INFLUENCE OF SOCIAL MEDIA ON CRISIS MANAGEMENT AMONG ORGANIZATIONS IN KENYA: THE CASE OF KENYA POWER NATIONAL BLACK OUT ON 9TH MAY 2020.

LILIAN JEBET KOECH

A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF JOURNALISM IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE IN MASTER OF ARTS IN COMMUNICATION STUDIES AT THE UNIVERSITY OF NAIROBI

2020

DECLARATION

Candidate's Declaration

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

Signed: .... Date: ....

Lilian Jebet Koech

Supervisor's Declaration

This research project has been submitted for examination with my approval as the University Supervisor.

Signed: .... Date: ....

Dr.Leah Muchemi

University of Nairobi

DEDICATION

I dedicate this research project report to my mother Eunice Nzisa and my brother George Koech, Their prayers and continuous encouragement helped me stay the course in this journey.

ACKNOWLEDGEMENT

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

ABSTRACT

This study set out to investigate the influence of social media on crisis management, among organisations in Kenya the case of Kenya Power national blackout on 9th May 2020. The study was guided by the following specific objectives; to establish the frequency of use of Facebook and Twitter by customers of Kenya Power during 9th May 2020 power outage, To assess the critical success factors in the management of Facebook and Twitter during 9th May 2020 crisis by Kenya Power and To analyse the influence of social media platforms used by Kenya Power during the 9th May power outage. The study was guided by the theory of social presence, media richness theory and situational crisis communication theory. The study site was the official social media platforms of Kenya Power. The study used a descriptive study design and quantitative approach. The target population studied for this research comprised of followers from the official accounts of Kenya Power Facebook and Twitter. The total estimated number was 1.5 million followers. A sample of 384 respondents was used in the study. The quantitative data was analysed by using descriptive analysis alongside inferential statistics that is; correlation analysis. The resultant information was presented in tables and charts.

1.1 Overview

In this chapter the following are discussed; background of the study, statement of the problem, the research objectives, rationale and significance of the study, limitations of the study and definition of terms.

1.2 Background Information

Today's social media tools are bringing a significant change in the way in which communication and open relations are dealt with by organisations. These innovations have differentiated social media from its last-mentioned state of utilization base to a wide stage where collaborations and interactions take place, opening unused opportunities for inter-organisational engagements (A Henderson, 2010). Subsequently, bearing in mind the expanding earth-shattering impact of social media as a key apparatus among organizations, this specific study centres on influence of social media in management in crisis management in organisations.

Researchers have distinctively defined crisis in numerous contextual ways. However, the widely accepted definition for crisis is, 'It is an event happening with a hypothetically possible negative effect distressing a business organization or industry as well as its external populace' (Fearn-Banks, 2017). A feeling of fear and threat is set out in employees due to crisis. In other words, crisis causes a lot of harm and leads to uncertainty within the employees. It is really important that the employees are trained to detect early signs of crisis and warn the organisation against the harmful consequences of the same (Yelena Tsarenko, 2016). Crisis poses a threat to the organisation's brand name and affects the smooth running of the organisation's activities.

Bernstein (2012) describes crisis management as the activities a business identity indulges in with the aim of dealing with a disorderly and unanticipated event that endangers

1

the relationship between the organisation, its stakeholders or the general public. Bernstein explains that crisis management is not an activity that happens once. There are particular stages of activities involved that include crisis prevention, planning, training, response and recovery. Crisis communication is observed to be the most important factor in crisis management efforts. When organizations experience a crisis, they are in the position of reacting to the crisis fast, honestly, and inform their institutions frequently (Edworthy, Hellier, Newbold, & Titchener, 2015).

In this study our focus is on crisis communication as an aspect of managing crisis. Crisis Communication is a process taken by an organisation with the aim of protecting its reputation and managing its public image. This is according to (Dutta & Pullig, 2011). As per James and Gilliland (2017), platforms of social media such as Instagram, Facebook, Twitter, LinkedIn and many others have taken charge of the massive reach out in communication and this has been effective for the several firms that appreciate it not only as a balance to their economies of scale, but also as an efficient communication breakdown mitigation strategy. An organisational crisis is an occurrence believed to be much unexpected, important and possibly disruptive by managers and stakeholders (Coombs and Holladay, 2012). Dean, (2004) also argues that organisational crisis has the potential to endanger an organisation's goals and have serious implications on its various relationships such as with stakeholders. For instance, in line with Financial Times (2013), British Petroleum's (BP) Gulf oil spill led to bad reputation and harmed the company's financial performance, it also reanalysed its relationship with local communities, employees, customers and governments. This spill affected so many areas including Louisiana, Mississippi, Alabama, and Florida. It had serious harm on the sea life and the tourism economic activities. Initially, the information of the spill spread to the whole world and this had BP get into a very serious crisis: its public status and

reputation went through a very big blow. BP made several crisis statements to avoid any further damage.

However, it took BP a sum of roughly 150 working days since the event of the spillage to completely seal the pipes and extensively treat the intense effects. During the actual period, BP had no control over the huge ridicules coming from the media participants and also the general public. Majority of people saw the occurrence a results of high ignorance on environmental audits of their systems and poor strategies too. To curb the negative public appearance, BP used media houses and nation papers to publicize its apologies by stating that the incident was a pure accident (Financial Times, 2013), Beyond Petroleum rejected accountability from negligence labelling the spill an "accident". This softened the magnitude of the tragedy and attempted to regain the lost reputation by creating a positive impression on the general public. The Times Paper (2011), BP apologised for the occurrence and inconveniences caused and posted the apology statement on their official Facebook page.

Coombs & Holladay, (2002) observes that in order to understand how and why crises occur organisational research from several disciplines has given significant attention to crises and crisis management. Adverse effects harming several aspects of the entire organisation and damaging the overall performance may be as a result of bad events caused by the company in particular and featured by intense media coverage (Siomkos, 1994). An organization's crisis is highly probable to result in bad publicity. Dean (2004), therefore states that certain actions might lead to reduced brand equity, poorer relationships with consumers and the damaging of a company's reputation which would eventually harm the organisation's' financial performance.

Post-crisis communication activities may be applied by the business entity in its effort to reduce the harm caused by reputational threat and restore value and image (Coombs &

Holladay, 2002). Thus, organisations try to increase the chances of repurchase intentions, minimize consumers' dissatisfaction, regain brand confidence and customer loyalty by positive word-of-mouth and forgiveness for the adverse effects caused by crisis through the application of effective crisis management strategies, (Tsarenko & Tojib, 2015).

In May 2017, British Airways experienced an IT mishap that had hundreds of passengers stuck in Heathrow and Gatwick. They responded to this by posting a video of the chief executive saying sorry. Rather than curbing further disappointment, the tweet produced a new wave of outrage from angry travellers, for the biggest part agitated that they had been told exceptionally little. In turn, this made British Airways' apology seem careless posing that a single tweet would make up for the hours' clients went through waiting for help and information. Combined with no explanations about the cause of the IT failure .BA became the subject of gigantic feedback on social media (James and Gilliland, 2017)

The question was whether the crisis would affect the airline's image in the long-run. Was there a chance that BA could have avoided such a seriously adverse response? It was very unlikely putting into consideration the sudden rise of the irritation caused by the problem; however, late and laidback response from the company was on social media never helped the situation at all. Other than exploring the benefits social media offers in the time of crisis to respond to all client questions and uncertainty, BA used it apologise way after the issue had happened. It is definitely not the proper way to use social media for managing crises or promoting client benefit at all, let alone within the case of a tremendous emergency (James and Gilliland, 2017)

On February 21st 2019 an unusual malfunction of the shoe caused, a star basketball player Zion Williamson, to leave the game at Duke University harmed. The shoe "exploded" within the first minute of the game, and Williamson's foot came right through it. He went out the court clutching his knee and never came back for the rest of the game. Nike gave a formal

report on twitter in less than 12 hours to manage the crisis at hand. In their report they acknowledged the problem and they were quick to apologise and act on remedies. As a result of their quick use of social media response to the situation they were able to retain a good public image. They did not sit idle, hoping things got better. They knew what was at stake for the organisation and the intensity of the problem, which was more than just contracts with athletes.

Looking at a local scenario, KenGen had issues with the dam on the 24th of May 2018. KenGen responded to a crisis of Garissa, Tana River floods where the residents of Tana River and Garissa blamed KenGen for releasing water from the Seven Folks dam. KenGen on their twitter account indicated that when the floods started hitting Tana River, the Masinga Dam was half-full and therefore could not be blamed for the menace. KenGen further explained that they only put out alerts to the residents about imminent rise in water levels when it became apparent that the dam could spill over because of heavy rains.

This response was necessary since the company had received several complaints country wide on the issue of flooding where most of the people blamed the company for incompetency thus damaging the reputation of the organization. The response was necessary since it redeemed the image of the company by clarifying the uncertainty that brought about the misunderstanding on the cause of flooding. Most residents of Tana River and Garissa counties had a belief before the communication by KenGen that it was KenGen that opened for the excess water from Masinga dams thus causing water to overflow downstream.

Kenya Power is not new on the issues of national crises with several national power outages reported in the country. On 7th January 2016, the national power surge was reported to be the fault of a single rogue monkey that interfered with power supply, while in 2017, the national blackout was blamed on technical fault by Ndenderu substation that cut of power from Nairobi- coast and Mount Kenya regions. Most parts of the country had been left in

darkness following the fault. This was part of communication put out by the main Kenya Power communication. "A power system disturbance has led to the loss of electricity supply in major parts of Nairobi and adjoining areas. We are sorry about that. It is a known issue and we hope to have it fixed as soon as possible," General Manager in charge of networks Daniel Tare said in a statement aired by Nation Media. Kenyans took to social media specifically Twitter under the hash tags *#KPLC Shutdown* and #*KenyaPower* to express their disappointments to the countrywide blackout.

Recently on 9th May 2020, Kenyans woke up to a national power black out that was due to a fault in Kenya Power's main supply line that ended up extending the black out to our neighbouring country Uganda. The power went out at 5:49am affecting different operations including major service providers such as the Kenyatta National Hospital and Jomo Kenyatta International Airport.

The whole country suffered nationwide power outage after what Kenya Power termed as 'grid disturbance. Kenya Power, elaborated the relation between the two countries' power grids to Citizen TV. Kenya shares a system with Uganda. Kenya lost power at around ten minutes to six o'clock and Uganda lost their power at 6:30 am. So basically when Kenya's power goes out it initially affects their system but the system failure was on Kenya's side not theirs. KPLC went on to assure Kenyans that everything was going to be okay and that engineers were on the ground working to restore electricity supply.

This was in fact the second time in 4 years Kenya was facing a national power blackout, courtesy of our very own, only power supplier with no competitor, Kenya Power. The power outage came after the Energy ministry had made public an upsurge in water levels in the hydroelectricity dams as a result of heavy rains and flooding in parts of the country. Masinga dam, which enables power production at the Masinga Hydroelectric Power Station, had surpassed its reservoir capacity reaching a notable 1,057.9 meters above the sea level.

(Hillary Kimuyu May 9th 2020, Nairobi News). Kenyans rushed to the official Kenya Power social media platforms to express their disappointment and inconveniences caused by the early morning outage, with some pointing at incompetence's at the power supplier. Residents of various estates in Nairobi were seen on Twitter reaching out to Kenya Power's official customer service handle with inquiries over the outage stating that their bulky self-isolation food would go bad seeing as it was during a time the country was encouraging people to stay at home because of the Covid-19 pandemic.

In addition, even with power crises that are not national, Kenya Power customers still use Kenya Power social media platforms to express their emotions whenever they experience blackouts and to also report outages in different parts of the country and in some cases; customers are seen reporting stolen transformers, or electricity posts that have fallen causing an interruption in power supply. In this study we focus on the national power outage that happened on 9th May 2020.

1.1.1. Kenya Power

The Kenya Power initially known as Kenya Power Lighting Company incorporated in 1922 as the East African Power and Lighting Company Limited to provide service to Kenyans, Ugandans and Tanzanians. Its name changed to the KPLC Limited in 1983 (KPLC Corporate plan, 2017) and it later rebranded to just Kenya Power in August 2020. Kenya Power headquarters is along Kolobot Road in Parklands Nairobi on Stima Plaza building. With twelve divisions and a staff base of over 7,000 employees, Kenya Power distributes and sells electricity to over 6.7 million people and the government owns 50.1% while 49.9% is privately owned by investors. Over the years, customers have increased significantly because of boosted connectivity programs implemented by the Company. The company's customer base is now at over 6 million, a major increase from 2.7 million in 2013, mainly guided by the capacity to connect over one million customers each year. With a steadily increasing

customer base, the company has to find ways of amplifying their service to enhance customer satisfaction and confidence Kenyoru, (2015).

Kenya power frequently undertakes customer satisfaction surveys to investigate their customers' experiences with the products and brand. The feedback received from the surveys informs the company on the best choice of communication tools to use while engaging customers. In the year 2016 ending June 30, According to Kenya Power website, the Company registered an overall customer experience index of 67.8 per cent because of improved communication with customers. This was also a result of improved power restoration and an enhanced banking hall experience.

On October 4th 2017 in a press release statement, Kenya Power affirmed that their customers were consistently adopting social media as a medium for engagement with the Company, shying away from a time and tradition where they preferred making calls or physically visiting the company offices to get their issues solved. Internal analysis by the Company showed that over 40 per cent of customer engagements were through social media channels compared to a low of 10 per cent two years ago from then. Twitter emerged as the most preferred online communication platform, accounting for over 70 per cent of all interactions on social media.

Kenya Power has a big appearance in social media platforms; on Facebook with 620,000 followers, Twitter with 945,000 followers, Instagram with 6800 followers, LinkedIn with 804 followers and Google+ with 5956 followers. In this study the focus will be on Twitter and Facebook which together has 1.5m followers to assess the influence of social media in crisis management.

1.3 Statement of the Problem

Regardless of the amplified implementation of social media usage by organisations, it is still a puzzle amongst companies on how social media can be leveraged as an effective

communication tool to influence crisis management. According to Raeth et al (2009), most business entities have not comprehended the significant position social media plays in solving out crises. Further, existing literature by a number of' most scholars affirm that the crisis response strategies in most organisations are still misunderstood (Mwasi, 2014; Chue & Wang, 2015).

As per Kurtz (2009), in news and news releases, social media has already become a global factor. Everyday users get important and powerful roles in spreading information and reporting crisis Bennet, (2009: 9) posits that social media induces " a long-lasting and vast conversation around the world between millions of people ". Arguably, the widespread usage of social media platforms has created both opportunities and impediments that organizations have to put into consideration during crisis management (Jones, 2009).

Kenya Power is one of the organisations that have embraced social media in their crisis management strategies in Kenya and this study's aim was to establish the influence social media had on the crisis the company faced on the 9th of May 2020. In terms of crises, Kenya Power has faced numerous challenges with power supply interruptions due to numerous factors some of them being; breakdowns, power surges and voltage dips .This power interruptions end up affecting major service providers in the country such as hospitals (Ministry of Energy, Technical and Financial Audit Committee, 2013). On the May 9th 2020 power outage, most parts of the country were plunged into darkness due to what was described as a "power system disturbance" leaving hospitals and airports powerless.

Review of literature indicates that there exists limited number of studies on crisis communication across multiple linked crisis events that affect multiple organizations (Raeth et al ,2009). Through establishing the frequency of use of social media on the 9th of May, assessing the critical success factors in managing social media and analysing the influence of social media on 9th of May, the study sought to elaborate to organizations how to leverage

social media as a communication tool during crises and also contribute to the knowledge gaps of the existing little literature on the influence social media.

1.4 Research Objectives

This section seeks to consider both the general and the specific objectives.

1.4.1 General Objective

The general objective of this study was to establish the influence of social media on crisis management among organisations in Kenya the case of Kenya Power national blackout on 9th May 2020.

1.4.2 Specific Objectives

The specific objectives of this study were:

i. To establish the frequency of use of Facebook and Twitter by customers of Kenya Power during 9th May 2020 power outage.

ii. To assess the critical success factors in the management of Facebook and Twitter during the 9th May 2020 crisis by Kenya Power.

iii. To analyse the influence of social media platforms used during the 9th May 2020 power outage by Kenya Power.

1.4.3 Research Questions

i. What was the frequency of use of Facebook and Twitter by customers of Kenya Power during the 9th May 2020 power outage?

ii. What are the critical success factors in the management of Facebook and Twitter during crises by Kenya Power?

iii. What is the influence of social media platforms used by Kenya Power during the 9th May 2020 power outage?

1.5 Rationale

Kimotho and Nyarang'o (2019), states that a rationale for research is a variety of reasons given by a researcher for conducting more research into a particular subject. Sharing of data over the social networks has, within the recent past; close to 20 years, developed to be the fastest and broadly utilized strategy of communication among associations when it comes to communicating with their partners (Gonzales-Herrero, 2008).It is therefore imperative for companies to explore the usage of social media today.

Kenya Power is a powerful player in Kenya's economy today and being the exclusive supplier of electricity in Kenya, it has faced a lot of crises including several power outages that leave the consumers angry and unsatisfied with the company's services (Ministry of Energy, Technical and Financial Audit Committee, 2013). With such unavoidable circumstances, good crisis management is needed to aid in curbing the negative association with the organisation and research by Eriksson et al. (2016) reveals that Facebook and Twitter are platforms that have been severally used in crisis situations and they manage crises well in most of the cases. Kenya Power utilizes Facebook and Twitter in their crisis management and this study aimed to find out if social media influences Kenya Power's crisis management by focusing on one crisis in particular that happened on the 9th of May. Through the findings from this study, other companies can make informed decisions pertaining social media and crisis management.

1.6 Significance of the Study

The study set out to improve public relations practitioner's knowledge on social media in crisis management. The study was also meant to improve on other scholar's ability to choose study topics and to guide their literature review development. The research was a foundation and reference on which they will build on as they explore the subject and the ever-evolving social media platforms.

Additionally, the study will improve on the communication strategies adopted by corporate organisations in solving crisis management situations in the country as it will enlighten how to efficiently use social media in crisis management. Corporates will be able to develop communication and crisis strategies with social media platforms being incorporated in the plans.

1.7 Scope & Limitations of the study

The time scope of the study was between May 2020 to October 2020 and the scope were the online followers of official Kenya Power platforms. This study focused on the Kenya Power outage that happened on 9th May 2020.

This study used two social media platforms despite Kenya Power being on four platforms linked to their main website, and more informally. The platforms were; Facebook and Twitter because of the many followers leaving Google+, LinkedIn and the other platforms like Instagram out. Also, the number of followers on these platforms is bound to change with time due to the evolving nature of engagement patterns on social media platforms.

1.8 Operational Definitions

Facebook – it is a networking social media platform that allows only an active user account. It can be used by individuals, groups or business entities to link with the online family. Utilisation of Facebook as a social network grows the user's friendship family and network modifying the real world into the cyber world.

Social Media –it a cumulative term used when referring to Web–enabled platforms that are user oriented and systemized for instance, podcasts and interlinking sites. Social media integrates several digital tools and applications that are used in exchanging information among persons and businesses.

Twitter – can be termed as a micro-blogging networking site that supplies a space for individuals to create their content in two hundred and eighty characters or less termed as 'tweets'. The platform also permits for "users to "follow" a n individual or organisation, and they can be notified via their mobile device every time a new tweet is posted, producing nearly instantaneous information distribution.

Strategic Communication - Financial times describe communication as strategic when it is in line with an organization's mission, vision and core values and is able to enhance the positioning and competitiveness of any institution or business entity.

Crisis management - Coombs (2007), explains crisis management as a practice designed to lessen the damage a crisis can cause on any organization as well as its stakeholders.

Public Perceptions – A belief or opinion often held by the public based on how situations seem to them. They can be based on accurate or false information.

CHAPTER TWO: LITERATURE REVIEW

2.0 Overview

This section comprises of the Empirical review and Theories relating to social media and crisis management will also be reviewed and a conceptual framework indicating relationships will be illustrated.

2.1 Empirical Review

2.1.1 Social Media in Crisis Management

Management of social media during crisis has never been more critical, yet it's truly unbelievable watching brands and organizations that should have the competence to know and do better make the same errors over and over again. From boring tweets to Facebook fury, some of the world's biggest brands and organizations have been brought to their knees by the power of social media. On social media, things can move really quickly. At times it can be a post on Instagram about an egg being strangely popular and at other times, it's a public relations crisis that emerged out of the blues (Tancer, 2013).

Most associations utilize their social media platform pages to lure in the public and other significant partners. As per Kim and Ko (2010), these platforms can immediately bring down organisations if they are associated with anything deemed unfit by the public thus demolishing their public image. To moderate this, companies have to engage seriously with the public to the point of applying all professional ethics of customer service and handling in communication.

González-Herrero and Smith (2008) posit that it is important for corporates to recognize the probability of a crisis before getting to be deplorable. They are able to do this by continually observing what is said around them on the Web. Corporate organizations stand at risk of social media crises based on how they handle their communication to the public.

According to Jones et al. (2009), in the middle of communication engagement with online users, respondents anticipate a two-way communication as being more of reliable and relevant, therefore set up in a Technically Accepted Model (TAM) and sequential flow where customers see the necessity of human-centred communication where they engage with person and not an organization.

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

2.1.2 Facebook Use in Crisis Management

Research has shown that whenever a crisis happens, the use of Facebook could be an incredible tool to decrease the traction of the situation. Crisis could stem from a simple thing such as a simple website outage and cause adverse effects to an organisation. Therefore, obligation, communication, receptiveness, and openness are all important stages that develop and enable the success and efficiency of managing crises in an organisation (Álvarez, 2012; Nardi et al., 2000).

Álvarez (2012) observed that, despite the existence of hundreds of social networking sites, Facebook is still people's most liked platform. The platform quickly became a powerful tool for marketing, sales, public relations and politics while its main idea was to be used to maintain and create personal contacts. The inspiration for creating a community is not only searching for persons that share interests, but also for the need for public recognition. When a webpage is created for the organisation's products, it starts to build its faithful audience, that can track events and details about the product and any campaign.

Millions of users bring together aspects of company goals, ideas or objectives through pages. The choices given by Facebook such as corporate pages, easy-to-navigate photos,

Messenger, videos, and other interactive features enable organisations to communicate with their customers and share important, first hand, reliable and up-to-date Information when a crisis happens. Coombs and Holladay (2008) elaborate that organisations' must have and show a significant level of concern for victims and take the necessary actions when crisis happens. This process can be arrived at through pictures, videos, links and status updates so as to express concern to those affected for any adverse effects resulting from a happening crisis.

2.1.3 Twitter and Crisis Management

Twitter's power for managing communication during crises has had a significant rate of attention from researchers Grolid, (2011). For example, Kortom, (2011) pivoted on the responsibility of Twitter, both in the moments of crisis and before it's happening. The researcher indicates that owning an account of this social media platform in "quiet times" even without any crisis happening is of importance. Therefore, business entities or organizations need to observe communication processes beforehand and analyse opinion leaders and influence factors. These individuals, with a big influence, are principal in a crisis and can assist disseminate the official messages fast by sharing (Kortom, 2011).

Kurtz (2009) explained that Twitter is now an international and crucial tool in news and news dissemination; normal users get very strong and imperative roles in announcing crises and sharing information around them. Twitter allows for broad and lasting conversations between millions of individuals internationally (Bennet, 2009: 9). A recent example of twitters pervasiveness is Norwegian's use of Twitter in and after the 'Oslo and Utøya' attacks of 22 July 2011. According to Grolid, (2011) Twitter was very busy while the shooting was happening with crises updates from eyewitnesses, victims and other people searching for loved ones and asking people to repost their messages on the platform. Instead

of getting the most recent news from the traditional media outlets like old times, Twitter was the medium being used for breaking news far before broadcast media.

2.1.4 Social Media Platforms during Crisis Management

In the current era of social media dominating the communication sector, whenever there is a crisis many individuals use social media to get more information about the event and the possible solution that the specific organizations are creating (Austin et al., 2012). In Crisis Management, Facebook has been very vital for users and the different victim companies to hold conversations and engage while twitter has been more on the role of sharing or informing solutions involving the crisis. Twitter hash tags run respectively with the problem incurred making the data easy to find (Eriksson et al., 2016).

As per Ki and Nekmat (2014), these platforms judgements can be either in favour or against an organisation with regard to how the firm responds and manages the platform from responses, conversation and giving solutions to users. These social media platforms are distinguished by different variety of users. For instance; Facebook is considered to be a platform for every type of individual because of its minimal conditions and complexity to use, twitter is considered to be for the 'elites' and highly informed class with a big technology passion and Instagram is considered to be for the lovers of recreational activities and social pleasure evolving around the world (Eriksson et al., 2016).

Individuals through social media are able to discuss about products, services, experiences brands, and organizations with other real individuals in comment feeds, discussion groups on Twitter, on Facebook, and other social media platforms. Ward (2011) suggests that these connections are accorded authenticity and so end up being given high trust levels even if the content is not correct. In addition, new internet influencers have come up due to social media, for instance; popular women with children share information on their social media sites about children's health, food and hygiene among other issues.

Information moves way faster and to a bigger audience with Internet and social media channels. Fink (2012) argues that the era of updated and high technical devices and networks has facilitated in a great way the heightened speed of information flow. Every person who can access internet from anywhere in the world is in a position to get and share information in no time. For instance, the case of the bed bugs in the year 2010 at a Toronto Film Festival. Several weeks before the Festival, an agent went on twitter and tweeted she was bitten by bed bugs at the theatre that was supposed to host all screenings. Her post was then re-posted by lots of people and the story ran in popular media outlets. Even though the concerned managers almost immediately responded to her posting, the story spread very fast. Ward (2011) concludes that companies have to immediately initiate a response strategy during a crisis, and as well be diligent in reacting to spreading stories.

The moment a crisis breaks out; if an organization feels the need to give a response to protect the image or perception then it has to do so in a timely manner (Liu, Austin & Jin 2011). When organizations don't act fast to give a reaction feedback on the occurrence of a crisis, then it cannot prevent the online attack which is increases during disastrous crisis situations from all sorts of followers (Gonzales-Herrero, 2008).

Previous studies found that a company relies on its public image and reputation and it is only the occurrence of an organisational crisis that could harm it (Roberts & Dowling, 2002; Coombs & Holladay, 2008). Cooperatively with this concept, the reputation of the organisation being endangered during a crisis is the highest threat (Kliatchko, 2008). Hence, the execution and know-how of managing a crisis are very important for any organisation.

According to Grunig (2009), we are in the season of no time lag. We are in times where people want immediate satisfaction. On the up side, the certainty that these social media platforms have provided a space where distinct stakeholders can give their feedback and opinions with regard to crisis and organizational related matters has really helped in their

voices being heard. This has really altered the nature of information and how messages are controlled. Gartner (2011) explains that organizations were initially unable to take charge on how the narrative goes during a crisis but they are now active participants in information sharing when a crisis happens. This has been largely contributed to by social media information flow.

2.1.5 Critical success factors in the management of social media during crisis management

There are several factors that influence how effective a crisis is managed (Pearson and Clair, 2018). There are close relationships between how organisations manage their crises and still sustain a positive environment to shield their market share. Growth is largely affected by the organisation's capability to prioritise the most valuable customers. Pearson and Clair (2018), conclude that this kind of ability is created by a limited window about the time when such customers express concerns immediately a crisis situation is raised hence complaint resolved almost immediately.

For successful crisis management approach implementation, it is still often up to corporate organisations public relations teams, to shape their crisis management narratives to both stakeholders and customers (Pearson and Clair, 2018). It is therefore essential for consistent communication with stakeholders and customers to keep them aware of the crisis resolution steps being taken. This provides a chance to give more details and ascertain them of the present-day happenings to manage the situation (Coombs, 2015 and Hale et al., 2015).

Coombs (2012) states 'The responses in time of crises should be fast, straightforward and comprehensible, Every response given should include all crucial information as to the "what", the "how" and the "when" the crisis factor is addressed.' The communication should be held in a kind, ethical and professional manner, hence, stakeholders and customers confidence in their brand is sustained.

Veil et al. (2011) suggests that corporate organisations with an online presence should have user guidelines and public relations teams responsible for their online efforts, representation, reputation and communication. However, most individuals may not have these restrictions and depend on peer pressure and social norms to rectify their practices such as unethical or abusive language. Hence, it is vital for the top management of corporate organisations to inspire improvising creative based solutions to facilitate rapid changes in their personnel behaviour and beliefs during the crisis evaluation period and how they represent the company particularly on social media platforms (Pearson & Clair (2018). With regard to compliance, the management has to, work through strategies for resource provision and allocation to facilitate technical and ethical crisis management though investment in technology for adequate and instant responses. As claimed by Coombs (2012), the public relation personnel and communication teams need to really understand the past pattern and trends of the crisis events and relationships with customers and stakeholders.

A brief official notification release system is crucial for crisis management approach, Pearson and Clair (2018). Once a crisis is discovered, necessary company staff with the authority to make decisions rectify problems, and respond to crises on behalf of the organisation must be notified promptly and urgently. Pearson and Clair (2018), further states 'Crisis management communication release needs to be done promptly and the instant it happens or is detected before it goes public leaving irreversible damage to the organisation.'

2.1.6 *Influence of Social Media platforms during Crisis Communication*

Social media sites and platforms have enabled fast and effective communication and dissemination of information by corporate companies in the instant executed time (Fink, 2012). Information is now spreading faster than before and this is affecting how crises occur and are handled, from a communication aspect of view. The reality of how immediate information disseminates is directly associated with the highly technical devises accessible at

individual and company capacity enabling communication dissemination at almost real time speed (Fink, 2002).

Organisations that want to provide their own perspective of a situation must respond with greater speed (Liu, Austin and Jin 2011). Studies have shown that organisations, that fail to provide adequate and fast responses, leave themselves vulnerable to attack as being ignorant to addressing issues facing their customers. Gonzalez-Herrero and Smith (2018), also suggests that a rising demand by the public for an almost constant and real-time content due to social media dynamics .The space has given the public nearly unlimited power to social media users to openly express disagreement, producing and revealing matters necessitating the need for an official company response.

Jones et al. (2015), notes that corporates can no longer give a monologue, since there is limited space for that kind of express communication on social media; or just talk to traditional media like nearly all corporate entities managed to do up until lately. Coombs and Holladay (2012) observes that corporates have strategized on crisis management by utilising social media influence by putting in place strong and reliable corporate digital relationships with renowned social media influencers who function as a shield for their brand appearance during crisis situations.

Dellarocas (2013) explains that the allowance of individuals to have more than one account, has led to malicious people taking advantage of this by creating fake identities and pseudo accounts that are used to post wrong and offensive information about the targeted companies and brands. González-Herrero and Smith (2018) add that crisis management goes beyond two-way relationships since there are numerous stakeholders and people that have different interests on the matters of corporate organisations; some good and other threats. In order to deal with that, companies have also involved cyber security experts to make certain their systems are thoroughly protected from cybercrime. The length to which these social

media sites influence crisis management is correlative to how institutions technological structure is also skilfully developed and handled.

2.2.7 Research Gap

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

Despite that, there is limited theory-grounded research to explain key factors that affect how publics react to crisis information through social media in contrast to other sources. To contribute to this gap, this study helps crisis managers understand how publics consume and share crisis information via social media and their expectations by using the followers of Kenya Power as respondents and focusing on the May 9th 2020 power outage as the crisis.

2.2 Theoretical framework

This work was based on three theories:

2.2.1 Theory of Social Presence

As per the theory according to John Short, Bruce Christie and Ederyn Williams, if the means of communication has sufficient social presence there will be successful communication. Social presence is termed as being personal, warm, and sociable, so a medium with a small degree of social presence is seen as less personal. Kathleen (2009) insists that the theory classifies communication in different media by levels of social presence, or by the rate to which each individual is aware of talking to another individual. In deed face-to-face way of communication has the highest social presence, with textual way of communication like letter writing, having much lower.

According to the theory, the larger the social presence, the better the psychological connection there is between the participants, which creates a better chance that the other person will successfully communicate his or her message (Allen, 2008). According to Kim and Fesenmaier (2008), social media ranks high in terms of social presence which makes it suitable for crisis management. Visibility and presence being one of the major critical success factors during a crisis are easily achieved through the platforms.

It is no news that over the last decade, with the increasing role of the internet as a persuasion medium, businesses have devoted to developing their social media platforms to enhance connection with their customers. What this indicates is that by using the human presence in social media, organisations will be able to manage crises more efficiently by giving their publics the feeling of human contact, which will make the communication feel "visually appealing, warm, personal and sociable" during a crisis (Cyr et al., 2009).

While the Social Presence Theory clearly not only explains aspects of significance of continuous positive relationships between organisations and their publics, but also the importance of social media in crises management as it has sufficient social presence. It proves adequate in its linkage to the influence of social media in a crisis situation which cannot be ignored given the changing landscape in the online communication environment.

2.2.2 The Media Richness Theory

This theory operates on the assumption that the purpose of any communication is to resolve ambiguity and reduce uncertainty. According to Martin (2009), the media richness theory states that different types of social media differ in the degree of richness they possess and it's dependent on the capacity to transfer numerous verbal and nonverbal signals, potentiality to enable fast, instant feedback, utilization of natural language and existence of personal focus.

In matters resolving ambiguity and uncertainty, some social media platforms are way more effective than others. These platforms fall under rich media because they are fast, allow immediate feedback and can send different types of messages that is; text, audio and video messages. Lean media is used to sufficiently carry less ambiguous messages instead of rich media. Daft & Lengel, (1986), state that communicators select richer media for more complicated communication. This goes to show that the richness in some of the social media platforms is good for crisis management because they carry the critical success factors that are needed in managing crises.

According to this theory, social media being a rich media is very suitable for crisis management today. The MRT theory argues that when team members use rich media for ambiguous tasks, performance tends to improve, As per Dennis & Kinney (1998), social media is one of the best ways used by organizations to converse with the clients in public and build on already established relationships.

The challenge presented by social media being a rich media is that issues during a crisis can escalate much faster but at the same time have the advantage of ending fast too, if well managed (Jaques, 2014). James (2013) suggests the social media network requires companies to be fast with their communications, engage , collaborate , be transparent and authentic in their relations hence making it a richer media for organisations **(**Francis, 2015**).** This in turn makes the organisation more trustworthy to stakeholders and customers resulting to easier crisis management.

A study by Austin et al. (2012) averred that Facebook and Twitter have so many features and users that make them rich mediums and very efficient in crisis management. This was supported by Eriksson et al. (2016) who carried a study about the utilization of Facebook and Twitter in situations of crisis and discovered that the two platforms were well-liked in crisis situations. This theory was useful in this study as it helped to explain how

Facebook and Twitter as rich communication mediums influence crisis management in organisations.

2.2.3 Situational Crisis Communication Theory

SCCT is "a structured technique for evaluating the reputational threat of an abrupt crisis and choosing solutions and post-crisis reaction strategies with the purpose of making the most out of the reputational shield of the reply" Coombs (2010). SCCT originated from Attribution theory. It suggests that, public perception on the event of a crisis occurrence is dictated by the previous crisis situations, how they were handled from communication to giving a satisfactory solution. Coombs (2010) concludes that the evaluation of a crisis is the sole responsibility of the affected organisation.

As per Coombs (2017), this theory elaborates that the managers of a crisis should be able to match the organization planned responses in a crisis to the level of responsibility a crisis brings and the general possible harm from a crisis. Company stakeholders get a bigger or smaller   responsibility in a crisis from past crises reputation (Coombs, 2017). Antecedent reputation is how good or bad an organization's current state of its relationship with stakeholders is. Stemming from how it has treated stakeholders before during a crisis. Greater crisis responsibility is required from organisations with prior negative reputations and less responsibility required for the same crisis than for a company with a prior positive reputation an unknown organisation (Schwarz, 2012).

Both the prior reputation and crisis history aid crisis managers to foretell the capacity of threat and how the stakeholders view the crisis and those who are responsible (Coombs, 2017). Rate of crisis responsibility and the level of reputation threat are greater if an organisation has a poor history of dealing with its stakeholders. According to Baran and Davis (2011), crisis evaluation teams have to first ascertain the kind of crisis facing the company before evaluating the level of reputation threat that the institution is facing.

25

As per SCCT, it's how an organisation communicates to the public that affects how the public perceives the organisation. Crisis managers have a greater responsibility in case of a crisis in an organisation and thus bring a positive or a negative bearing on the organisation.

According to Coombs, (2007), SCCT has three response strategies (denial, diminish and rebuild). These three response strategies play a crucial role in social media management. An organisation has to decide which of the three strategies it is going to use in managing a crisis before the process. Beginning the management of a crisis without a strategy could be harmful to the organisation and may result to more negative publicity as things in social media tend to escalate fast. Coombs and Holladay (2010) argue that crisis response starts with instructing how the stakeholders protect themselves in the event a crisis occurs and adjusting information to help these stakeholders in coping with the crisis psychologically and this can be achieved through denial, diminish or rebuilding strategies.

SCCT was useful in this study to show that organizations need structure and guidelines before embarking on the process of crisis management on social media, this was achieved from the second objective in this study which was; to establish the critical success factors in the management of Facebook and twitter in the 9th of May Kenya Power outage.

2.3 Conceptual Framework
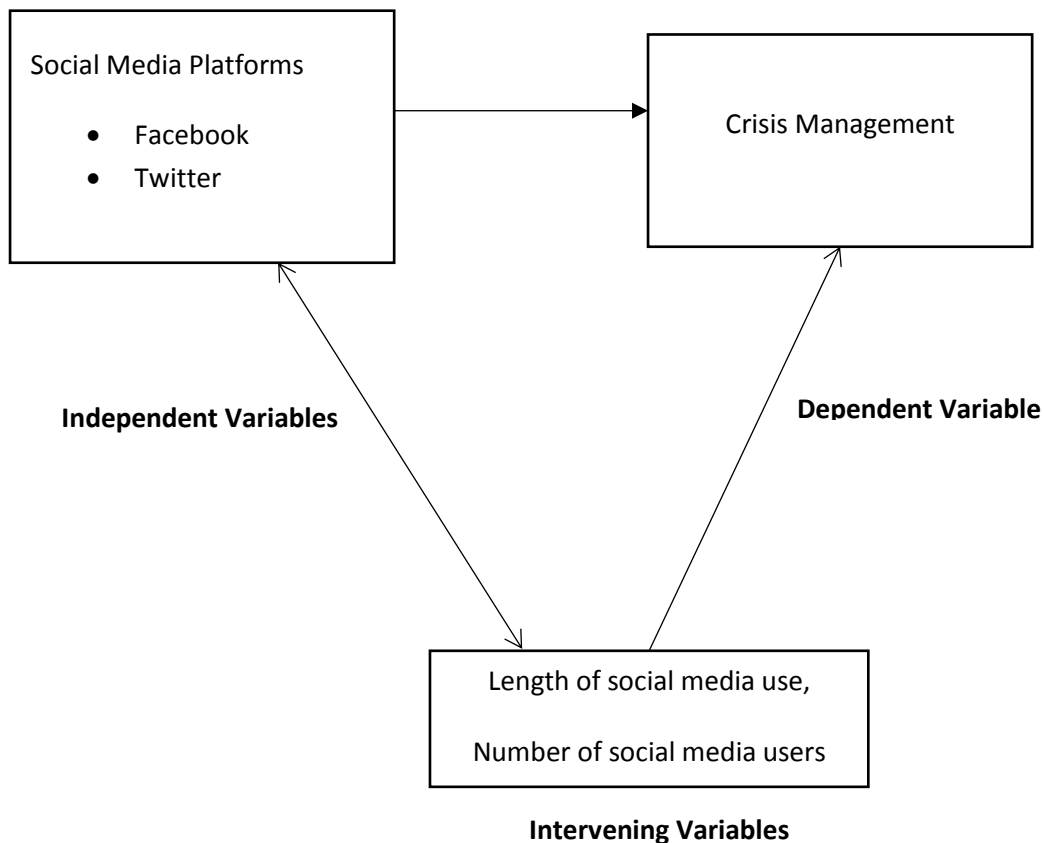
Figure 2. 1 Conceptual Framework

Mugenda & Mugenda (2013) describes conceptual framework as precise apprehensive structure of the phenomenon in consideration by a graphical or visual representation of main variables of the research. Reichel and Ramey (2017) also defines conceptual framework as a couple of extensive concepts and principles drawn out from the imperative areas of fields of questions and applied in the following study.

Cramer, Duncan and Dennis (2004), state that 'a dependent variable depends on other factors that are measured. These variables are expected to change as a result of an experimental manipulation of the independent variables.' In this study, crisis management is the dependent variable meaning its success or failure is dependent on social media.

An intervening variable is a hypothetical variable used to explain casual links between other variables and cannot be studied in a research. In this study, length of social media use

and number of social media users are the intervening variables. There is an association between social media and successful crisis management but that does not mean that always when social media is used there will be successful crisis management, which is where the intervening variables come in.

A high number of social media users ensure a bigger coverage of the publics and this means that when organisations communicate during crises the message reaches a big number of people hence better crisis management. The more the length of social media use by consumers also means that there is a higher chance of people participating in a two-way communication model with organizations during a crisis and managing the situation, as opposed to when the length of use is less so when organizations communicate, the consumers miss the information and the organization ends up with an adverse reputation.

CHAPTER THREE: METHODOLOGY

3.1 Overview

This chapter explored the site of study, target population, sampling procedure population, research design, instrument of research and data collection methods and analysis.

3.2 Study Design

The current study used descriptive survey research design. This design is a systematic method of research for collecting data from a sample of individuals that represent entire target population.

Cooper and Schindler (2006) argue that this type of research design is suitable for this kind of study as it aims to describe the relationship between two variables in which one variable significantly affects the other variable.

3.3. Study Site

The data was collected from two social media platforms which include the official Kenya Power Facebook and Twitter accounts. Out of all Kenya Power social media platforms Twitter has the highest number of followers followed by Facebook.

3.4 Research Approach

The research used quantitative approach. According to Coombs (2012), the quantitative approach results are valid, reliable and generalizable to a larger population like we had in this study.

3.5 Research Methodology

This refers to the course of action undertaken in executing the research. Primarily; survey instruments were applied in form of online questionnaires and were sent digitally to the respondents. Getting standard information from all subjects in the sample in order to generalize the findings was the designs objective (Borg and Gall, 2003). The research used closed questions in a questionnaire. The closed ended questions ensured precise answers

(Smith et al. (2014). The questionnaire was randomly messaged to Kenya Power Facebook and twitter followers.

3.6 Data needs, types and sources

This study used both primary and secondary data. The primary was collected by use of questionnaires and secondary data was collected from online i.e. pages of Kenya Power social media platforms.

3.7 Population, Sampling procedure and Data Collection

3.7.1 Target Population

Mugenda and Mugenda (2003) describe a population as a group of people with several similar observable characteristics.

The population of the study was from Facebook and Twitter followers of Kenya Power as at the time of the research. The two social media sites had massive following and the number has direct impact when it comes to reacting online because the followers directly access the page.

As at April 2020, Facebook had the 2nd highest number of followers 629,000 while twitter was in the lead with approximately 945,000 followers. The summation of all followers from Facebook and twitter accumulated to a total of approximately1.5 million followers.

3.7.2 Sampling and Sampling size

The research applied the formula and process for categorical data according to Cochran, (1977) and Barlett et al. (2011), when the population size is more than two hundred thousand, a sample size is arrived at by using a formula that gives a researcher a reliable sample size.

Of the two platforms, an assumption on proximity of average followers of the two platforms was made based on an average of   1,574,000 = (0.945+ 0.629) million users] which still remained a high number justifying the use of Cochran formula.

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

Where: n_0 = Required sample size

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

p = is population proportion

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

Assuming the maximum variability, which is equal to 50% (p =0.5) and taking 95% confidence level with ±5% precision,

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

Sample size was 384 respondents.

3.7.3 Sampling procedure

The population was segregated into a mutually exclusive population using simple random sampling. This type of sampling enabled each single item in the data to have equal chances of being chosen. The selection of the sample of participants was totally dependent on an equal and unbiased chance and probability which was achieved by using the survey monkey platform that randomly picks respondents through a method known as random device engagement.

3.7.4 Data Collection

The study used questionnaires sent to the follower's respective platforms inbox through the survey monkey platform. This is a globally renowned research survey software frequently used in sampling through gathering online feedback from an audience. Survey monkey is best implemented to gain responses from online users browsing your website or

using your online application and in this case-study following the organisation's official page. The survey was restricted to only the followers on the respective Kenya Power pages.

3.8 Data Analysis and presentation

The study used descriptive analysis alongside inferential statistics that is, correlation analysis to show the bond between influence of social media platforms and crisis management on the 9th of May power outage. Data generated was analysed using the computer software known as Statistical Package for Service Solution (SPSS). Data was calculated in frequencies, standard deviation and means. The results of the research were presented in form of tables and figures.

3.9 Reliability & Validity

The testing of a research instrument before carrying out a study is known as a pilot study. This study is necessary as it discards any ambiguousness related to the tool and confirms that respondents' replies can be well interpreted and give information required (Mugenda, 2003).The pilot study was carried out by giving the questionnaire to 5 social media users of Kenya Power pages to test the validity of the instrument. As per Mugenda and Mugenda (2013), a pilot study is said to be successful if it uses from 1% to 10% of the actual sample size.

3.10 Ethics

The study applied certain ethical considerations. The researcher ensured confidentiality during and after the research. The researcher obtained permission from the relevant authorities before starting the research. The researcher also assured the respondents that the study was purely for academic purposes. Confidentiality and privacy were considered. The researcher avoided academic fraud by ensuring that the quoted literature was properly cited or documented.

CHAPTER FOUR: DATA PRESENTATION AND ANALYSIS

4.0 Introduction

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

4.1 Response Rate

Findings on the response rate for this research are shown in Table 4.1:

Table 4. 1 Response rate

Response	Frequency	Percentage
Submitted	281	73.2%
Not Returned	103	26.8%
Total	384	100%

The results show a general successful rate of response of 73.2%. Whereby a total of 281 Kenya Power social media users filled up and submitted the questionnaires out of the targeted 384 Kenya Power social media followers. The response rate was importantly unbiased to give the achieved results. As per Mugenda and Mugenda (2010), when there is a response rate of 70% and higher, it is considered sufficient for examination and establishing deductions. A total of 103 targeted social media users which is 26.8% did not respond or submit the questionnaires.

4.2 Demographics and Profile of Respondents

Two hundred and eighty one social media followers of Kenya Power that responded to the questionnaire were picked for the study. Mentioned below is the summary of their

characteristics derived from the Part A of this study's questionnaire. Information regarding

demographic included on this project included; gender and age bracket of the respondents.

4.2.1 Gender

The gender aspect of this study was relevant because it was imperative to also

establish which gender is involved more in online activities and is alert during crises. This

also would make it possible for Kenya Power to establish their market spread specifically

gender allocation. The results of this study's findings contrast with Boremans (2010) who in

his study of social media users found that the female gender was more prolific in its use of

social media than the male gender. The table 4.2 shows the results.

Table 4. 2 Gender

Gender	Frequency	Percentage
Male	147	55.30%
Female	134	44.70%
Total	**281**	**100.00%**

From the questionnaires that were submitted, majority of respondents were male

respondents. The male respondents that submitted their questionnaires made up to 55.3%

while female respondents made up to 44.7%. Gender has relevance on the distinct responses

given by respondents; the questions asked are answered differently providing a range of

views.

4.2.2 Age of Respondents

In the study, respondents were requested to tick in the questionnaire their age bracket.

It was important to check the different age brackets of the respondents because it may

indicate the extent of use of social media. A person of older age is expected to use social

media to a lesser extent because of the late enactment of social media, as recent as the mid-

2000s. The table 4.3 shows the results.

Table 4. 3 Age

Age Category in Years	Frequency	Percentage
20 Yrs. and below	4	1.40%
21 – 30	142	50.50%
31 – 40	90	32.00%
41 – 50	35	12.50%
50 and above	10	3.60%
Total	**281**	**100.00%**

The findings from the research show that most of the respondents are between 21-30 years of age at 50.5% followed by 31-40 years at 32.0%. The percentage for 41-50 years is 12.5%, 20 years and below is 1.4%, and 50 years and above is 3.6% .The results from the study are in agreement with the findings of Orwell (2012) who states that people between the ages of 21-30 yrs. use social media a lot. This is because of their low income which makes social media their cheapest way to communicate and find recreation, Dougherty (1992).

4.3 Social Media and Crisis Management

The results of the research depict a very strong relationship between social media and crisis management. The results are consistent with Kapuca (2005) research findings that state companies use social media platforms to manage crisis because they are the most effective medium in terms of crisis response and crisis management.

4.3.1 Social Media Presence

Targeted respondents were required to fill in the social media platform in which they had a presence. Twitter was the social media platform with the highest proportion in which constituted 59.4%. While Facebook followed with proportion of 40.6%. The results are as shown in figure 4.1. The results go in hand with Kapuka (2005).Who suggested that when different social media platforms are compared, twitter was people's first choice as it shares information faster than traditional media. Kapuka (2005).
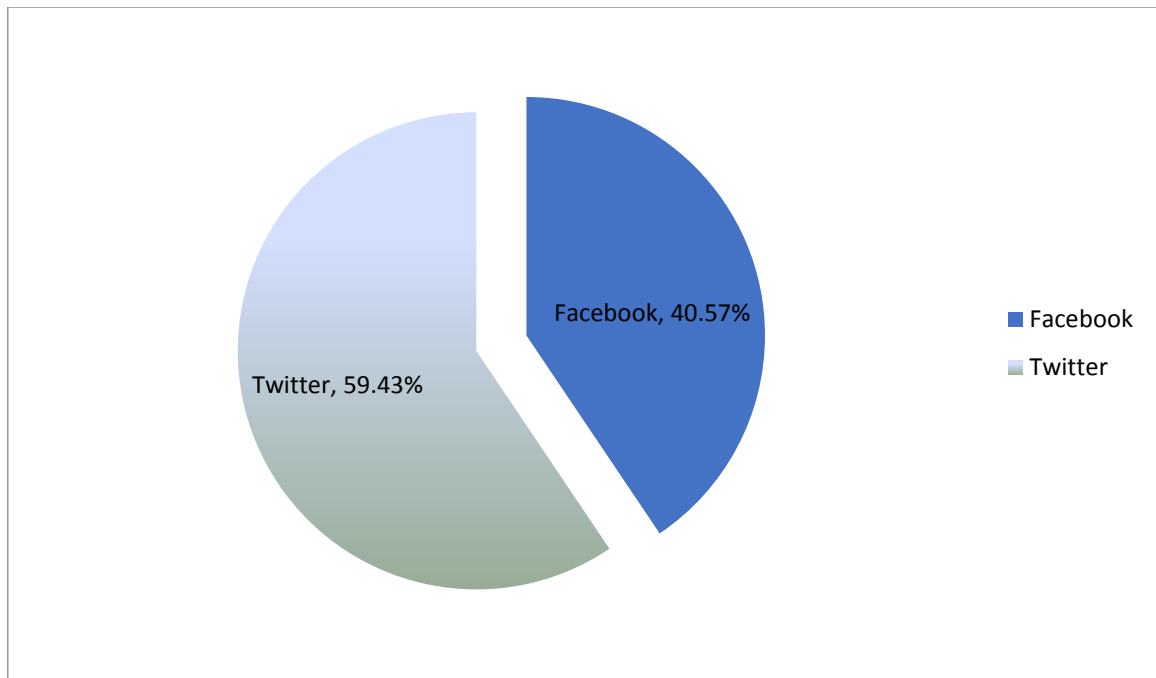
Figure 4. 1 Social media platform Presence

4.3.2 Frequency of use of Facebook and Twitter on the 9ᵗʰ May Crisis.

Regarding the frequency of use of Facebook and Twitter on the 9th May power crisis,

most of the respondents with a proportion of 71.5% indicated that they used social media

more than thrice to check on updates. Thrice followed with a proportion of 15.7% while

twice and once had the least respondents with 9.6% and 3.2% respectively.

These findings are consistent with Gao et al. (2011) who in his study of social media usage in

Nigeria found that most customers used the social media platforms to raise queries and seek

crises information. The findings are displayed in Table 4.4

Table 4. 4 Frequency of use of Facebook and Twitter

Frequency	Facebook Respondents	Twitter Respondents	Both Facebook and Twitter	Percentage of both Facebook and twitter
Once	4	5	9	3.20%
Twice	11	16	27	9.60%
Thrice	21	23	44	15.70%
More than thrice	95	106	201	71.50%

Total	131	150	281	100.00%

A percentage of 71.5% of people using Facebook and Twitter more than thrice on the 9th of May shows how big a role social media played during the crisis communication. It also shows that the Kenya Power followers trust social media enough to depend on it during crisis. We can also see that respondents from Twitter were more than those from Facebook indicating Twitter was used more on the 9th of May power outage.

4.4. Critical Success Factors in Management of Facebook and Twitter during Crisis Management

The study sought to assess the respondents' view on Critical Success Factors in Management of Social Media during Crisis Management at Kenya Power. A Likert scale of 1 − 5 was used such that 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree and 5 = Strongly Agree. The results are as shown below :

Table 4. 5 Critical Success Factors in Management of Facebook and Twitter during Crisis Management

Statement	SD%	D %	N%	A %	SA %	MEAN	SD
There was quality and immediate feedback from Kenya Power social media team on the 9th of May power outage.	0	7	8	30	55	4.01	1.32
The Kenya Power social media management was kind, ethical and professional dealing with complaints from the 9th of May power outage.	1	5	2	48	44	3.79	0.43
Kenya Power had a clear organization visibility and presence on social media platforms during the 9th May power outage.	4	6	5	49	36	3.54	1.16
There was consistent communication from Kenya Power social media sites about resolution steps being taken on the 9th of May power outage.	6	10	2	50	32	3.68	0.97
Kenya Power did a post crisis inquiry through social media in order to ascertain from the social media users whether the 9th May crisis was properly handled.	5	6	5	48	36	3.88	0.99
Composite Mean						3.78	

From the findings in table 4.5 , 55% who are majority of the respondents, strongly agreed that there was quality and immediate feedback from Kenya Power social media team on the 9th of May power outage. , 30% agreed, 8% remained neutral on the matter. 7 % however disagreed with this statement. A mean of 4.01 indicated that most agreed that the organization is very keen on performance in their social media platforms.

A mean of 3.79 showed respondents supported the Kenya Power social media management was kind, ethical and professional dealing with complaints from the 9th of May power outage. This appeared as 44 % responding with strongly agree and 48 % with agree, 2% were neutral on the matter, 5% disagreed and 1% strongly disagreed.

On the factor stating that Kenya Power had a clear organization visibility and presence on social media platforms during the 9th May power outage. 36% strongly agreed, 49% agreed , 5% were neutral, 6% disagreed and 4% strongly disagreed. This was met with a mean of 3.54 which indicated that most respondents agreed to that.

A mean of 3.68 indicated that the respondents agreed there was consistent communication from Kenya Power social media sites about resolution steps being taken on the 9th of May power outage.. This was shown by the fact that 32% strongly agreed, 50% agreed, 2% remained neutral while 10% disagreed and 6% strongly disagreed.

Most respondents were in agreement that Kenya Power did a post crisis inquiry through social media in order to ascertain from the social media users whether the 9th May crisis was properly handled. This was indicated by 36% strongly agreeing, 48% agreeing, 5% remaining neutral on the matter while 6% disagreed. 5% strongly disagreed scoring a mean of 3.88.

The overall mean of 3.78 shows that the respondents were in understanding on the importance of the critical success factors in management of social media during crisis management on the 9th May power crisis and it had a major role to play on their crisis updates and information dissemination.

The findings are reliable with views expressed by Ki and Nekmat (2014), social media platforms judgements can be either in favor or against an organization with regard to how the firm responds and manages the platform from responses, conversation and giving solutions to users.

4.4.1. Actions to match and solve queries

Did Kenya Power online management take actions to match and solve complex and arising queries on the 9th May crisis management?

Table 4. 6 Action to match and solve queries

KPLC	Frequency	Percentage
Yes	160	57
No	121	43
Total	**281**	**100**

In line with our earlier findings most of the respondents agree that Kenya Power online management actions were to solve the queries arising on the crisis of May 9th.

4.4.2. Kenya Power responses

Did Kenya Power online management give fast and comprehensible responses on queries on the 9th of May power outage?

Table 4. 7 Kenya Power responses

KPLC	Frequency	Percentage
Yes	169	60
No	112	40
Total	**281**	**100**

Majority of the respondents agree that the Kenya power online management gave them fast, reliable and timely answers to all their questions during the crisis.

4.4.3. Coordinated response

Was there coordinated response from the social media teams on the various Kenya Power social media platforms during the 9th May power outage?

Table 4. 8 Coordinated response

KPLC	Frequency	Percentage
Yes	211	75
No	70	25
Total	**281**	**100**

The information shared on the social media platforms was uniform and communicating the same message during the crisis. This is evident as shown by majority of the respondents being in agreement.

4.5. Influence of Social Media platforms in Crisis Management

The study sought to establish the respondents' view on influence of social media platforms in crisis management. A Likert scale of $1 - 5$ was used such that $1 =$ Strongly Disagree, $2 =$ Disagree, $3 =$ Neutral, $4 =$ Agree and $5 =$ Strongly Agree. The results are as shown below.

Table 4. 9 Influence of social Media

Statement	SD%	D%	N%	A%	SA%	MEAN	SD
"I believe social media use had a huge impact on the 9th May Kenya Power outage."	2	2	3	48	44	3.99	1.72
It was easier for customers to articulate issues and provide feedback on Kenya Power social media sites during the crisis as opposed to other means of communication.	2	3	0	44	51	4.01	1.54
Kenya Powers' online presence on 9TH May made it easier to control rumors and misinformation that tend to spread during crises.	4	0	0	40	56	4.21	1.89
Social media spread information fast during the 9th May power outage as opposed to other means of communication.	0	6	3	47	44	3.89	0.97
Composite Mean						**4.03**	

Majority of the respondents as indicated in Table 4.9 agreed that social media use had a huge impact on the 9th May Kenya Power outage with a mean of 3.99. 44% strongly agreed, 48 % agreed whereas 3% strongly disagreed and 2 % disagreed.

Respondents were in agreement that it was easier for customers to articulate issues and provide feedback on Kenya Power social media sites during the crisis as opposed to other means of communication. With a mean of 4.01 and 96% of the population were in agreement with this concept.

Most of the respondents indicated that Kenya Powers' online presence on 9th May made it easier to control rumours and misinformation that tend to spread during crises with a mean of 4.21. Respondents indicated that Social media spread information fast during the 9th May power outage as opposed to other means of communication with a mean of 3.89.

The overall mean shows that 4.01 of the majority of respondents felt that social media has a major role to play during crisis management. They felt that being in the digital age it was easier for most people to turn to social media to raise complains, ask questions and await official information. This correlates with Coombs (2012) who states 'the responses in time of crises should be fast, straightforward and comprehensible, every response given should include all crucial information as to the "what", the "how" and the "when" the crisis factor is addressed.' The communication should be held in a kind, ethical and professional manner, hence, stakeholders and customers confidence in their brand is sustained.

4.5.1. Relevant information

Did social media provide useful or relevant information to help during the 9th May power outage?

Table 4. 10 Relevant information

KPLC	Frequency	Percentage
Yes	211	75
No	70	25
Total	**281**	**100**

In line with the above findings most of the respondents concured that the information on social media platforms was of great help to them during the crisis. This was supported by the respondent's views that social media plays a major role in crisis management.

4.5.2. Reliable communication platform

Do you think social media was a reliable communication platform on the 9th May power outage?

Table 4. 11 Reliable communication platform

KPLC	Frequency	Percentage
Yes	230	82
No	51	18
Total	**281**	**100**

In line with the above findings on the quick response to queries on social media majority of the respondents were on agreement that social media platforms were a reliable communication platform during the crisis. This was supported by the respondent's views that social media has a very imperative impact on crisis management.

4.5.3. Customer satisfaction

How satisfied were you with social media communication by Kenya Power on the 9th of May?

Table 4. 12 Customer satisfaction

KPLC	Frequency	Percentage
Completely Satisfied	28	10
Satisfied	155	55
Neutral	56	20
Not Satisfied	42	15
Total	281	100

Majority of the respondents accounting for 155 which is 55% were satisfied with the social media communication, 20% were neutral on the matter with 10% being completely satisfied with the communication. However, 15% accounting for 42 respondents said they were not satisfied posing the challenge for improvement in social media communication during a crisis.

4.5.4. Inferential Statistical Results

Inferential statistics use a random sample of data taken from information taken from a population to portray and make inductions about the population. Inferential statistics used within the study included the use of correlation analysis.

4.5.5. Correlation Analysis

The study applied Pearson product moment correlation coefficient which could be a degree of the quality of liner affiliation between two variables. It was used to measure the degree of affiliation between factors beneath thought. Where the Pearson coefficient is less than 0.3, the relationship is weak and 0.5 and above suggests a strong correlation**.**

Table 4. 13 Correlations coefficient

		Information Accuracy	Platform Reliability	Platform Reach	Crisis Management
Information Accuracy	Pearson Correlation	1			
	Sig. (2-tailed)				
Platform Reliability	Pearson Correlation	.615	1		
	Sig. (2-tailed)	.000			
Platform Reach	Pearson Correlation	.590	.633**	1	
	Sig. (2-tailed)	.000	.000		
Crisis Management	Pearson Correlation	.631**	.756**	.695**	1
	Sig. (2-tailed)	.000	.000	.000	

The questions set out to measure influence were summarised into three main variables that is;

Information accuracy-stemming from the question; Kenya Powers' online presence on 9th May made it easier to control rumours and misinformation that tend to spread during crises.

Platform reliability- from the question; Social media spread information fast during the 9th May power outage as opposed to other means of communication.

Platform reach- from question; It was easier for customers to articulate issues and provide feedback on Kenya Power social media sites during the crisis as opposed to other means of communication.

**. Correlation is significant at 0.01 level (2-tailed)

The correlation analysis to determine the effect of Information Accuracy on Crisis Management shows a significant correlation existed (r=0.631, p < 0.05). Pearson's correlation coefficient was higher than 0.5 suggesting a strong relationship existed between the variables. The study had also sought to determine the effect of Platform Reliability on Crisis Management. The analysis yielded a Pearson correlation coefficient of r = 0.756, p < 0.05; indicating that strong relationship existed between the two variables. The study sought to determine the effect of Platform Reach on Crisis Management the analysis showed (r = 0.695, p<0.05) to show a strong relationship between the two variables

It is evident that all the indicators of influence of social media platforms could explain the levels of Effective Crisis Management. The correlation summary shown in Table 4.10 therefore, demonstrates that the affiliations between each of the indicators of influence social media platforms and the dependent variable were significant.

This study was anchored on 3 theories namely: theory of social presence, media richness theory and situational crisis communication theory.

As per the social presence theory, if the means of communication has enough social presence there will be successful communication. As demonstrated by our results social media has an

45

extensive reach and is effective for sending out communication in or out of a crisis. Majority of the respondents stated they turned to social media to seek information on the crisis and to seek answers on the steps taken towards resolving it.

The Media Richness states that varieties of social media vary in the rank of richness they contain and it's highly dependent on the ability to transfer numerous verbal and nonverbal signals, potentiality to enable fast, instant feedback, utilization of natural language and existence of personal focus. Our study findings were in line with Eriksson et al. (2016) who conducted a research on the use of Facebook and Twitter in crisis situations and discovered that the two platforms were well-liked in crisis situations. This theory was useful in this study as it helped to explain how Facebook and Twitter as rich communication mediums influence crisis management in organisations. The presence of users in Facebook and twitter during the crisis was higher than any other Kenya Power social media platforms. Situational Crisis Communication Theory is "a structured technique for evaluating the reputational threat of an abrupt crisis and choosing solutions and post-crisis reaction strategies with the purpose of making the most out of the reputational shield of the reply" Coombs (2010). It suggests that, public perception on the event of a crisis occurrence is dictated by the previous crisis situations, how they were handled from communication to giving a satisfactory solution. Coombs (2010) concludes that the evaluation of a crisis is the sole responsibility of the affected organisation. This study utilised SCCT to show the importance of social media presence during a crisis. It showed a huge number of users turning to the platforms for information and expecting instant feedback on the situation and management of the crisis.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Overview

This chapter includes research summary, conclusions and recommendations. It offers a summary on the results of the objectives of the research which include; to establish the frequency of use of Facebook and Twitter with customers of Kenya Power on the 9th May power outage, to assess the critical success factors in management of Facebook and Twitter during the 9th May crisis by Kenya Power and to assess the influence of social media platforms used by Kenya Power company with customers during the 9th May power outage.

5.1 Summary of the Study Findings

5.1.1 The Frequency of use of Facebook and Twitter with Customers of Kenya Power during 9th May 2020 power breakout.

The research findings established that between the two social media platforms in the study, Twitter was the social media platform that most people preferred in inquiring about the power crisis or seeking updates on the same. It was also established that most Kenya Power customers used both Facebook and Twitter to check on updates on the crisis more than three times a day which means they trust and rely on to a great extent the information provided by social media.

5.1.2 The Critical Success Factors in the Management of Facebook and Twitter during the 9th May crisis by Kenya Power

From the research findings, it is evident that social media was a very important tool in managing the 9th May power crisis. With important consideration on different factors such as; replying to crisis queries on time, the Kenya Power team being kind and ethical, ensuring visibility and presence of the organization on social media platforms during crisis, ensuring coordinated information is displayed on all social media sites and doing post crisis inquiry led to majority of the Kenya Power consumers satisfied with how the crisis was handled.

5.1.3 Influence of Social Media Platforms on the 9th May crisis

Research findings demonstrate that the affiliations between each of the indicators of influence of social media platforms and crisis management were higher than 0.05 indicating a huge relation on crisis management and influence of social media. This established that majority of Kenya Power customers believe that social media had a huge impact on the 9th May crisis in terms of crisis management. They also find it easier to communicate and articulate issues via social media as opposed to other means of communication during the crisis.

5.2 Conclusion

5.2.1 Influence of Social Media during Crisis Management

It can be deduced from the above results that surely social media aspects influence crisis management. This conclusion is aligned to the media richness theory which according to Martin (2009), states that the importance of any communication is to reduce uncertainity. The study also concludes that effectiveness of social media use in crisis management will increase crisis management practices.

5.2.2 The Frequency of use of Facebook and Twitter with Customers of Kenya Power during 9th May 2020 power breakout

With most of the respondents using Facebook and Twitter more than thrice a day to check on the 9th May crisis updates leads to the conclusion that social media plays a very important part in crisis communication today.

5.2.3 The Critical Success Factors in the Management of Facebook and Twitter on the 9th May Kenya Power crisis

Veil et al., (2011) suggests that corporate organizations with an online presence should have user guidelines and public relations teams responsible for their online efforts, representation, reputation and communication. The findings of this research conclude that

Kenya Power followed guidelines to manage the 9th May crisis. It is vital for the top management of corporate organizations to inspire creative based solutions to facilitate rapid changes in their personnel behaviour and beliefs during the crisis solution process and how they represent the organization especially on platforms on social media. The study concluded that social media along good management is critical for crisis management.

5.5.4 Influence of Social Media Platforms on the 9th May crisis

It was also concluded that social media is a vital communication platform in crisis management from the numerous positive values it adds, and its ability to ensure satisfied customers at the end of a crisis. Conclusion was consistent with Kurtz (2009), who states that social media is depended on internationally for the release of news. The sum of individuals linked with social media networks currently makes social media a valued message instrument.

5.3 Recommendations

5.3.1 The Frequency of use of Facebook and Twitter with Customers of Kenya Power during 9th May 2020 power breakout

Organisations that choose to include social media in their crisis management strategy should choose social media platforms that their customers frequently use to enable a vast reach and easy communication.

5.3.2 The Critical Success Factors in the Management of Facebook and Twitter on the 9th May Kenya Power crisis.

Corporate entities that incorporate social media in crisis management should have guidelines in place to be used during a crisis. These guidelines should include critical success factors as pointed out in this study, involved in the management of social media for successful crisis management.

5.3.3 Influence of Social Media Platforms on the 9th May crisis.

More organizations should include social media in their crisis management communication and strategies as it plays a very vital role in communication especially in this social media era.

5.4. Policy Recommendations

Academics will find this research resourceful when adding to the literature on the part of social media in disaster management as they research on the subject and the ever changing social media platforms. Policy makers such as the government and other regulatory authorities like the ICT Authority can utilize the study findings to get information on how to manage crises and related factors that affect it in the modern organisations and governments. It will also give information that can help in making informed decisions in legislation and regulation concerning the social media area.

5.5 Strategy and Practice Recommendations

Company or corporate decision makers will find the research findings really helpful since it gives a case example in a different organization and circumstances where social media acted as a force of both good and evil. Corporate entities will be able to develop crisis and communication strategies that include social media. Public relations practitioners in the different organisations will be able make informed decisions in cases of crisis where their corporate image is affected.

5.6 Suggestions for Further Studies

Suggestions for further areas for research are informed by the information collected from the research. This study's scope was restricted to Kenya Power. A comparable research could be carried out on the rest of the corporations and institutions in Kenya.

Other factors not included in the study to some extent affect crisis management, thus further research can be carried out on different aspects that influence crisis management.

Primary data was solely utilised in the study; alternative research can be employed using secondary sources of data. Facebook and Twitter were the choice of platforms in this study; alternative research can be done with other platforms. Descriptive and Correlation analysis were used in this research; further research can incorporate other analysis methods like regression and factor analysis.

REFERENCES

A Henderson, L. E. (2010). *Authenticity and the constructs dimensionsin public relations and communiation research.* Jornal of communication.

Alan A Marrat, (1992)," *Technology of wood bonding: principles in practice* New York Van Nostrand Reinhold, 1992.

Armour, G. (2010). Communal Communities Communicating with Formal and Informal Systems: Thousand Oaks: CA: Sage.

Austin, L. L., & Jin, Y. (2017). *Social media and crisis communication.* Routledge.

Baran, S., & Davis, D. (2011). *Mass communication theory:* Foundations, ferment, and future. Nelson Education.

Barton R. (2001), *Image repair discourse and crisis communication.* Public Relations Review, 23(2), 177–186. doi:10.1016/S0363-8111(97)90023-0

Benoit, W. L. (1997). *Image repair discourse and crisis communication.* Public Relations Review, 23(2), 177–186. doi:10.1016/S0363-8111(97)90023-0

Benoit, W. L. (2015). *Accounts, excuses, and apologies*: Image repair theory and research. New York: New York Press.

Benoit, W. L., & Drew, S. (1997) *Appropriateness and effectiveness of image repair strategies.* Communication Reports 10.2: 153-163. Retrieved April 29, 2015 From, Communication & Mass Media

Borremans, P. (2010). *Ready for Anything: Support and enhance your crisis communication plan with social media*. Communication World, [online] July-August, pp. 31-33.

Cochran, W.G. (1977*) Sampling Techniques,* Wiley, New York

Coombs, W. T. (1995). *Choosing the right words*. Management Communication Quarterly, 8(4), 447.

Coombs, W. T. (2010). *Variables for Crisis* (pp. 17-53). Thousand Oaks: CA: Sage.

Coombs, W. T. (2012). *Continuing crisis communication*: planning, managing, and responding (3rd ed.). Thousand Oaks: CA: Sage.

Coombs, W.T. (2011). *Ongoing Crisis Communication:* Planning, Managing and Daniells, K. (2012). Infographic: Social Media Statistics for 2012.

Coombs, W. T. (2017). *Revising situational crisis communication theory*. Social media and crisis communication, 21-37.

D Kenyoru, N. (2015). Stakeholder Engagement and Organizational Performance: *A Case of KPLC and Lighting Company, Eldoret Branch, Uasin-Gishu County – Kenya.* Archives of Business Research, 3(2).

Dawar, N., & Lei, J. (2009). Brand crises: *The roles of brand familiarity and crisis relevance in determining the impact on brand evaluations. Journal of Business Research*, 62(4), 509–516. doi:10.1016/j.jbusres.2008.02.001

Dean, D. H. (2004). *Consumer Reaction to Negative Publicity: Effects of Corporate Reputation, Response, and Responsibility for a Crisis Event.* Journal of Business Communication, 41(2), 192–211.

Dougherty, D. (1992). *Crisis communications: what every executive needs to know.* New York: Walker.Dougherty, D. (1992). *Crisis communications: what every executive needs to know. New York:*

Dutta, S., & Pullig, C. (2011). Effectiveness of corporate responses to brand crises: The role of crisis type and response strategies. *Journal of Business Research*, 64(12), 1281-1287. doi:10

Dutta, P. (2011). *Effectiveness Of Corporate Responses To Brand Crisis. Role Of Crisis Type.* .1016/j.jbusres.2011.01.013

Edelman.(2011). Edelman Trust Barometer executive summary.

Edworthy, J., Hellier , E., Newbold, L., & Titchener, K. (2015). Passing Crisis and Emergency Risk Communications: The Effects of Communication Channel, information type, and repetition. Applied Ergonomics, 48(1), 252-262.

Fearn-Banks, K. (2011). *Crisis communications:* a casebook approach. New York, NY: Routledge.

Fearn-Banks, K. (2017). *crisis communications.* Newyork : Ny:Routledge.

Ferguson, Denise P., Wallace, J. D. & Chandler C. Robert: Rehabilitating Your Organisation's Image: P*ublic Relations Professionals" Perceptions of the Effectiveness and Ethicality of Image Repair Strategies in Crisis Situations.* Public Relations Journal Vol. 6, No. 1, 2012.

Ferguson, E. (2011). *Social media part of new emergency alert system; Province keeps up with technology. Calgary Herald.*

Gao, H.; Barbier, G. & Goolsby, R. (2011). *Harnessing the Crowdsourcing Power of social media* Gelernter, J and Mushegian, N. (2011). Transactions in GIS, 15(6), 753-773.

González-Herrero, A. & Smith, S. (2008). Crisis Communications Management on the Web: *How Internet-Based Technologies are Changing the Way Public Relations Professionals Handle Business Crises.* Journal of Contingencies and Crisis Management, 16(3), 143-153.

Haddow, D. and Haddow, S. (2009). *Disaster Communications in a Changing Media World.* Butterworth-Heinemann: Burlington, MA.

Haines, V., Beggs, J. & Hurbert, J. (2002). *Exploring structural contexts of the support process:* Social networks, social statuses, social support, and psychological distress. Advances in Medical Sociology, 8: 271-294.

Hanna, R. & Rohn, V. Crittenden. 2011. *We´re all connected: The power of the social media ecosystem.* Business Horizons, [online] 54 (3), pp. 265-273.

Henderson, L Edwards, R Bowley. 2010 - *Journal of Communication* ;Blackwell München

Heath, R. (2010). Introduction Crisis Communication: *Defining the Beast and Demarginalising Key Publics.* In W. T. Coombs & S. J. Holladay (Eds.), The Handbook of Crisis Communication (pp. 1-13). United Kingdom: Blackwell Publishing.

Hurlbert, J. S., Beggs, J. J., & Haines, V. (2005). Bridges over troubled waters: *What are the optimal networks for Katrina"s victims? New York: Social Science Research Council.*

James, R. K. & Gilliland, B.E. (2017). *Crisis intervention strategies* (8th ed.). Boston, MA: Cengage Learning.

Jerbi, M. (2011). 7 *Ways to Be a Good Twitter Citizen During a Crisis. eVentures in Cyberland* [Personal Blog of a Communication Consultant]. Journal of Business Ethics, 90: 565-574.

Kamau, S. C. (2016). Engaged Online: *Social Media and Youth Civic Engagement in Kenya. Digital Activism in the Social Media Era, 115-140.*

Kamau, S. C. (2017). *Democratic engagement in the digital age: youth, social media and participatory politics in Kenya.* Communication, 43(2), 128-146.

Kapucu, N. (2005). *Interorganisational coordination in dynamic context: Networks in emergency response management. Connections, 26(2): 33-48.*

Kenya. Ministry of Energy. Technical and Financial Audit Committee. (2003). *Report of the Technical and Financial audit Committee on the KPLC & Lighting Company LImited, and the Kenya Electricity Generating Company LImited. Nairobi*

Kietzmann, J., Hermkens, K., McCarthy, P., & Silvestre, B.*: Social media? Get serious! Understanding the functional building blocks of social media. Business Horizons, 2011, 241-251.*

Kimotho, S. G., & Nyarang'o, C. N. (2019). *Role of Social Media in Terrorism Crisis Communication:* A Case of Westgate Mall Terror Attack in Nairobi. *International Journal of Information Systems for Crisis Response and Management* (IJISCRAM), 11(1), 65-82.

Kiss, J. (2011). Andy Carvin: *the man who tweets revolutions: NPR's media strategist has become a leading player in the breaking news business.*

Lindsay, B. (2011). Social Media and Disasters: *Current Uses, Future Options Millar, C. and Choi, C. (2009). Networks, Social Norms and Knowledge Sub-Networks.*

Liu, B., Jin, Y., Briones, R. and Kuch, B. (2012). Managing Turbulence in the Blogosphere: *Evaluating the Blog-Mediated Crisis Communication Model with the American Red Cross.* Journal of Public Relations Research, 24(4), pp.353-370.

Magro, M, Ryan, S, sharp, J, *Using social networking for educational and cultural adaptation: Exploring* E-Commerce Benefits for Businesses in a Developing Country. The Information Society, 23, 95-108.

Ministry of Energy. Power, K. (n.d.). K*PLC customers increasingly preferring social media for engagement | KPLC .co.ke. Retrieved from http://www.KPLC.co.ke/content/item/2175/kenya-power-customers-increasingly-preferring-social-media-for-engagementKing,* D. L. (2015).Analytics, Goals, and Strategy for Social Media. Library Technology Reports, 51(1), 26-32.

Mukherjee, D. & Soliman, H. (2012). A Social Network Approach to Disaster Planning.

Mugenda, O. M. and Mugenda, A. G. (1999). *Research Methods: Quantitative and Qualitative Approaches.* Nairobi: Acts Press.

Muller, D., Judd, C. M., & Yzerbyt, V. Y. (2005). *When moderation is mediated and mediation is moderated.* Journal of Personality and Social Psychology, 89(6), 852–863.

doi:10.1037/0022-3514.89.6.852

Mugenda, O. M., & Mugenda, A. G. (2003*). Research methods: Quantitative and qualitative approaches.* African Centre for Technology Studies.

Mugenda, O. &. (2003). *Research Methods: Quantitative and qualitative Approaches.* Nairobi: ACT.

Orodho, A. J. (2003). *Essentials of Educational and Social Sciences Research Method.* Nairobi: Masola Publishers.

Nachison, A. (2005). Social Capital in the Connected Society. *The Evaluation Exchange*

Sachwarz, A (2012) How publics use social media to respond to blame games in crisis communication: *The love parade tragedy in Duisburg 2010.* Public relations review, 38(3), 430-437

Schultz, F., S. utz & A. Göritz. (2011). The medium is the message. *Public Relations Review, [online] 37 (1), pp. 20-27.*

Semple, E. (2009). Update your crisis comms plan with social media. Strategic Communication Management, 13(5), 7. *Smartblog on Social media,* [blog] 27 *October Social Media for Disaster Relief. Intelligent Systems, IEEE, May-June 2011: 10-14.*

Schultz, F., Utz, S. and G & ritz, A. (2011). Is the medium the message? *Perceptions of and reactions to crisis communication via twitter, blogs and traditional media.Public Relation*s Review, 37(1), pp.20-27.

Sen, S., & Bhattacharya, C. B. (1999). Does Doing Good Always Lead to Doing Better?: Consumer Reactions to Corporate Social Responsibility. J*ournal of Marketing Research, 38(2), 225–243. doi:10.1509/jmkr.38.2.225.18838*

Siomkos, G. J., & Kurzbard, G. (1994). The Hidden Crisis in Product-harm Crisis Management. *European Journal of Marketing,* 28(2), 30–41. doi:10.1108/03090569410055265

Taekke, J. (2017). Crisis Communication and Social Media. A Systems- and Medium-Theoretical Perspective. *Systems Research and Behavioral Science,* 34(2), 182-194.

Tsarenko, Y., & Tojib, D. (2015). Consumers' forgiveness after brand transgression: The effect of the firm's corporate social responsibility and response. *Journal of Marketing Management,* 31(17- 18), 1851–1877. doi:10.1080/0267257X.2015.1069373

Timothy K. Chue, Yong Wang , CFA & Jin Xu. Pages 34-46 | Published online: 28 Dec 2018. Pages 34-46. Published online: 28 Dec 2018

Ulmer, R., Sellnow, T., & Seeger, M. (2007). *Effective Crisis Communication Moving from Crisis to Opportunity*. SAGE Publications.

Varda, D., Forgette, R., Banks, D. & Contractor, N. (2009). *Social Network Methodology in the Study of Disasters: Issues and Insights Prompted by Post-Katrina Research.* Population Research and Policy Review, 28, 11-29.

Yelena Tsarenko, D. T. (2016). the positive effects of customers' poweron their behavioural responses after service failure. *journal of service research*, 337-351.

Zhang, Y., & Mwangi, J. M. (2016). A perception study on China's media engagement in Kenya: from media presence to power relationship ? *Chinese Journal of Communication,* 9(1), 71- 80.

APPENDICES

Appendix 1: Questionnaire
This questionnaire is for research purpose only for partial fulfilment of award of degree in masters of communication at the school of Journalism, University of Nairobi. And will not be used in any other way whatsoever.
This questionnaire focuses on the 9th May 2020 power outage.
In this questionnaire, the word social media represents either Facebook or Twitter depending on which platform you are answering from.

PART A: DEMOGRAPHICS
sex of respondent
Male ☐   Female ☐
 What is your age bracket?
20Years and below   21-30 years ☐   ☐
          31-40 years   41-50yrs ☐   ☐

PART B: Frequency of use of Facebook and Twitter by Kenya Power customers during Crisis Management
Please identify the social media platform in which you have a presence.

Facebook	
Twitter	

 How often did you use social media to check on updates and feedback from Kenya Power on the 9th of May power outage?
Just once   Twice Thrice   More than thrice

☐   ☐   ☐   ☐

PART C: Critical Success Factors in Management of Facebook and Twitter during Crisis Management.
 On a scale of 1 to 5, where1= strongly disagree (SD), 2= disagree (D), 3= neither agree nor disagree (N), Agree (A) and 5 = strongly agree (SA), rank the following statements.

Statement	1 SD	2 D	3 N	4 A	5 SA
There was quality and immediate feedback from Kenya Power social media team on the 9th of May power outage.					
The Kenya Power social media management was kind, ethical and professional dealing with complaints from the 9th of May power outage.					
Kenya Power had a clear organisation visibility and presence on social media platforms during the 9th May power outage.					

There was consistent communication from Kenya Power social media sites about resolution steps being taken on the 9th of May power outage.					
Kenya Power did a post crisis inquiry through social media in order to ascertain from the social media users whether the 9th May crisis was properly handled.					

Did Kenya Power online management take actions to match and solve complex and arising queries on the 9th May crisis management?

Yes ☐   No ☐

Did Kenya Power online management give fast and comprehensible responses on queries on the 9th of May power outage?

Yes ☐   No ☐

Was there coordinated response from the social media teams on the various Kenya Power social media platforms during the 9th May power outage?

Yes ☐   No ☐

PART D: Influence of Social Media platforms in Crisis Management

On a scale of 1 to 5, where1= strongly disagree (SD), 2= disagree (D), 3= neither agree nor disagree (N), Agree (A) and 5 = strongly agree (SA), rank the following statements.

Factor in ranking in influence.	SD	D	N	A	SA
	1	2	3	4	5
How much do you agree with the following statement? "I believe social media use had a huge impact on the 9th May Kenya Power outage."					
It was easier for customers to articulate issues and provide feedback on Kenya Power social media sites during the crisis as opposed to other means of communication.					
Kenya Powers' online presence on 9TH May made it easier to control rumours and misinformation that tend to spread during crises.					
Social media spread information fast during the 9th May power outage as opposed to other means of communication.					

Did social media provide useful or relevant information to help during the 9th May power outage?

Yes ☐   No ☐

Do you think social media was a reliable communication platform on the 9th May power outage?

Yes ☐   No ☐

How satisfied were you with social media communication by Kenya Power on the 9th of May?

(a) Completely satisfied

(b) Satisfied

(c) Neutral

(d) Not satisfied

THANK YOU FOR YOUR TIME