in comparison to an mp3-player. Especially the opportunities of geo-localization and increased time sensitivity offered by mobile devices will play an important role. For starters, mobile social media are even more closely tied to how people engage in the real world than traditional social media. With mobile social media one

not only knows the “status” of friends and acquaintances, Social media differentiates from traditional/industrial media in many aspects such as quality, reach, frequency, usability, immediacy and permanence. There are many effects that stem from internet usage. According to Nielsen-course, internet users continue to spend more time with social media sites than any other type of site. At the same time, the total time spent on social media in the U.S. across PC and mobile devices increased by 37 percent to 121 billion minutes in July 2012 compared to 88 billion minutes in July 2011 (Bannon, 2011). Dell, ibm, proctor and gamble, and dozens of other industry leaders have taken the advantage of the power of social media to reshape their relationships with customers and other important audiences. These companies are teaching customers, journalists, bloggers, analysts, shareholders, employees, and business partners more often, in larger numbers, more intimately and more effectively than ever before.

In Africa the high and growing amount of traffic generated from mobile phones in Africa highlights an important trend going forward: namely, that throughout Africa there is a vast interest and uptake in social media platforms. For example, Facebook has become the most visited website on the continent, with African users of the world’s largest social networking site standing at an estimated 44.9 million people. The growing amount of African subscribers has prompted Facebook to more specifically cater to the expanding African market by starting to roll-out local language versions of the website, beginning with Swahili. The majority of Facebook logins across the continent are from mobile devices. It is estimated that over 80% of Facebook logins in Nigeria and South Africa are from some form of mobile device (Mark, 2012). Further, companies are increasingly employing social media strategies in order to engage more effectively with their African consumer target market. These strategies, as companies have learned, have not been solely about digitally advertising but rather about continuous interaction and engagement.

Since July 2011 safaricom has been offering Customer care services online via social platform and also providing customer educational campaigns on the social media. Safaricom being the biggest telecommunication company in Kenya to embrace social media by serving customers via their twitter huddle (@Safaricom_Care) with over 38749 followers on twitter and a Facebook page (Safaricom Kenya Official Page) currently with a following of over 321,553 users. According to a study done in 2012 by Social Bakers; an international renowned company focused on Social Media Marketing and Measurement, Safaricom was ranked as the world’s second and

fourth most devoted brand on Twitter and Facebook respectively, the only African firm in the top 10 on both rankings. As far as socially devoted is concerned, Safaricom has proven to be the most dedicated based on the highest following among Kenyan telecommunications brands.

1.2 Statement of the Problem

Every business enterprise, manufacturing as well as service has to focus on the needs of customers' satisfaction in order to have a profitable niche in this competitive world. Despite the continued rise in use of social media channels such as Facebook, YouTube, google+, Pinterest, Myspace and twitter, which enable customers to take a more active role as market players and reach (and be reached by) almost everyone anywhere and anytime, there is lack of an understanding and study of how the social media can be used as part of the corporate strategy to enhance service delivery and customer satisfaction.

Safaricom the biggest telecommunication company in Kenya has embraced social media by serving customers via their twitter huddle (@Safaricom_Care) with over 38749 followers on twitter and a Facebook page (Safaricom Kenya Official Page) currently with a following of over 321,553 users. Despite the company embracing this new channel of service delivery little is known on the effectiveness of the services offered to clients via social media. It is paramount to establish the effectiveness of this mode of service delivery. According to a study done in 2012 by Social Bakers; an international renowned company focused on Social Media Marketing and Measurement, Safaricom was ranked as the world's second and fourth most devoted brand on Twitter and Facebook respectively, the only African firm in the top 10 on both rankings. As far as socially devoted is concerned, Safaricom has proven to be the most dedicated based on the highest following among Kenyan telecommunications brands. According to Squad Digital Limited; a specialist Integrated Digital Marketing agency in Sub-Saharan Africa, Safaricom also has the biggest number of followers for a telecommunication brand, more than Vodafone UK which has 66,069. It's paramount that a study is done to establish levels of service delivery offered online. Therefore this research seeks to analyze the factors that influence the adoption of the social media for effective service delivery. The study focused on customers using the social media and specifically services offered by Safaricom limited online.

1.3 Purpose of the Study

The purpose of this study was to analyze the factors influencing the adoption of social media for effective service delivery, a case of Safaricom limited.

1.4 Objectives of the Study

The study aimed at achieving the following objectives:-

1. To assess the influence of reliability of social media on effective delivery of services at Safaricom limited.
2. To determine the influence of accessibility of social media on effective service delivery at Safaricom limited.
3. To establish the influence of immediacy of social media on effective service delivery at Safaricom limited.
4. To assess the influence of social media to ease traffic on other channels of service delivery at Safaricom limited.

1.5 Research Questions

The study was based on the following research questions:-

1. To what extend does reliability of social media influence effective delivery of services at Safaricom limited?
2. To what extend does accessibility of social media influence effective delivery of services at Safaricom limited?
3. To what extend does immediacy of social media influence effective delivery of services at Safaricom limited?
4. To what extent does social media ease traffic on other channels of service delivery?

1.6 Significance of the Study

To the academicians and scholars, this study is going to contribute to more understanding of the new media (social media) in delivery of services online. The study is expected to assist safaricom limited in streamlining the online channel for service delivery to be able to serve and offer services online in a more convenient and improve the way the service is delivered online. To the major players delivering superior service and ensuring higher customer satisfaction have become strategic necessities for companies to survive in competitive business environment therefore the

major players need to understand factors that influence the adoption of social media for effective service delivery.

1.7 Delimitation of the Study

The study was carried out in Nairobi County, Kenya. The focus being customers using social media within Nairobi County specifically Safaricom limited social sites. Focus was to analyze the effectiveness of service offered via social media to the clients.

1.8 Limitations of the Study

Due to technological dynamism, approaches to social media use can change within a short time, rendering the research findings obsolete. Also the use of social media is high in urban centers as compared to rural areas hence the results of the research cannot be generalized to rural areas.

1.9 Definitions of Significant Terms

Social media: Social media refers to the means of interactions among people in which they create, share, and exchange information and ideas in virtual communities and networks.

Social Sites: This refers to social media websites e.g. Facebook, Twitter, Myspace etc.

ICT: Information and Communication Technologies; ICT refers to technologies that provide access to information through telecommunications. It is similar to Information Technology (IT), but focuses primarily on communication technologies. This includes the Internet, wireless networks, cell phones, and other communication mediums.

Dependent variable: Dependent variable In this study refers to effective service delivery i.e. quality service to customers, enhancement of customer satisfaction and enhancement of customer loyalty.

Independent variable: Independent variable in this study is the factors influencing the adoption of the social media.

Customer/Client: Any person or user accessing a product or a service from a particular company or organization.

Adoption of social media: refers to the use of social media.

Effective service delivery: for this study effective service delivery refers to delivery of services online in an efficient and customer friendly manner.

Reliability: For this study reliability refers to the ability of a particular customer contact point to be available to deliver services at times when the customer/clients need services to be offered.

Immediacy: Immediacy as per this study refers to the timeliness in delivery of services, the ability to get services in a timely manner and that the customer/client does not need to wait.

Accessibility: For this study accessibility refers to the several modes available for access of social media which translates into access of services and products online.

Traditional Channels of Service Delivery: As per this study the traditional channels includes calling, sending an sms, faxing, sending letters to call centers and even visiting the retail outlets for assistance or to enquire about a service.

1.11 Organization of the Study

Chapter One is the introduction to the study covering the following areas: background to the study, statement of the problem, purpose of the study, objectives, research questions, significance of the study, delimitation of the study, limitations of the study, assumptions of the study and definition of significant terms.

Chapter Two comprises the literature review and contains the theoretical framework and concepts of social media has also been discussed and it also includes a discussion on the reliability, accessibility immediacy of social media and ease of traffic by social media.

Chapter Three contains the methodology which comprises: introduction, research design, target population, methods of data collection, validity and reliability, operational definition of variables, methods of data analysis and a summary.

Chapter Four contains the data analysis, presentation and interpretations which comprises of introduction, questionnaire return rate, reliability of social media, accessibility of social media, immediacy of social media and ease of traffic on other channels of communication and service delivery findings.

Chapter Five contains summary of findings, discussions, conclusions, recommendations and suggestions for further studies.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter attempts to review what other researchers have contributed that is relevant to this study with a focus on service delivery and social media. This will enable the study to develop new knowledge and understanding of the social media as tool for service delivery from the gaps identified in the literature review. The independent variables were focused on and their contribution to the effective delivery services via the social media which is the study's dependent variable. A conceptual framework was used to illustrate the relationship between the variables and also an operationalization table was included as a description of the variables, the measures and indicators.

2.2 Theoretical Framework

The study of service delivery via social media is a new area in e-marketing and e-commerce. No theory has been developed yet on this subject of social media use. However this study has borrowed some theories on customer satisfaction and service delivery. These are innovation-diffusion model, and Expectation Disconfirmation Theory (EDT)

2.2.1 Innovation-diffusion model

Innovation- diffusion model explains how an innovation is adopted it, Adoption of social media in a new technological advancement which require users and customer to adapt to and learn how to access an organizations products and services online basically via social media. Omolehin et al (2007) argue that the innovation-diffusion model follows the work of Rogers (1962) and contends that access to information about an innovation is the key factor determining adoption decision. According to Uaiene et al (2009) the underlying assumption of the innovation model is that technology is technically and culturally appropriate but the problem is one of asymmetric information and very high search costs. Thus communicating information to potential end users is the only problem. The theory assumes that the needs of the innovation are given. Technology is treated as a free standing object independent and devoid of cultural meaning. The problems of diffusion are assumed to be ones of communication and persuasion. One of the major contributions made by Rogers (1962) to adoption theory is treating adoption as a process. Rogers (1962) defines diffusion as a process by which an innovation is communicated through certain

channels over time among the members of a social system. Innovation decisions follow a five step process, that is, knowledge, persuasion, decision, implementation and confirmation. An innovation is an idea, practice or object that is perceived to be new by an individual or other unit of adoption. Knowledge is whereby a potential end user has an idea about an innovation and how it functions. Persuasion is when a potential end user develops a positive or negative attitude towards that innovation. Decision is a process that an end user is engaged in and ultimately leads to choice of accepting or rejecting the innovation. Implementation is when the end user puts into use an innovation. Confirmation is where the user evaluates the results of their decisions made about the innovation. The model thus shows that adoption of an innovation is not a single act but a process that occurs over time. Rogers (1962) proposes that innovation decision is made through a cost – benefit analysis whereby the major obstacle is uncertainty. People will only adopt an innovation when they believe that all things being equal, it enhances their utility. Thus they must be convinced that the innovation yields some advantage to the idea it supersedes. In considering costs brought about by the innovation, they take into account how the innovation disrupts the day to day functioning facets of life. They also want to consider its compatibility with their daily habits and its user friendliness.

2.2.2 Expectation Disconfirmation Theory (EDT)

Expectancy Disconfirmation Theory (EDT) is a theory for measuring customer's satisfaction. EDT which is defined as a theory for measuring customer satisfaction from perceived quality of products or services has been used for measuring customer's satisfaction. Evolution of "EDT" has shown that this theory is able to measure quality of services and information provided by B2C from customer's point of view.

How service is being delivered to customers also affect the service experience of customers. Service delivery is largely influenced by the performance of service personnel offering the service. Thus, performance of service delivery is of utmost important to attain customer satisfaction. Customer satisfaction can be determined by identifying "the important service attributes and measure customer's perception of those attributes and overall customer satisfaction. Nowadays, online marketplace is rapidly growing and the businesses that tend to get benefit from e-marketplace are expanding. In such competitive e-marketplace, those with more interest in attracting customer's satisfaction from different aspects of electronic commerce (e-commerce

(e.g. the quality of websites and quality of offered products and services on the websites) will possess more share in the e-marketplace. That is why organizations need to more care of their customer's satisfaction when they involve in e-commerce and online service delivery.

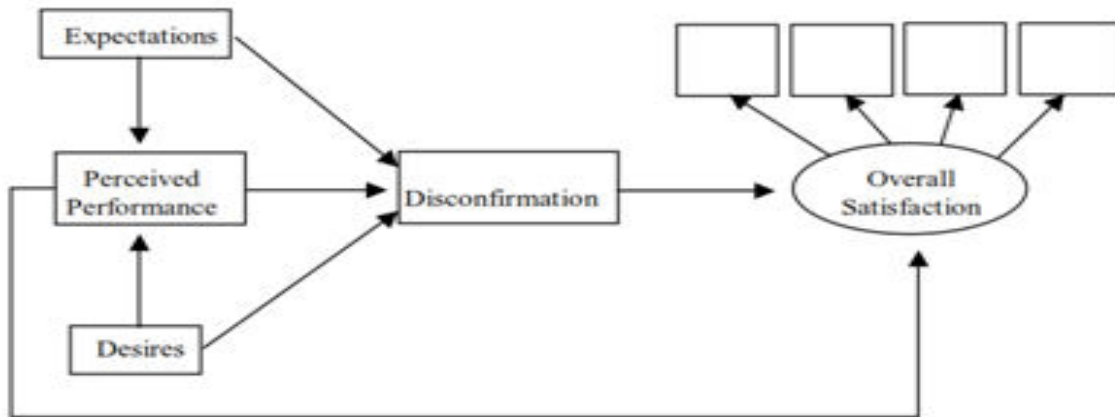


Figure 1: Desires and Expectation Disconfirmation model

2.2.3 Modern conceptualization of the service delivery process

In the process of constructing its culture of production, modernism disassociates the functions of production and consumption. In so doing, modernism generates the perspective that production creates value and consumption destroys it. For example, conventional models of the service delivery process view service providers (i.e. the service organization and employees) as the primary actors in the production of the service (e.g. Parasuraman et al., 1985). And, although consumers are participants in this production process, the overall service experience is conceived of mainly as an outcome of productive inputs and efforts (see Figure i). In a service delivery context, the modern framework separates the provider from the consumer (customer). The service employee is embedded within the organization and provides the service (along with goods if appropriate) to the customers, who, in turn, are embedded in the consumption experience and return payment for the goods/services rendered.

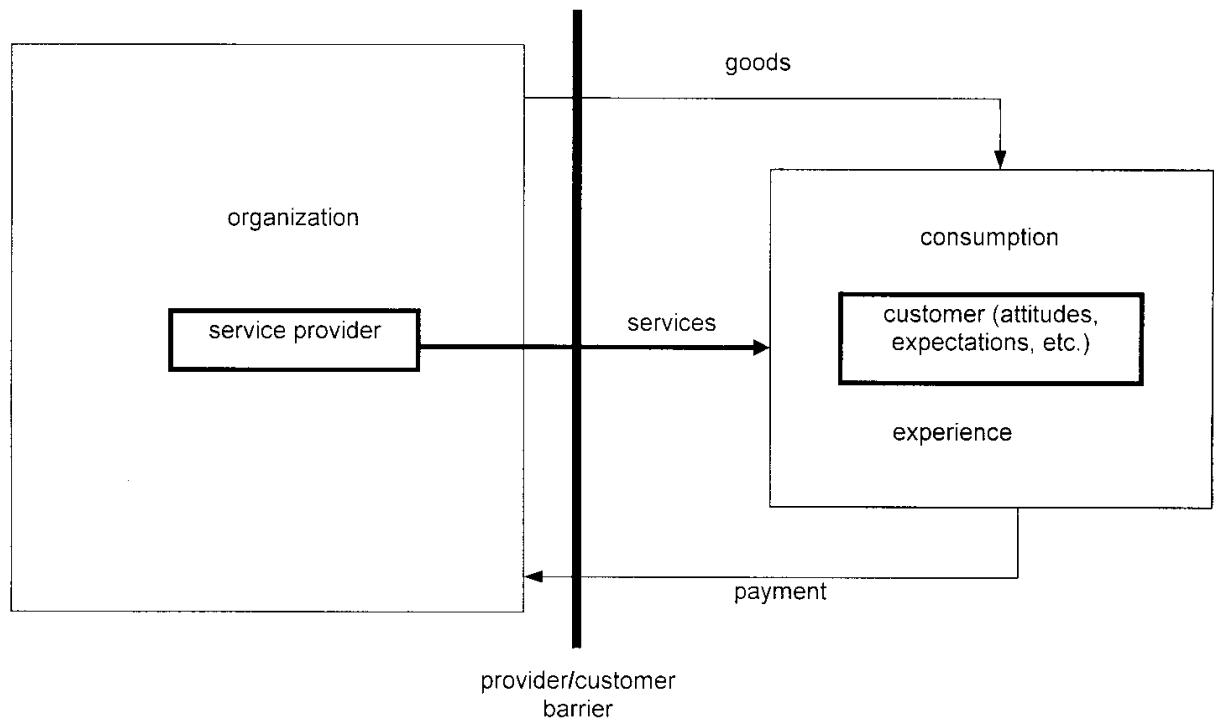


Figure 2: A modern model of the service delivery process

(Source: Chris Manolis et al. 2001:226)

2.3 Empirical Studies

Several studies have done that are related to service delivery and quality of services delivered to customers and less of the studies has been focused on social media as a channel of service delivery. Customer satisfaction is the key focus of any service delivered to customers in any of the customer contact points and for customers to be satisfied the quality of service offered has to be at its best.

2.3.1 Customer Satisfaction

Oliver (1997) argues that satisfaction can be defined as the consumer's fulfillment response, the degree to which the level of fulfillment is pleasant or unpleasant. Oliver (1981) introduced the expectancy-disconfirmation model for studies of customer satisfaction in the retail and service industry. Expectancy-disconfirmation Theory posits that customers form their satisfaction with a target product or service as a result of subjective (or direct) comparisons between their

expectations and perceptions. Customers are directly asked to provide their perceptions or evaluations of the comparisons, using a worse than/better than expected scale. The resulting perceptions are conceptualized as a psychological construct called subjective disconfirmation. The expectancy-disconfirmation model asserts that customer satisfaction is a direct function of subjective disconfirmation. That is, the size and direction of disconfirmation determine, in part, the level of satisfaction. When confirmation occurs, customers are believed to remain neither satisfied nor dissatisfied. Both expectations and perceptions also have been found to influence customer satisfaction and subjective disconfirmation under various circumstances (Churchill and Surprenant, 1982).

2.3.2 Service Quality

The quality of service offered by companies online be it selling products, offering customer service or marketing products online for customers to be satisfied it is necessary to offer quality service and information. Companies offer quality service online so that they can build a reputable brand and enhance customer loyalty since the quality of service offered is visible or can be accessed by thousands of users online. Kotler, (2003) explains that the quality should start from the needs of customers and ends at the customer's perception. This means that good quality perception is not based on service provider, but based on the point of view or perception of the customer. Customer perception of service quality is a comprehensive assessment of a service benefits. While Parasuraman et al. (1985) suggested that benefits gained from creating and maintaining quality of service are greater than the cost to reach or as a result of poor quality. Superior service quality and consistency can lead to customer satisfaction which in turn will provide various benefits, such as: (1) the relationship between the company and its customers will become more harmonious, (2) provide a good basis for re-purchase activities, (3) encourage customer loyalty, (4) creating a recommendation by word of mouth (word of mouth) that benefit the company, (5) to be a good corporate reputation in the customer's mind, and (6) company's profit will be increased. The implication of these benefits is that each company must realize the strategic importance of quality. Continuous quality improvement is not a cost but an investment to generate greater profits.

Zeithaml & Bitner (1996) explains that the quality of service is the excellence or superior service delivery process to those with consumer expectations. There are two main factors that affect the

quality of services, namely: expected service and perceived service. If the service is received as expected then the service quality is good or satisfactory, but if the services received exceed the expectations will be very satisfied customer and perceived service quality is very good or ideal. Conversely, if the service received is lower than expected then the perceived poor quality of services. Quality of service will depend on how much the service provider's ability to consistently meet the needs and desires of consumers. There are two main aspects that describe and affect both service quality; the actual service customers expected (expected service) and services perceived (perceived service). Parasuraman, et al. (1985) explains that the creation of customer satisfaction for a service can be identified through a comparison between service perceptions with service expectation.

Parasuraman, et al., (1985) explains that customer expectation is the customer's confidence before buying a service which is used as a standard in assessing the performance of services. Customer expectations are formed by past experiences, talk through word of mouth and corporate promotions. After receiving a service, customer service experience to compare with the expected. If the service suffered under the expected, then the customer will not be interested again, otherwise if the service experience meets or exceeds customer expectations the customer will look to use these providers

2.4 Concept of Social Media

In the last few decades there has been a tremendous development in technology leading to rise in internet use world wide. With such developments in information communications technology (ICT) which covers any product that can store(save), retrieve or receive information via electronic means in a digital form e.g by use of digital computers, digital television, email etc (Scholten, Velde & Manen 2009).

Social media is based on this ICT infrastructure where users are able to interact among themselves by creating, sharing and exchanging information and ideas in the virtual communities and networks across the world. Michael Heinelein and Andreas Kaplan have done so several publications on social media, and have defined social media as a group of applications based on the internet that are built on ideological and technological foundations of web 2.0 which allow the

creation and exchange of user-generated content (Kaplan and Haelein, 2010), social media has changed the life of corporations and individuals as well (Hennig-Thurau et al.,2010).

Web 2.0 is considered as the ideological and technological foundation of social media. Web 2.0 is basically a platform in which content and applications are no longer created and published by individuals but are continuously modified by all the users in a participatory and collaborative manner (Kaplan and Haenlein, 2010). Jack and Scott (2011) contend that social media can also be defined as the set of web-based broadcast technologies that enable the democratization of content, which gives the people the ability to emerge from consumers of content to publishers'. Social media according to Oxford Dictionary (2011) is defined as websites and applications used for social networking. Social media involves the use of digital tools and activities that enable users to communicate and share information across the internet.

Social media is currently being used prolifically by all area of the society i.e. business, advertising, politics, media, police and even emergency services. Internet being one of the greatest and most successful innovations in the world has created great opportunities and also threats for organizations in several businesses and services sectors, compelling them to either willingly or reluctantly to support their products or provide their services online using the internet based distribution channels (Chau & Lai, 2003).

Several organizations worldwide have embraced the social media to conduct business. Dell, Ibm, Proctor and Gamble, and dozens of other industry leaders have taken the advantage social media to reshape their relationships with customers and other users. These companies are teaching customers, bloggers, analysts, shareholders, employees, and business partners more often than before.

In Africa there has been continued increase in use of social media, throughout Africa there is a vast interest and uptake in social media platforms. For example, Facebook has become the most visited website on the continent, with African users of the world's largest social networking site standing at an estimated 44.9 million people. The growing amount of African subscribers has prompted Facebook to more specifically cater to the expanding African market by starting to roll-out local language versions of the website, beginning with Swahili. It is estimated that over 80% of Facebook logins in Nigeria and South Africa are from some form of mobile device. Most of the

social media users are accessing the social media via mobile devices (Deloitte, 2012). Further, companies are increasingly employing social media strategies in order to engage more effectively with their African consumer target market.

Social media such as Facebook, twitter and others have been growing at a tremendous rate and its adoption has been increasing which in turn has delivered astronomical numbers of users in less than 10yrs, as consequence of this astounding phenomenon involving both the rapid emergence of this cutting edge technology, advertising and public relations industries, the incorporation of this massive media upsurge brings with it challenges and opportunities that need to be analyzed through scholarly research(Hana-Allan et all..2012).

The social media has made it possible for consumers and buyers to provide information to others on a worldwide basis about how the products and service they have acquired to think carefully through the assumptions that were made about how consumers would search, buy online, and communicate with other consumers and with sellers as well. This has made companies to work ethically and transparently which has improved the reputation on these companies as long as practitioners are aware of the negatives and have a strategic social media plan in place. Social media can be accessed via various internet enabled devices and computers. With the current technological developments more users are accessing the internet and social media via the mobile devices hence the development of mobile social media.

2.4.1 Mobile Social Media

MSM is the use of social media in combination with mobile devices; social media can be referred to as a group of mobile marketing applications that allow creation and exchange of user-generated content. Mobile social media as opposed to traditional computer accessed social media incorporates new features and factors such as current location and time sensitive. According to Andreas M. Kaplan social media applications can be grouped into four different types;

Space-timers which are location and time sensitive; this involves the exchange of messages which are location specific and at one specific time such as Facebook places. Quick-timers are only time sensitive and involves transfer of traditional social media applications to mobile devices to increase immediacy such as posting twitter messages or Facebook status. Space-locators are only location sensitive which involves the exchange of messages with reference to one specific area or

location. Slow-timers are neither location sensitive nor time sensitive, it involves transfer of traditional social media applications to mobile devices such as reading a Wikipedia entry or watching a YouTube video.

2.4.2 Classification of Social Media

Social media has been used mainly for marketing, but the fact remains that it's hard for organizations to be actively involved in social media sites since everyday there are new sites popping up and it very tough to keep up. Therefore organizations and companies have to narrow down to what best suits the company to make money, enhance social media presence and in building a respectable brand.

Kaplan and Heinlein (2010) argue that the development of a systematic classification scheme for social media is very difficult since new sites are being developed every other day. They rely on field of media research and have decided that social media have two main elements that can be used to classify them: social presence/media richness and self-presentation/self-disclosure.

The Figure below demonstrates the classifications based on the above (table 1.0).

Classification of Social Media by social presence/media richness and self-presentation/self-disclosure

Table 2.1: Clarifying goals for social media

		Social presence/ Media richness		
		Low	Medium	High
Self-presentation/ Self-disclosure	High	Blogs	Social networking sites (e.g., Facebook)	Virtual social worlds (e.g., Second Life)
	Low	Collaborative projects (e.g., Wikipedia)	Content communities (e.g., YouTube)	Virtual game worlds (e.g., World of Warcraft)

(Source: Kaplan and Haenlein 2010:62)

Collaborative Projects: Collaborative projects allow the simultaneous and joint creation of content by many users e.g. Wikipedia. Some of the sites enable users to add, change and remove content. Others are in form of social bookmarking. Firms must be aware that collaborative projects are becoming the main source of information for many consumers and it is important as a company to take that into account when it applies to you (Kaplan and Haenlein 2010). Blogs are the earliest form of social media; they grew from personal web pages and usually display date-stamped entries in reverse chronological order. A blog can be described as a website that conveys the writer or group of writers' opinions or experiences. A blog can include text, pictures, and even video Content Communities: Content communities allow the sharing of media and content between users. The content can be just about anything e.g videos shared on YouTube or PowerPoint slides shared on Slideshare (Kaplan and Haenlein 2010). Social networking sites allow users to connect by creating personal information profiles and inviting friends and colleagues to have access to the profile and to send emails and instant messages. E.g Facebook and MySpace. Virtual game worlds are platforms that replicate a three-dimensional environment in which users appear in the form of personalized avatars and interact according to the rules of the game. Virtual social worlds are sites that allow users to interact in a three dimensional platform using avatars in a similar way to real life (Kaplan and Haenlein 2010).

2.5 Factors influencing the use of social media for service delivery

Social media is differentiated from other forms of media in several aspects such as service quality, frequency, usability, accessibility, reliability, immediacy and permanence. There are many effects that stem from internet usage. According to Nielsen, internet users continue to spend more time with social media sites than any other type of site. At the same time, the total time spent on social media in the U.S. across PC and mobile devices increased by 37 percent to 121 billion minutes in July 2012 compared to 88 billion minutes in July 2011.

2.5.1 Accessibility of Social Media for Effective Service Delivery

Social media offers a terrific way to access and share information with customers/clients and offer them with crucial support and capture customer feedback. Most businesses take advantage of social media by posting product videos on YouTube and conversing with clients via twitter and facebook.

Social media is accessible via desktop computers, laptops, mobile devices and other internet enabled devices all these offer different channels for accessing the social media as opposed to the very few customer contact points that are available through the traditional service delivery channels e.g. visiting the company outlets, letters, and fax through the print media. Social media is available at the touch of a button on an internet enabled device

According to Hart, the growth in Active Internet Users among urban cities is phenomenal. Moreover, Communication through user-centric social media such as Facebook, Twitter, and Linked-in and YouTube is prospering and gaining momentum. The growth of social media is chiefly attributed to the desires for connectedness, social interaction, entertainment, convenience, information and in some cases professional advancement. The rapid growth of online social networking communities has caught the attention of advertisers that hope to find new ways to harness these communities for their advertising purposes (Hart 2007).

2.5.2 Reliability of Social Media for Effective Service Delivery

Customer expectations while accessing services online via company websites or social media channels is how reliable the site or the social media huddle or page is to offer the desired service. Customers will be satisfied if the services offered are timely and all their queries are resolved fully. Parasuraman et al (1988) developed a measurement scheme of service quality dimensions of tangibles, reliability, assurance, responsiveness, and Empathy.

Customers must be satisfied, because if they were not satisfied they will leave the company and will become customers of competitors; this will decrease sales and in turn will lower corporate profits (Cronin & Taylor, 1992). The results of research conducted by Cronin & Taylor (1992) and Taylor & Baker (1994) showed that the regression coefficient of interaction with the service quality to customer satisfaction park services, airline and distance telecommunications services, and significant buying interest returned. Vaidyanathan (2003) proposed an assessment model that specializes relationship between perceptions of service quality, customer satisfaction and interest to buy. Affect service quality satisfaction, and satisfaction affect the interest purchased. Research by Cronin & Taylor (1992); Zeithaml, et al, (1996) found that the trend in terms of behavior shows the influence of service quality on customer loyalty. Social media offers a channel for delivery of services throughout the day and which is accessible from anywhere across the globe.

Social Media has enjoyed an explosion of popularity in the past few years, According to an internet survey published on June 16, 2011 and conducted between October 20 and November 28, 2010 by the Pew Research Center's Internet and American Life Project (Hampton et al., 2011), the number of those using social networking sites (SNS) has nearly doubled since 2008 and the population of SNS users has gotten older. In this Pew Internet sample, 79% of American adults said they used the internet and nearly half of adults (47%), or 59% of internet users, say they use at least one of SNS.

2.5.3 Immediacy of Social Media of Social Media for Effective Service Delivery

Social media offers a quicker and fast access of desired information on a company product or promotions being carried out at any time, it gives a shorter response time to queries as opposed to other channels of communication. Social media gives an almost immediate response to a query raised online via the social media huddle or online web page. According to a study done in 2012 by Social Bakers; an international renowned company focused on Social Media Marketing and Measurement, the average response time for queries raised on safaricom social sites is 75Minutes and with a response rate of 72.29% (Bakers,2012). This study was done when the numbers of followers were only 218 533 and this could have changed with increase in number of followers.

Immediacy defines the response time taken by the firm to respond to queries and also the availability of the services when and wherever the services or information is required by a customer or client of a particular firm. We are increasingly hearing about the effect of social media on society. The immediacy of the mobile phone and the power of social media especially as seen on the big news agencies such as Sky, Fox, CNN, and the BBC have all been relying upon the ordinary people for creating reports and filming breaking news events on mobile phones. The old media model of third party interpretation and "tell me what you think" has been shaken to its foundations by this new media model of immediacy and "this is what we filmed, make your own mind up." Twitter and YouTube have been the big beneficiaries of this. The power has been transferred into the hands of people in the street creating their own reports, albeit more subjectively than some of the main news media would have broadcast. This social media immediacy and subjectivity transfers into everyday life things such as football transfers, opinions on politics, products used and liked, gossip, and humor. In fact, all the things that interest and affect consumers from all walks of life and ethnic groups. Social media not only challenges

conventional media but also the legitimacy of conventional market research. I believe social media has caused us to need information as soon as it is available and Social media has made us need information immediately and has provided channels where we can receive that.

2.5.4 The influence of social media at Safaricom limited in easing traffic on other channels of service delivery.

Safaricom offers customer care services through several channels which includes; via toll free lines 100,200,234,2234, and chargeable lines 254722002100,254722002200,191,0722002222, via toll free sms codes 100,200,5555 and also via email addresses advantage@safaricom.co.ke and customercare@safaricom.co.ke and currently via social media with online accounts @Safaricom_Care and Safaricom Kenya Official Page. Organizations offer services and sell their product via several channels which include via the traditional media channels such as via retail outlets, magazines, and advertising via the radio and daily newsprints and currently via care centers by calling the center, sms request, email and even fax request. Call centers are at the front line of customer service. But many things can stand in the way of optimum service provision but they face several challenges which include agent absenteeism and according to a benchmarking firm Dimension Data, the average annual absence rate in contact centres across the globe is 11%. To the layperson, this might not seem particularly high. But the stark reality is that a 100-seat contact center with 11% absenteeism will only have an average of 89 seats occupied at any one time. A shortfall of this magnitude can have a huge impact on quality of service. Because there are fewer staff available to handle customer interactions, wait queues tend to increase and agents are put under pressure to spend less time on each call. Over extended periods of time, absenteeism can impact on staff morale and may even foster similar behavior in those left to 'carry the can'.

The way we communicate has changed massively over the past 20 years. Today, consumers don't just use the phone or write mail to get their message across; they make themselves heard through email, text and infinite social media channels such as Facebook and Twitter. Because consumers are using these mediums to communicate in their personal lives, it is inevitable that they now expect to be able to conduct their business interactions in the same way. The problem, of course, is that call centres struggle to keep up. They have difficulties identifying which channels they should focus on and often don't have the people resource available to manage the different

channels effectively and therefore need to embrace social media to ease traffic and demand for services via call centers.

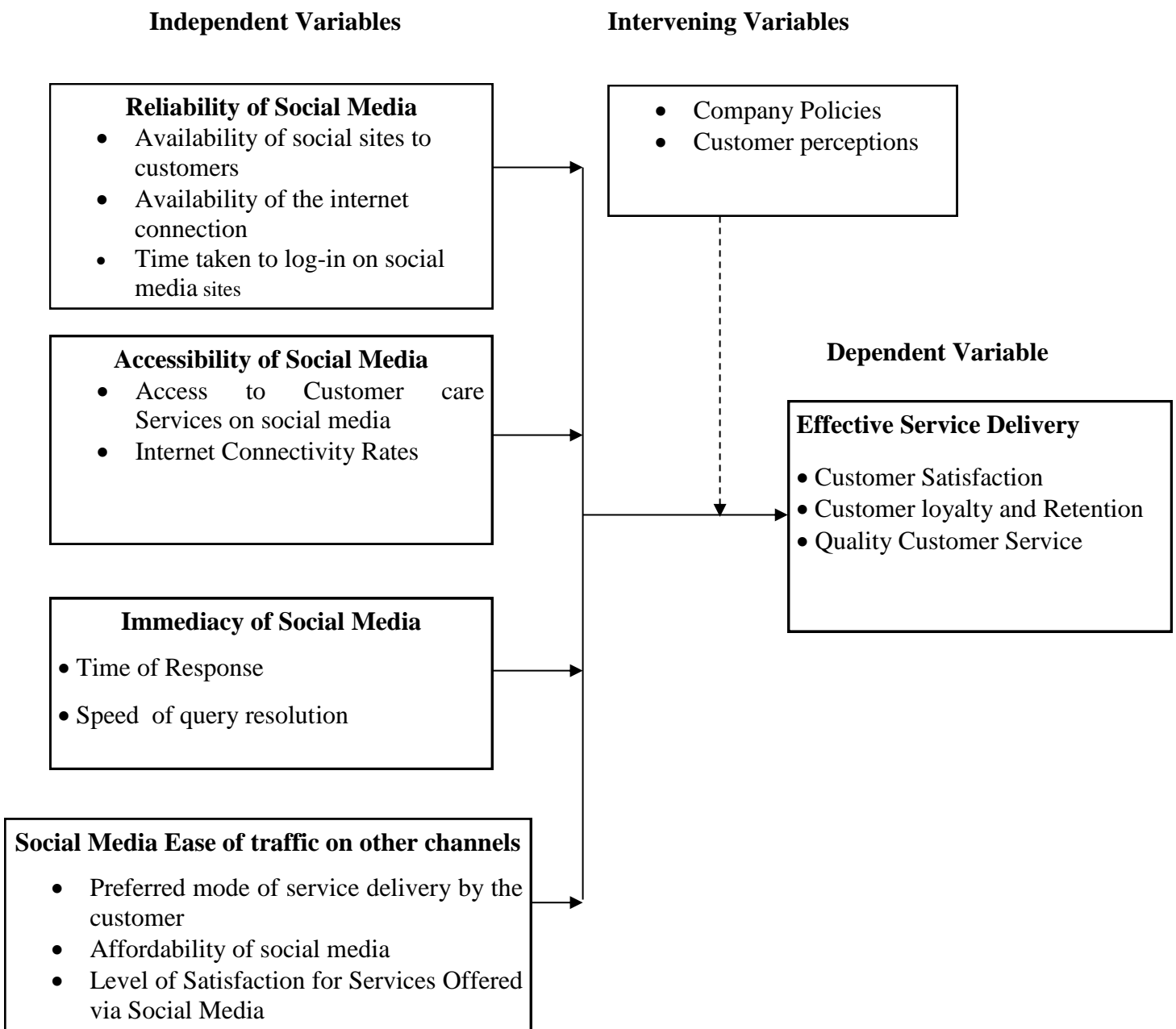
2.6 Conceptual Framework

A conceptual framework is a hypothesized model identifying the concepts under study and their relationships (Mugenda & Mugenda 2003). It illustrates in a diagrammatic form the way the researcher has conceptualized the relationship between the independent and the dependent variables. This study is going to analyze the factors that influence the adoption of social media as a channel for effective service delivery. The factors include reliability, immediacy, accessibility and generational culture attitude, the study was also seeking to analyze the influence of social media in reduction of traffic on other channels of service delivery. There are several factors that would influence the choice of social media as a channel for effective service delivery and this would vary from one industry to another. Specifically for companies that deal with products and services as well, the companies can use the social media as a tool for marketing their products and offer services like customer care services for queries on the products purchased and also as a tool for marketing their products and services.

For effective service delivery one needs to consider factors listed above, for a service to be considered reliable then the channel for service delivery should be effective and efficient. Effective in that it achieves the desired outcome and efficient in that it is cost effective for both the customer and the provider, the service should also be accessible; service providers should be able to offer services via a channel that is accessible and at the convenient of the customer/client. Social media is considered a channel that is easily available due to presence of ICT infrastructure and availability of the mobile coverage network which offers internet access at any preferred time of the day which is the interface for accessing the social media. Social media offers an immediate channel for getting responses from the provide since it mainly relies on chat/sms kind of communication which is visible to all users or followers on the social site hence the providers have to respond in a timely manner to the queries raised. Time of response and speed of query resolution is a key factor in determination of the quality of service offered. When customers embrace the social media as a channel for effective service delivery it is expected that fewer customers would seek for assistance by calling the organizations, visits to the organizations' offices and outlets since the social media would be a one stop shop where every requirement/query is addressed. Currently more customers are embracing the social media

mainly due to the generational attitude change and customer perceptions that has been enforced due to availability of internet and technological advancements to-date where by social media is even being accessed via mobile applications. Effective service delivery increases the customer satisfaction, loyalty and retention, quality of customer service and brand awareness. Use of social media can also be impacted by company policies and customer perceptions, but this was not studied in this study.

Figure 3: Conceptual Framework



2.7 Summary

Chapter two has detailed on the associated literature on the social media and service delivery, it starts by outlining the theory of Expectancy-disconfirmation and Modern conceptualization of the service delivery process followed by a review on social media. On social media i have defined the concept of social media and discussed its adoption in the world and Africa, elaborated on mobile social media and classification of social media.

Factors influencing the adoption of social media is also explained in the chapter, the factors explained include; reliability, accessibility and immediacy. The conceptual framework has also been explained under literature review and the same represented on diagrammatically.

From the literature review it was evident that less study has been done on the context of social media and there is need for this study to add more information on the social media service delivery channel as more organizations are embracing this channel for service delivery and marketing. There is need to establish the customers perceptions of this channel of service delivery in terms of its reliability, accessibility and immediacy of the social media.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlines the overall methodology of how the research was carried out. This included the research design, population of the study, sample size, data collection methods and data analysis and presentation. Data collection methods like interviews and observations are mentioned. Questionnaires are the main data collection instruments.

3.2 Research Design

The research study adopted descriptive survey research design, According to Best (2004), a survey is a means of gathering information about the characteristics, actions or opinions of a group of people, referred to as population. It assisted in describing data and characteristics about population and phenomenon that was being studied. The survey research design was used because I analyzed variables by asking customers questions and then examined relationships among the variables and this design was appropriate for the study because it enabled data collection from the sample on factors influencing the adoption of social media for effective service delivery. A cross-sectional design was used by obtaining a representative random sample of females and males customers accessing online services via social media and was to provide a quick snapshot of what was going on with the variables of interest for the research problem.

3.3 Target Population

The target population was the customers/clients of the telecommunication company Safaricom limited who access or seek assistance or services and products online via the social media platform. As per CCK 2012 report dated June 2012 Safaricom Limited has over 19,006,981 subscribers which represents 64.0% market share. This research focused on the fraction of this market that access the social media. Currently Safaricom has a following of 360302 customers on social media both on Facebook and twitter social sites as of 12th March 2013 and this figure was the subject of the this research. Nairobi was chosen as the area of the research coverage due to the diversity for Nairobi population since it also serves as the capital city of Kenya.

3.4 Sample size and Sampling Technique

A sample is a finite part of a statistical population whose properties are studied to gain information about the whole (Webster, 1985). While sampling technique is the act of selecting a suitable sample or a representative part of a population for the purpose of determining characteristics of the whole population (Frankel & Wallen, 2008). Determination of Sample size is based on cost, time and risk, involved in the research. Since too large samples would waste lots of time and resources and at the same time very small sample may not give the true picture of the characteristics of the population being studied. Therefore for this study the Wright-Fisher model was used, who observed that if the target population is greater than 10,000 then the Sample size is obtained using the formula developed by Cochran in 1963;

$$n = \frac{Z^2 pq}{d^2}$$

$$d^2$$

Where;

n= is the desired sample size

z= is the standard normal deviation usually set at 1.96

At 95% confidence level that is equivalent to 5% significance level the z-statistics is 1.96

p= is the proportion in the target population estimated to have characteristics being measured.

$$q = 1 - p$$

d = the degree of accuracy set at 5% (Gillespie, 2004).

Kenya telecommunication industry has continuously had an increase in numbers of mobile user subscriptions and according to CCK report 2012, Kenya had 26.4 million mobile phone subscribers by September 2012, representing over 50% of Kenyan population. Therefore the minimum estimated sample size as calculated using the formula;

$$n=1.96^2 \times 0.5 \times 0.5 = 384.16$$

$$(0.05)^2$$

N=384 customers

3.5 Data Collection Instruments

The research instruments used were questionnaires, A questionnaire according to Mugenda and Mugenda (2003) is a list of standard questions prepared to fit a certain inquiry. Closed-ended questions were used where the respondents are restricted to direct answers without further explanations. To obtain data from the group members, the researcher distributed questionnaire to different groups at different times and collect them after they are responded to. The questionnaire consisted of four sections each addressing the four study variables.

3.7 Instrument Validation

Validity is the strength of our conclusions, inferences or propositions. Validity is defined as the appropriateness, correctness, and meaningfulness of the specific inferences which are selected on research results (Frankel & Wallen, 2008). It is the degree to which results obtained from the data analysis actually represent the phenomenon under study. More formally, Cook and Campbell (1979) define it as the "best available approximation to the truth or falsity of a given inference, proposition or conclusion. This research study concerned itself with content validity. Content validity according to Kothari (2004) is the extent to which a measuring instrument provides adequate coverage of the topic under study. Content validity ensures that the instruments covered the subject matter of the study as intended by the researcher. To ensure content validity of the instruments, the researcher closely consulted with research experts and also the peer members undertaking the same program. The research experts assisted in assessing the variables to be measured by the instruments, while the peer members helped in determining whether the set of items were accurately representing the variables under study.

3.8 Reliability of the instrument

Reliability is the consistency with which the measuring instrument performs, such that apart from delivering accurate results, the measuring instrument must deliver similar results consistently after repeated trials (Leedy, 2000). Mugenda & Mugenda (2003) states that, reliability is the

measure of the degree to which the research instrument yields the same results of data after repeated trials. To minimize errors the researcher employed test-retest method in order to test reliability of the research instrument. In order to know if the instruments gathered the necessary information, a pilot study was conducted whereby the researcher distributed the research instrument to colleagues and to a sample with similar characteristics as the expected study subjects in order to gather information, and then collected the instruments in order to find out if the instruments were answering to the required objective questions and necessary corrections done to the instruments before heading to the field. The researcher supplied 38 questionnaires to social media users and this helped the researcher identify the problems that were bound to occur, especially when it came to filling in the questionnaire. The scores obtained were keyed into the SPSS software and through split-half technique a correlation coefficient of 0.711 was obtained indicating that the instrument had an internal consistency. According to Mbwesa (2006), if the correlation coefficient of the instruments falls above +0.6, the instrument is taken reliable and therefore suitable for data collection. This ensured the necessary corrections on the final copies of the questionnaire and interview schedule.

3.9 Data Collection Procedure

The study used primary data which was to be collected through self-administered questionnaires. Structured questionnaire were used and consisted of both open and closed ended questions designed to elicit specific responses for qualitative and quantitative analysis respectively. The questionnaires were to be administered to social media customers using the social media pages (Facebook) and twitter huddle for Safaricom Ltd. The questionnaires were to be administered to 384 social media customers randomly in the target location, with the researcher targeting customers at the attending the safaricom Open Days and Safaricom retail outlets within Nairobi to achieve the stratified random sample. The respondents were expected to give their insight on the nature of services offered online, Their frequency of use of service, availability/access of the ICT infrastructure, duration and speed of response for queries raised online via social media, social media use preference over use of other channels, general perception of the service offered and their rating of the service offered via social media.

Table 3.1: Operational Definition of Variables

Objectives	Variables	Indicators	Measuring levels	Tools of data collections	Tools of analysis
To assess the influence of reliability of social media on effective delivery of services.	Reliability of social media	Availability of social sites to customers	Nominal Ordinal	Questionnaire	Percentages and Frequencies
		Availability of the internet connection			
		Time taken to log-in on social media			
To determine the influence of accessibility of social media on effective service delivery.	Accessibility of social media	Access to Customer care Services on social media	Nominal Ordinal	Questionnaire	Percentages and Frequencies
		Internet Connectivity Rates			
To establish the influence of immediacy of social media on effective service delivery.	Immediacy of social media	Time of Response	Nominal Ordinal	Questionnaire	Percentages and Frequencies
		Speed of query resolution			
To assess the influence of social media on service providers to ease traffic on other channels of service delivery.	Ease of traffic on other channels	Preferred mode of service delivery by the customer	Nominal Ordinal	Questionnaire	Percentages and Frequencies
		Affordability of social media.			
		Level of Satisfaction for Services Offered via Social Media			

3.10 Methods of Data analysis

The researcher examined what was collected from the field and made deductions and inferences. He tested any underlying assumptions, detected anomalies and underlying structures and exact variables. The findings of the researcher were analyzed using content analysis. This involved detailed description of the items that comprised the sample. In interpreting the results, the frequency which an item occurred was interpreted as a measure of importance, attention or emphasis. The specific classification system used to record the information for the research was designated as content analysis which determined the frequency and trends with which concepts of the objectives were interpreted as a measure of direction. Quantitative data was analyzed using descriptive statistics such as percentages and frequencies. Data was subjected to Statistical packages for social scientists (SPSS) software and Microsoft Excel for the analysis.

3.11 Ethical Consideration

During the study the respondents were informed of their rights of either participating or refusing to participate in the study, they were informed that participation in the study was not compulsory and informed consent was sought from the respondents. The participants were informed of their right to remain anonymous and that their identity was not to be revealed in this study. All ethical issues were observed during the study.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter provides an analysis, presentation and interpretation of the data collected from the study respondents on service delivery via social media. The information obtained was on the influence of reliability, accessibility, immediacy and the influence of social media to ease traffic on other channels of service delivery at Safaricom limited.

4.2 Questionnaire Return Rate

The study sample was 384 subjects, In order to answer the research questions, the study administered 384 questionnaires to the social media users. The study sample size of 384 respondents was not realized. The response rate was therefore 374 (97.39%) which was considered adequate for analysis and conclusion. According to Frankel and Wallen (2004), a response rate of above 95% of the respondent can adequately represent the study sample and offer adequate information for the study analysis and thus conclusion and recommendations.

4.3 Respondents Personal Information

Respondents' personal information included level of education, gender and age. The findings on analysis of respondents personal information has been presented on table 4.1

Table 4.1: Respondents personal information

		Frequency	Percentage
Gender	Male	194	51.8
	Female	180	48.2
	Total	374	100
Age	18-24	100	36.7
	25-30	141	37.7
	31-35	91	24.3
	36-42	36	9.6
	>42	6	1.6
	Total	374	100
Level of Education	Masters Level	31	8.2
	Degree Level	123	32.9
	Diploma Level	205	54.8
	Certificate Level	5	1.4
	High School	10	2.7
	Total	374	100

An analysis of respondent's demographic information revealed that majority 205(54.8%) had a diploma level education,194(51.8%) of the respondents were male while 180(48.2%) were female and 100 of the respondents were aged between 18 to 24 years, with majority being in the age group between 25-30 years. This shows that majority of the social media users are male users and they are aged between 18 and 35 years and with diploma level in education and above.

4.4 Reliability of the Social Media

To achieve the objective of how reliable social media is for effective delivery of services the study analyzed the responses of the respondents in reference to the indicators; Availability of social sites to customers, Availability of the internet connection and time taken to log-in on social media

4.4.1 Availability of Social Media Sites to Customers

Availability of social media sites was gauged by how many respondents indicated that they use social media services. Their responses were analyzed and indicated in Table 4.2

Table 4.2: Availability of Social Media Sites to Customers

social media used	Frequency	Percentage (%)
Facebook	197	53
Google+	47	13
Twitter	54	14
Twitter and Facebook	71	19
No of Response	5	1
Total	374	100

Cumulatively 373(99%) of respondents use the social media in one way or the other. 197(53%) use Facebook, 47(13%) use Google+, 54(14%) use twitter and rest both twitter and Facebook.

4.4.2 Availability of the Internet Connection

The people interviewed were asked whether there internet connection experiences frequent outages. 199(53%) of respondents said No while 173(46%) indicated Yes. These suggests that majority in the sample are happy with internet connectivity though margin was small between the two responses. Their responses were analyzed and indicated in Table 4.3

Table 4.3: Availability of the Internet Connection

Experienced frequent internet connection outages?	Frequency	Percentage
Yes	173	46%
No	199	53%
No response	2	1%
Total	374	100%

Furthermore majority of the respondent feel that the internet connection which social media rides on is fast. 247(66%) indicated it is fast, 25(7%) extremely fast while 98(26%) thought it is slow. Their responses were analyzed and indicated in Table 4.4

Table 4.4: Speed of Internet Connection

speed of internet connection	Frequency	Percentage
Fast	247	66%
Extremely Fast	25	7%
Slow	98	26%
No response	4	1%
Total	374	100%

This shows that majority of the social media users confirmed that mostly the speed of connecting to the social media platforms is actually fast, with 247(66%) considering the connection fast.

4.4.3 Time Taken to Log-in on Social Media

Most of the respondents indicated that it takes short time to log into any of the social media channels. 125(33%) said it takes very short time, 183(49%) short time and 38(10%) instant. Their responses were analyzed and indicated in Table 4.5

Table 4.5: Time Taken to Log-in on Social Media

Time taken to log-in on your Facebook/twitter account	Frequency	Percentage
Very short time	125	33%
Short time	183	49%
Instant	38	10%
Long	16	4%
No response	12	3%
Total	374	100%

4.5 Accessibility of Social Media

Accessibility of social media for effective service delivery was measured by determining the access to customer care services on social media and presence of mobile network coverage for accessing the social media via cell phones.

4.5.1 Access to Customer Care Services on Social Media

The respondents were asked whether they have used the social media to access safaricom customer care services. 116(31%) have used the services but 248(66%) of the respondents have not used the service. Their responses were analyzed and indicated in Table 4.6

Table 4.6: Access to customer care services on social media

uses twitter/Facebook to reach Safaricom customer care	Frequency	Percentage
Yes	116	31%
No	248	66%
No response	10	3%
Total	374	100

Those who have not used the service were further asked if it was due to service unavailability. 106(28%) said it's due to the unavailability but 197(53%) did not know the customer care service exist on Twitter and Facebook.

This presents an opportunity to management at safaricom to explore this opportunity. Their responses were analyzed and indicated in Table 4.7

Table 4.7: Service Unavailability

Reasons for not using social media to access customer care	Frequency	Percentage
Service unavailable	106	28
Didn't know	197	53%
Fear of unknown	55	15%
No response	16	4%
Total	374	100

4.5.2 Internet Connectivity Rates

We established the affordability of internet as a determinant of accessibility to customer care via social media. Their responses were analyzed and indicated in Table 4.8

Table 4.8: Internet connectivity rates

cost of data using social media affordable	Frequency	Percentage
Very expensive	45	12%
Expensive	83	22%
Affordable	168	45%
Cheap	72	19%
No response	6	2%
Total	374	100

It was found out that 168(45%) of the respondents indicated that internet was affordable with 72(19%) considering it cheap. Cumulatively 128(34 %) consider it expensive.

4.6 Immediacy of Social Media

Immediacy of social media for effective service delivery was measured by determining the time of response and the speed of query resolution for queries raised by customers via the social media platforms.

4.6.1 Time of Response

In the study further analysis was done to respondent's who were able to access to Facebook or Twitter Safaricom customer care page as compared to calling the call center. Their responses were analyzed and indicated in Table 4.9

Table 4.9: Time of response

quickest channel	No of Respondents	Percentage
Calling Call Centre	160	43%
SMS 100/200	40	11%
Twitter/Facebook	63	17%
Visiting Retail Centre	86	23%
Safaricom chat service	14	3%
Total	374	100

Below are the findings, 160(43%) of the respondents said that they were served quickly and faster when they call the Call Centre as compared to other channels. Only 63(17%) considered twitter/Facebook as being faster.

4.6.2 Speed of query resolution

In the study analysis was done to respondent's who were able to access to Facebook or Twitter Safaricom customer care page and speed at which they were attended to and speed of resolution of queries raised via the social sites. Their responses were analyzed and indicated in Table 4.10

Table 4.10: Speed of query resolution

Was your query through Twitter/Facebook attended to?	No of Respondents	Percentage
No	168	45%
Yes	200	53%
No response	6	2%
Total	374	100

It was found out that 200(53%) of the respondents were served quickly and 168(45%) did not have the issues responded to quickly.

4.7 Ease of Traffic on other Channels of Communication

As way of determining whether use of social media eases traffic from other communication channels the study was seeking to establish the preferred mode for service delivery for customers. And whether the channel is convenient, its affordability of using the channel and their level of satisfaction compared to other channels.

4.7.1 Preferred Mode of Service Delivery by the Customer

215(56%) of the respondents prefer contacting customer care by calling call centre, 79(21%) through the retail center and only 35(9%) through twitter and Facebook. These suggest that majority of people still prefer using calling call centre even though they know that they easily access services via social media. Their responses were analyzed and indicated in Table 4.11

Table 4.11: Preferred mode of service delivery by the customer

Preferred channel to access Safaricom customer care services	No of respondents	Percentage
Calling call center	215	56%
Safaricom Retail centers	79	21%
Using chat service	6	2%
Using twitter/Facebook	35	9%
Using SMS service	12	3%
No response	37	10%
Total	374	100

It was found out that 273(73%) of those who chose the above channels believe it is the most convenient channel for them, while 68(18%) indicated it is not convenient. 33(9%) did not give a response.

Did you find the channel above most convenient for you?	Frequency	Percentage
Yes	273	73
No	68	18
No Response	33	9
Total	374	100

This suggests that customer choose a particular channel because they find it convenient in one way or another for offering them the services they need.

4.7.2 Affordability of Social Media

On affordability of the social media services, The affordability was analyzed and The results are illustrated in the table 4.12

Table 4.12: Affordability of Social Media

No of respondents who consider accessibility to social media affordable	Frequency	Percentage
Yes	243	63
No	100	26
No response	41	11
Total	374	100

And it was found out that 243(63%) of the respondents said that the social media service is affordable while 100(26%) thought otherwise as compared to other channels. Still 41(11%) of the respondents did not respond to the query. Meaning that majority considered the connection affordable.

4.7.3 Level of Satisfaction for Services Offered via Social Media

The respondents were required to state their level of satisfaction on services offered on different channels of service delivery as compared to services offered via Facebook/twitter. Their responses were analyzed and indicated in Table 4.11 below;

Table 4.11: Level of satisfaction for services offered via social media

level of satisfaction	Frequency	Percentage (%)
Very dissatisfied	4	1
Dissatisfied	35	9
Neutral	85	23
satisfied	146	39
Very satisfied	37	10
No response	67	18
Total	374	100

Cumulatively 187(49%) of the respondents were generally satisfied with the services received online and a cumulative 35(10%) were dissatisfied with the services. 85(23%) of the respondents were unsure and 67(18%) of the respondents chose not to respond.

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This section presents the study's summary of findings, conclusion and recommendations in line with the research questions. The summary of the analysis of each research indicator is featured and from this study analysis, associated recommendations for improvement of social media, its use for service delivery and suggestions for further research were made.

5.2 Summary of the Findings

The study sought to investigate the factors influencing the adoption of social media for effective service delivery as alternative to other traditional channels of service delivery. The study engaged respondents from social media users.

5.2.1 Reliability of Social Media on effective service delivery at Safaricom limited.

As for reliability of social media in delivery of services 99% of the respondents were found out to use social media to access services online cumulatively and 53% of the respondents never experience outages on social media channels meaning to the social media platforms or Servers supporting social media are quite reliable. Furthermore majority of the respondents feel that the internet connection which social media rides on is fast i.e. 66% and 7% that it's extremely fast and only 26% that it's slow. 33% of respondents also indicated that it takes a vest short time to log into the social media page and 49% indicated short time and 10% instant.

5.2.2 Accessibility of Social Media on effective service delivery at Safaricom limited

The study analyzed the accessibility of social media for effective service delivery by seeking to measure the access to customer care services via social media and its was found out that 33% of the respondents have used the social media to access the customer care services and 66% have not used the social media for customer care services. This is a good percentage bearing in mind that this is a new channel for delivery of services. Those who have not used the service were further asked if it was due to service unavailability, 28% said it's due to the unavailability but 53% did

not know the customer care service exist on Twitter and Facebook. This presents an opportunity to management at safaricom to explore this opportunity. As for cost in terms of internet connectivity rates for accessibility of customer care via social media 45% of the respondents indicated that the internet was affordable with 19% considering it cheap and 34% found the access of customer care services via social media expensive.

5.2.3 Immediacy of Social Media on effective service delivery at Safaricom limited

The Immediacy of social media for effective service delivery was also measured by determining the time of response and the speed of query resolution for queries raised by customers via social media. Respondents who normally access customer care services via Facebook or Twitter Safaricom customer care page and also call care centers 43% of the respondents said that they were served quickly and faster when they call the Call Centre as compared to other channels. Only 17% considered twitter/Facebook as being faster. Analysis was also done on respondents who only access customer care services via Facebook or Twitter Safaricom customer care page and speed at which they were attended to and speed of resolution of queries raised via the social sites. 53% of the respondents issues were resolved quickly and 45% of the respondents did not have their issues responded to quickly.

5.2.4 The influence of social media to ease traffic on other channels of service delivery at Safaricom limited.

The use of social media as a strategy to ease traffic on other channels of communication and service delivery, was also analyzed by determining the preferred mode of service delivery by the customers and 56% of the respondents preferred to contact customer care services by calling 21% by visiting the retail outlets and 9% through Twitter and Facebook, These suggest that majority of people still prefer calling call center even though they know that they can easily access services via social media and that 63% of the respondents said that the social media was affordable. And on analysis of the level of satisfaction for customers who were served via social media 49% cumulatively were generally satisfied with the services received online and only 10% were dissatisfied.

5.3 Discussion of the Study

The study sought to investigate the factors that influence the adoption of social media for effective service delivery with a focus on safaricom limited and the first objective was to determine influence of reliability of the social media as a channel for delivery of services and from the study it was found out that this mode of service delivery was preferred by 99% of the respondents who accessed services online. The Social Media has enjoyed an explosion of popularity in the past few years, According to an internet survey published on June 16, 2011 and conducted between October 20 and November 28, 2010 by the Pew Research Center's Internet and American Life Project (Hampton et al., 2011) and this research also shows that 99% of respondents preferred use of online platforms to access services. And therefore this is an indication that a large percentage of the customers and clients would prefer to access the services and this is barely because the sites experience minimal outages with 53% of the respondents having never experienced outages. Customers must be satisfied, because if they were not satisfied they will leave the company and will become customers of competitors; this will decrease sales and in turn will lower corporate profits (Cronin & Taylor, 1992). Parasuraman et al. (1985) suggested that benefits gained from creating and maintaining quality of service are greater than the cost to reach or as a result of poor quality. Reliable service enhances therefore as per parasuraman would enhance the quality of services delivered and cut costs in operation of business.

Accessibility of the social media for effective service delivery was analyzed and the research was seeking to determine if the social media channel can be accessible for delivery of customer care services and the study found out that 33% of the customers have embraced this new channel as opposed to 66% who still consider the traditional modes. 33% of the customers interviewed preferred this mode meaning that the acceptance of this channel is high since it's a very new channel and its adoption will increase in the future since it was also realized that 53% of the customers do not know that customer care services can be accessed via social media sites like Twitter and Facebook, this concurs with Churchill and Surprenant (1982) who affirms that both expectations and perceptions also have been found to influence customer satisfaction. Those customers who have used the service expect it to fulfill their expectations in terms of service delivery.

The Immediacy of social media for effective service delivery was also measured by determining the time of response and the speed of query resolution for queries raised by customers via social media. Respondents who normally access customer care services via Facebook or Twitter Safaricom customer care page and also call care centers, 43% of the respondents said that they were served quickly and faster when they call the Call Centre as compared to other channels. Only 17% considered twitter/Facebook as being faster. Analysis was also done on respondents who only access customer care services via Facebook or Twitter Safaricom customer care page and speed at which they were attended to and speed of resolution of queries raised via the social sites. 53% of the respondents issues were resolved quickly and 45% of the respondents did not have their issues responded to quickly. Therefore it can be concluded that social media as compared to traditional modes of service delivery was rated poorly at 17% considering it's a new technology as compared to other modes that have been there for decades. The study also rated quite well on timely delivery of service at 53%. In the study it was also found out that 9% of customers have their issues resolved or access safaricom limited customer care services via social media and this means that if these customers dint choose this option then this would have increased traffic to other channels by the same margin. Therefore the social media actually contributes to demand reduction of services on other channels even though it's with a small margin. And in fact 63% of the customer's consider it affordable as compared to other channels.

Therefore organizations should provide quality services to enhance the customer perception and as Kotler (2003) explains that the quality should start from the needs of customers and ends at the customer's perception. This means that good quality perception is not based on service provider, but based on the point of view or perception of the customer.

5.4 Conclusion of the Study

The study sought to investigate the factors influencing the adoption of social media for effective service delivery and it can therefore be concluded that this mode of service delivery is considered reliable by residents of Nairobi County using the online platforms to access services via the social media. Therefore organizations need to emphasize this channel as an alternative mode of contact and empower their clients on the same. Customers who continuously use this channel have preferred this channel because they find it reliable as compared to other channels.

Social media is considered generally as a new technology for offering services effectively as opposed to traditional ways or modes of the service delivery and for this study we have noticed that its being embraced by 33% clients and we highly recommend that there is an opportunity by the organizations to reach out to these customers and make this channel grow and offer more services via social media since its considered accessible by the customers/clients who use it.

As per the study there is an indication that most of the customers served online were happy on the time it took for their queries to be resolved online. And organizations should put into place mechanisms to ensure that customers are served at a quicker rate by involving everyone in the organization, as they will be expected to have direct contact in many cases with consumers to reduce the query response rate to a minimum. The faster the customers' issues are responded to the more they will stick around for a lasting business relationship.

In the study it was also found out that customers have their issues resolved or access safaricom limited customer care services via social media and this means that if these customers dint choose this option then this would have increased traffic to other channels by the same margin. Therefore the social media actually contributes to demand reduction of services on other channels even though it's with a small margin. It can also be concluded that the customer's consider it affordable as compared to other channels and they don't mind the internet and connection charges when seeking services online.

5.5 Recommendations of the Study

The study recommends;

1. That the safaricom limited needs to emphasize the social media channel for service delivery as an alternative mode of contact and empower their clients more on the same to enhance better and modern methods of service delivery since customer are willing and find them convenient and more accessible.
2. The study also recommends that safaricom limited needs to explore on other channels of communication and service delivery although the uptake might be slow at times it's important to provide alternatives and not to only rely on a few channels.
3. Safaricom has embraced the use of social media for service delivery and customers who are constantly using it are finding the media reliable and this means safaricom should put

more resources into this channel by even coming up with social media plan that would for see future developments on this channel and have social media coordinators who will ensure the necessary policies are in place to strengthen the presence and uptake of this channel. Despite safaricom having offered the services via social media there is minimal uptake of the social media by customers and the customers are yet to embrace social media fully, therefore organizations like safaricom and any other organization willing to increase their presence online need to establish the reasons as to why fewer customers prefer to use the social media as compared to traditional modes of service delivery despite the technological advancements.

4. The study also found out that the social media eases traffic on other modes of service delivery and therefore the study recommends that safaricom limited has to embrace this channel of service delivery and should put into place a strategy to introduce the social media as a tool for delivering services and have trained personnel offering the service online. Effective service delivery is achieved when services are delivery when needed and in a timely manner the results found out that delivery of services online is quicker and its available throughout and the study recommends this channel more than the other channels since its more affordable to use social media as opposed to the other traditional channels of service delivery.

5.6 Suggestions for Further Study

Based on the findings of the study, the following areas were suggested for further study;

1. Social media offers a channel of service delivery that can be used for provision of services to the clients and that a lot of information can be made available to clients but would need to be handled in a productive manner. Tools will need to be acquired and adopted that will allow social material to be sorted, prioritized, and ultimately to allow better and quicker decisions to made concerning issues related to social media and access to services via social media. A study will need to be done on these tools.
2. The uptake of social media as a channel for service as not been fully adopted in Kenya customers and clients still tend to use the old channels of communication and therefore a study would need to be done as to why clients or users are adamant to adopt fully to the social media for services delivery.

3. Acute lack of talent & expertise. As organizations get more serious about social media the need for social media managers will continue to grow, but available expertise may not keep up. Organizations must address these needs immediately. Time will be required to find the right people and to train support staff. A clearly articulated social media plan study should address these needs.

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APPENDIX I: LETTER OF TRANSMITTAL

RICHARD MWIRABUA GITONGA,
P.O. BOX 688-00300,
0721798843
richard.gitonga@gmail.com

Nairobi.

Dear Sir/Madam,

Re: Factors Influencing the Adoption of Social Media for Effective Service Delivery, a Case of Safaricom Limited, Nairobi County, Kenya

I am a Master of Arts student at the University of Nairobi; Extra-Mural Centre, registration number L50/68835/2011. I am undertaking a study that seeks to examine the factors influencing the adoption of social media for effective service delivery a case of Safaricom ltd as a partial fulfillment for the requirement for an award of a Masters in Arts degree in Project Planning and Management.

You have been randomly selected to provide information on the adoption of social media. This is a request for your participation in responding to the attached questionnaire. Your truthful response will help facilitate this study. Please be assured that any personal information given will be treated with utmost confidentiality and will be purposely used for this study.

Thank you for your participation.

Yours Faithfully,

Richard Mwirabua Gitonga.

APPENDIX II: QUESTIONNAIRE

SECTION A: General Information

Personal Information

Enter the details below (details with * are optional).

Name					
Age	18 - 24	25 - 30	31 - 35	36 - 42	>42
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Area of Residence					
*Profession					
*Sex					
Level of Education					

1. What is your favorite social media site?

<input type="checkbox"/>	Facebook
<input type="checkbox"/>	Twitter
<input type="checkbox"/>	Google+
<input type="checkbox"/>	MySpace
<input type="checkbox"/>	Other

2. What appealed to you to start using social media?

<input type="checkbox"/>	All friends are on it
<input type="checkbox"/>	Necessary for Business
<input type="checkbox"/>	Useful personally
<input type="checkbox"/>	It is the coolest thing to do
<input type="checkbox"/>	Don't why you joined

3. Are you a safaricom customer?

<input type="checkbox"/>	Yes
<input type="checkbox"/>	No

4. How do you access social media sites?

<input type="checkbox"/>	Via Office Computer
<input type="checkbox"/>	Via Home computer
<input type="checkbox"/>	Personal Laptop
<input type="checkbox"/>	Mobile phone
<input type="checkbox"/>	I-pad/Tablet

5. Does your internet connection experience frequent outages?

<input type="checkbox"/>	Yes
<input type="checkbox"/>	No

6. How can you describe the speed of your internet connection?

<input type="checkbox"/>	Extremely slow
<input type="checkbox"/>	Very Slow
<input type="checkbox"/>	Slow
<input type="checkbox"/>	Fast
<input type="checkbox"/>	Extremely Fast

SECTION B: RELIABILITY

7. Have you ever asked a query on Facebook/twitter and it was not answered?

<input type="checkbox"/>	Yes
<input type="checkbox"/>	No

8. Have you tried to access Facebook/Twitter and it was unavailable?

<input type="checkbox"/>	Yes
<input type="checkbox"/>	No

9. If yes for how long was the Facebook/Twitter site unavailable?

<input type="checkbox"/>	1= a few minutes
<input type="checkbox"/>	2 = an hour
<input type="checkbox"/>	3 = a day
<input type="checkbox"/>	4 = Not sure

10. How long does it take you to log-in on your Facebook/Twitter account.

<input type="checkbox"/>	A = very short time
<input type="checkbox"/>	B = short time
<input type="checkbox"/>	C = instant
<input type="checkbox"/>	D = long
<input type="checkbox"/>	E = Very long time

11. How would you describe the unavailability of Twitter/Facebook service?

<input type="checkbox"/>	1 = Severe
<input type="checkbox"/>	2 = Bad
<input type="checkbox"/>	3 = Good
<input type="checkbox"/>	4 = Service never unavailable
<input type="checkbox"/>	5 = always available

12. How many times have you tried to access Safaricom customer care service through Twitter/Facebook and the service was unavailable?

<input type="checkbox"/>	0
<input type="checkbox"/>	1 to 5 times
<input type="checkbox"/>	6 to 15 times

<input type="checkbox"/>	16 to 25 times
<input type="checkbox"/>	Over 25 times

13. How many times in a day do you visit social media site twitter/Facebook?

<input type="checkbox"/>	none
<input type="checkbox"/>	Few times
<input type="checkbox"/>	always
<input type="checkbox"/>	Can't do without it

SECTION C: Accessibility

14. How do you prefer to access the Twitter/Facebook?

<input type="checkbox"/>	A = Via Mobile Phone
<input type="checkbox"/>	B = Via Personal Computer
<input type="checkbox"/>	C = Via a computer at the office
<input type="checkbox"/>	D = Via a cybercafé

15. How would you describe the mode preferred above in question 14?

<input type="checkbox"/>	A=very poor
--------------------------	-------------

<input type="checkbox"/>	B=Poor
<input type="checkbox"/>	C=Average
<input type="checkbox"/>	D=Good
	E=Very Good

16. Have you ever used Twitter/Facebook to reach Safaricom customer care?

<input type="checkbox"/>	Yes
<input type="checkbox"/>	No

17. How many times have you used the channel above in question 16?

<input type="checkbox"/>	A=Never
<input type="checkbox"/>	B=Once
<input type="checkbox"/>	C=Twice
<input type="checkbox"/>	D=Frequently

18. How was the service?

<input type="checkbox"/>	A=very poor
<input type="checkbox"/>	B=Poor
<input type="checkbox"/>	C=Average
<input type="checkbox"/>	D=Good
	E=Very Good

19. Were you satisfied with the answer given?

<input type="checkbox"/>	A = very satisfied
<input type="checkbox"/>	B = satisfied
<input type="checkbox"/>	C = Not satisfied
<input type="checkbox"/>	D = Disappointed
<input type="checkbox"/>	E = Not sure

20. Will you be willing to use the service again?

<input type="checkbox"/>	1 = Definitely
<input type="checkbox"/>	2 = Not at all
<input type="checkbox"/>	3 = Not sure
<input type="checkbox"/>	4 = Very Definitely
<input type="checkbox"/>	5 = somehow

21. Can you recommend the service to your friend?

<input type="checkbox"/>	Yes
<input type="checkbox"/>	No

22. Did you have any problem accessing the safaricom Facebook page?

<input type="checkbox"/>	Yes
<input type="checkbox"/>	No

SECTION D: IMMEDIACY

23. When you contacted Safaricom customer care through Twitter/Facebook was your query attended to quickly?

<input type="checkbox"/>	Yes
<input type="checkbox"/>	No

24. According to you which of the following channels do you prefer to have your query attended to quickly?

<input type="checkbox"/>	1=Calling call centre
<input type="checkbox"/>	2 = Visiting Retail centre
<input type="checkbox"/>	3 = Twitter/Facebook
<input type="checkbox"/>	4 = Safaricom chat service
<input type="checkbox"/>	5= SMS 100/234/200

25. How long did it take for your query to be answered?

<input type="checkbox"/>	A = very short time
<input type="checkbox"/>	B = short time
<input type="checkbox"/>	C = instant
<input type="checkbox"/>	D = long
<input type="checkbox"/>	E = Very long time

26. Have you always used the mode in question 24 for all your queries?

<input type="checkbox"/>	Yes
<input type="checkbox"/>	No

SECTION D: EASE OF TRAFFIC ON OTHER CHANNELS OF COMMUNICATION.

27. Which channel do you prefer to access safaricom customer care services?

<input type="checkbox"/>	Calling call centre
<input type="checkbox"/>	Using sms service
<input type="checkbox"/>	Using twitter
<input type="checkbox"/>	Using Facebook
<input type="checkbox"/>	Using chat service
<input type="checkbox"/>	Safaricom Retail centres

28. Do you find the channel above most convenient for you?

<input type="checkbox"/>	Yes
<input type="checkbox"/>	No

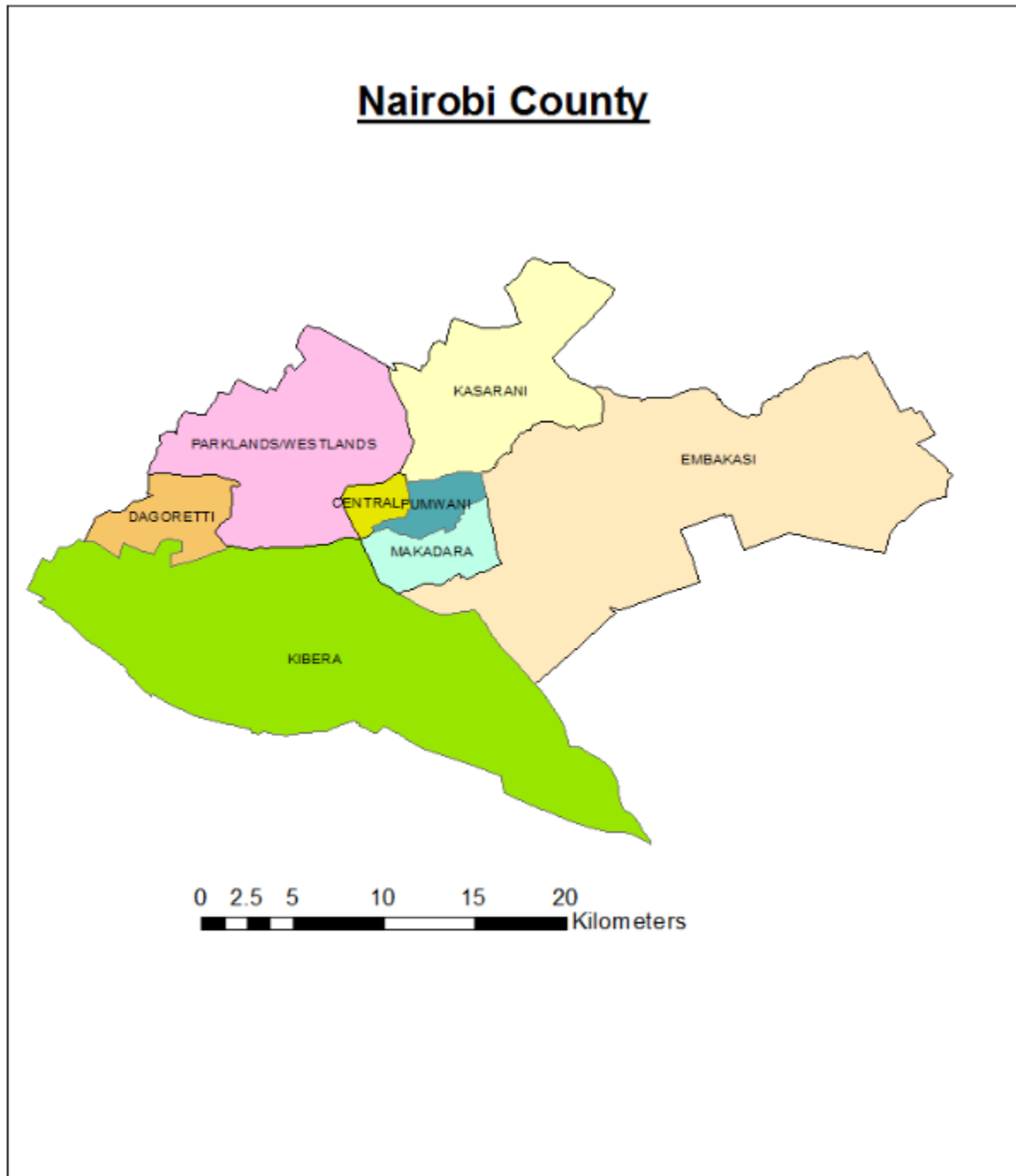
29. Do you think that it's affordable to use social media to access safaricom customer care services as opposed to other channels?

<input type="checkbox"/>	Yes
<input type="checkbox"/>	No

30. To what extent do you get satisfied with service offered on Facebook/Twitter as compared to other channels in question 27?

<input type="checkbox"/>	1 = Very Dissatisfied
<input type="checkbox"/>	2 = Dissatisfied
<input type="checkbox"/>	3 = Neutral
<input type="checkbox"/>	4 = Satisfied
<input type="checkbox"/>	5 = Very satisfied

APPENDIX III: MAP OF NAIROBI COUNTY



Source: Kenya Bureau of Statistics