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**IMPACT OF SOCIAL MEDIA USAGE ON ORGANIZATIONAL
PERFORMANCE OF SACCOS IN KENYA**

(A CASE STUDY OF KUSCCO SACCO AFFILIATES)

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Strategy

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Abstract

Purpose: The purpose of this study was to establish the impact of social media usage on organizational performance.

Methodology: This study was based on descriptive research design. Technical staff particularly CEOs and IT officers were issued using semi-structured questionnaires as a main tool with closed and open-ended questions. The target population was 100 Saccos affiliated with Kuscco within Nairobi region and a sample of 132 respondents was selected using simple random sampling technique in which a researcher selects participants /particular group or category from the population to constitute the sample. The researcher used descriptive statistics whereby tabular, graphical and numeral representations will be used.

Results: The results of the study indicated that social media communication usage, knowledge sharing, information search and social media advertisement are positively and significantly related with organizational performance of Saccos. Social media communication usage, knowledge sharing, information search and social media advertisement were found to be satisfactory variables in explaining organizational performance of Saccos. This is supported by coefficient of determination also known as the R square of 62.5%. Further, the results imply that the independent variables are good predictors of organizational performance of Saccos. This was supported by an F statistic of 40.418 and the reported p value (0.000) which was less than the conventional 0.05 significance level.

Unique contribution to theory, practice and policy: The study provides an in depth analysis of social media usage and its impact among organizations. The findings showed that organizations mainly use Facebook and Twitter for their business, followed by blogs and YouTube. The organizations use social media for various purposes, such as to search for information about their market, customers and competitors. The results of this study can be used as a guide for those organizations that are currently using social media at a minimal level, as these organizations can use it for a wider range of purposes, as suggested by the research findings, and also by those organizations that plan to use social media in the future.

Keywords: *Social Media Usage, Organizational Performance, Saccos*

1.0 INTRODUCTION

1.1 Background of the Study

The Internet provides a new paradigm for communication and has empowered millions of people to network socially beyond the confines of geographical proximity. Online social networking has moved from a niche phenomenon to mass adoption (Wang, 2009). Social media includes various methods such as social networking, user-sponsored blogs, multimedia sites, company-sponsored websites, collaborative websites, podcasts, etc. From the business perspective for any business, effective networking is an essential component to success (Kelley, 2010). Today's social media tools are bringing rapid change to organizational communication and public relations. Social media networks are enabling businesses to become more socially engaged, exploiting new business model innovation based on firms' ability to monetize and extract value from crowd generated data and content. Social media has enabled organizations to establish a stronger relationship with the community of reference, in order to exploit the network effect and harness collective intelligence.

These technologies have shifted the emphasis of internet services from being consumption-based towards becoming interactive and collaborative, creating new opportunities for interaction between organizations and publics (Henderson & Bowley 2010). Therefore considering the growing importance of social media as a strategic tool among organizations, this research aims to investigate the impact of social media usage on organization performance. Technologies in some cases have uncertain, little, or no impact on organizational performance (O'Sullivan 1998), some researchers say corporate adoption of social media, is already showing enormous benefits since the organizations are using it for advertising, branding, information and knowledge search and for customer service and building relationships. Social media usage among organizations is growing tremendously. Organizations are now building and maintaining social media public pages to improve their social network salience, enhance interest in their organizations, and build relationships with the online public. The majority of the studies on social media usage are based on the individual perspective but the study focuses on the social media usage based on organization.

Social media has revived more ancient types of decision-making prevalent before the emergence of mass media, when the exchange of opinions between one's families, relatives, friends, and neighbors was the basis for product purchase (Dellarocas, 2003). Different from the one-way model of communication in most mass media, social media represents two-way communication between consumers and the materialization of the communication content. As the digital version of word-of-mouth, social media represents the solidification, storage, and retrieval of the word-of-mouth content online. Face book was created because a Harvard undergraduate student wanted to connect with his fellow students (Mezrich et al., 2009).

1.2 Statement of the Problem

Adoption of social media is expected to a great extent in view of its benefits. However studies show that this isn't so. Many firms worldwide are slowly accepting social media as an important tool that could revolutionize the way they conduct business. For a business to succeed, it should engage in or focus on satisfying customer needs more efficiently than its competitors. As cook (2002) observes, today's customers are increasingly sophisticated, educated, confident and informed. They have high expectations of the service they want to receive, want greater choice and will not be manipulated. Firms must look for better ways of serving them. One such is social media which some firms have adopted but the extent is still

not yet known. In respect of internet marketing firms, a question arises then, to what extent has social media been adopted by Saccos in Kenya?

Social media may play a major part in reducing costs and growing revenues for internet marketing firms, advertising and market development research.

Literature on social media to a large extent focuses on western countries linking social media phenomenon to the works of corporate companies or private sector touching less (Saccos) cooperative movements (Freiet, 2007). There have been various initiatives to enhance the efficiency and effectiveness among Saccos including use of various communication channels between Saccos and their stakeholders, employees and management, employees and employees and business to business.

Social media is among the communication channels that Saccos have adopted and started using in order to improve their performance. Despite widespread diffusion and use of ICT and social media in the society, it is not yet reported how and to what extent the social media have contributed to improvement of organizational performance. Some studies claim that the use of social network sites makes employees happier and therefore, more productive (AT & T, 2008; Bennett et al., 2010; while other studies consider it as a reason for reduced productivity since it can waste time and be addictive. (Accountemps, 2010) these studies that argue that using social networking sites reduces productivity in the workplace looked only on at the time wasted as a result of social networking and ignored the possible indirect benefits such as enhanced job satisfaction, higher organizational commitment, lower absenteeism, higher retention rates, higher innovative behavior and increased productivity.

Many process improvements may be found through efficient social networking programs and organizational connectivity (Chiveet al. 2008). However, the impact of social media usage on organizational performance has not been empirically investigated. Therefore with the aim to fill up the above gaps, the current study investigates the factors that influence the organizational usage of social media and its subsequent effects of social media usage on organizational performance and never have there a study that explicitly tackled the problem and this necessitates conducting of the study. A case study will be carried out in **Kuscco Ltd**, whereby Sacco affiliates from Nairobi region will be interviewed for this study.

1.3 Purpose of the Study

The purpose of this study was to establish the impact of social media usage on organizational performance.

1.4 Research Question

- i. To establish the effect of social media communication usage on organizational performance of Saccos in Kenya.
- ii. To establish the effect of knowledge sharing on organizational performance of Saccos in Kenya.
- iii. To establish the effect of information search on organizational performance of Saccos in Kenya.
- iv. To determine the effect of social media advertisement on organizational performance of Saccos in Kenya.

2.0 LITERATURE REVIEW

2.1 Theoretical Review

2.1.1 Social Exchange Theory

Social exchange hypothesis is a social mental and sociological point of view that clarifies social change and security as a procedure of arranged trades between parties. Social exchange hypothesis sets that human connections are shaped by the utilization of a subjective money saving advantage examination and the correlation of options. The hypothesis has established in financial aspects, brain science and humanism. Social exchange hypothesis highlights a considerable lot of the principle suppositions found in sound decision hypothesis and structuralism. It is additionally utilized as often as possible in the business world to infer a two-sided, commonly unexpected and compensating process including exchanges or just trade. Social exchange hypothesis (SET) is among the most persuasive reasonable standards for understanding working environment conduct. Its revered roots can be followed back to at any rate the 1920s (e.g., Malinowski, 1922; Mauss, 1925), crossing over such trains as human sciences (e.g., Firth, 1967; Sahlins, 1972), social brain research (e.g., Gouldner, 1960; Homans, 1958; Thibault & Kelley, 1959), and humanism (e.g., Blau, 1964). Albeit distinctive perspectives of social trade have risen, scholars concur that social exchange includes a progression of communications that produce commitments (Emerson, 1976).

Inside SET, these communications are generally observed as reliant and dependent upon the activities of someone else (Blau, 1964). SET additionally stresses that these associated exchanges can possibly create fantastic connections, despite the fact that as we will see this lone will happen in specific situations.

Given that every single social medium are reliant on clients giving substance, a comprehension of the thought processes of why people take an interest seems major. Social exchange hypothesis was begun from human science examines investigating trade between people or little gatherings (Emerson 1976). The hypothesis chiefly utilizes money saving advantage system and correlation of contrasting options to clarify how people speak with each other, how they frame connections and securities, and how networks are shaped through correspondence trades (Homans 1958). The hypothesis expresses that people participate in practices they find fulfilling and keep away from practices that have too surprising expense. At the end of the day, all social conduct depends on every on-screen character's subjective evaluation of the money saving advantage of adding to a social trade. They impart or trade with each other dependent upon complementary activities from the other conveying party (Emerson, 1976).

2.1.2 Social Penetration Theory

Altman & Taylor, 1973, Social Penetration Theory provides a name for the super common phenomenon called "getting to know someone." This theory posits that interpersonal relationships move from a very shallow, surface level to deeper, more intimate levels over time. Moving between the levels and getting to know someone better happens with mutual self-disclosure, or sharing inner feelings, and vulnerability, which is also, incidentally, sharing inner feelings. This theory assumes that self-disclosure is mutual, systematic, and predictable. This theory will be used together with the variable brand communication to establish the effects of social media usage on organization performance.

Social penetration theory describes the role of disclosure in relationship development, focusing specifically on how self-disclosure functions in developing relationships. The onion model serves as a framework for describing the process of social penetration. In developing relationships, people use self-disclosure to increase intimacy including through breadth, depth, and the norm of reciprocity. Social penetration progresses through several stages to develop relationships. The theory also incorporates rewards and costs in relation to social penetration and has influenced the development of a number of theories in relationship development and information management.

Social Penetration theory is known as an objective theory. This means the theory is not subjective by personal feelings or bias. The theory is based solely on facts instead of opinions. According to social penetration theory, penetration is rapid at the start but slows down quickly as the tightly wrapped inner layers are reached. Depenetration is a gradual process of layer-by-layer withdrawal from a relationship. Social Penetration Theory was originally formulated by Irwin Altman and Dalmas Taylor in 1973. Since then the theory has proven to be versatile, allowing students and scholars of communication to employ it in many ways. This does not mean it is without criticism. This theory is generally critiqued in two areas. It is first of all given a positive critique for its Heurism. That is to say that this theory had led to many studies on a wide variety of relationships, and is given credit for much of thinking behind relationship development. On the other hand, the social penetration theory is often criticized for having a narrow scope and critics suggest that the process in which relationships develop are not always linear Social Penetration Theory is a useful theory when trying to understand the interactions that we face every day. The theory looks at all of the different stages of relationships and helps us understand how we rationalize and make decisions about them.

2.2 Empirical Review

According to Boyd and Ellison (2007) social media refers to web based services that allows individuals to construct a public and semipublic profile within a well-structured system such as Face book groups and pages or private owned twitter accounts. To articulate the lists of other users with whom they share a connection and to view and visit the list of connection and those made by others within system. In this regard, profiles and networks of trends that users create stand at the core of the social media (online networking sites). Face book as an example, provides a sophisticated profiling system that allows users to create very detailed information about them and has a good level of privacy by determining what is to be made public(Boyd & Ellison, 2007)

According to DSG (2012) there has been an increase use of social media by individuals and organizations at a global level among organizations, social media have become more than just a tool for external communication. Literature indicates that social media are becoming integrated into development projects and it's used by organizations in partnership building with other organizations (Braskov, 2011).

Chen (2001) Argues that e-commerce will spell the end of brand management as we know it. Evidence from market studies is reviewed; he identifies some key factors that make this scenario unlikely. Corcoran, Cate et al (2009) argues that adaption and embracing social media use to communicate the brands is boosting sales and brand awareness. Saccos that are affiliated with Kuscco have also found the importance of using social media to communicate their brands with their stakeholders, potential customers and the general public.

Interactivity enables a search process that can quickly locate a desired products service, thereby replacing dependency on detailed customer memory (Alba et al. 1997). Interactivity increases the amount of information that can be presented to a customer (Deighton 1996). Stewart and Palou (2002,381) stress the different nature of measurement in interactive media ; research that treats marketing communication as an independent variable; useful for predicting consumer response has no subsequent communication. Marketers should develop search-related strategies and tactics that enabled their target customers to find the content and products they provides (Ghose & Yang 2009). To do this, companies must understand the complex interactions between organic listings (generated for the specific keyword queries) and targeted ad placement (Dreze & Haussler 2003).

3.0 RESEARCH METHODOLOGY

This study was based on descriptive research design. Technical staff particularly CEOs and IT officers were issued using semi-structured questionnaires as a main tool with closed and open-ended questions. The target population was 100 Saccos affiliated with Kuscco within Nairobi region and a sample of 132 respondents was selected using simple random sampling technique in which a researcher selects participants /particular group or category from the population to constitute the sample. The researcher used descriptive statistics whereby tabular, graphical and numeral representations will be used.

4.0 RESEARCH FINDINGS AND DISCUSSION

4.1 Demographic Characteristics

4.1.1 Gender of the respondents

The respondents were asked to indicate their gender. The results are presented in Figure 1

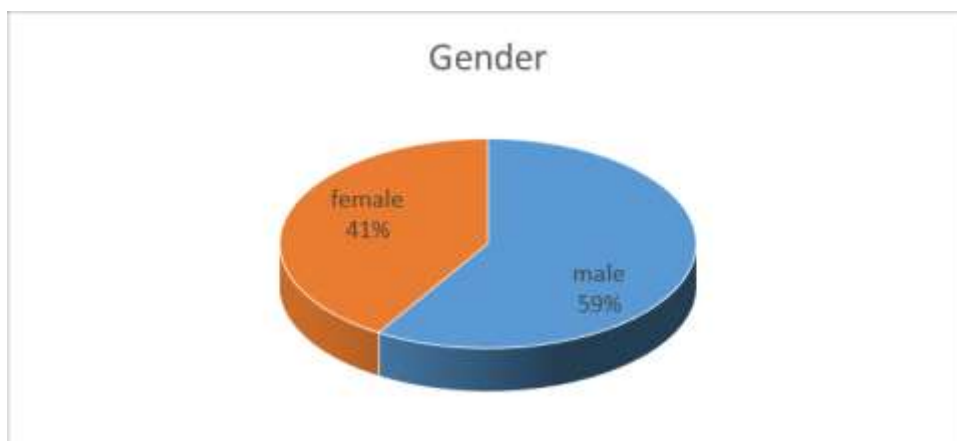


Figure 1: Gender of the respondents

Results in Figure 1 indicate that majority of the respondents, 59%, were males while 41% were females. This implies that gender has a relationship with social media usage. The results show that more males are using social media than females. This finding contrast those of Tüfekçi's (2008) study which shows significant differences between males and females on the usage of social networks that females are more likely to use social networks to keep in touch with friends either living nearby or in other schools while males are more likely to use social networks to find potential friends and find people with have similar interests.

However, the results are in line with Liu (2013) that gender differences are present in the ways teens use the internet and social media, although usage patterns have shifted over time. Teenage boys in the United Kingdom reported using computers more often than girls and feeling more comfortable doing so. According to Kraut and Crawford (2012) more girls than boys use Facebook and Twitter; female users, including teens, also predominate on the online pin board Interest. Valenzuela, Tufekci (2008, 2009) found considerable differences between the usage patterns and purposes of the usage of social media among males and females.

4.1.2 Age of the respondents

Respondents were asked to indicate their ages in years. The results are presented in Figure 2. Age plays a large role in determining the likelihood of social media use.

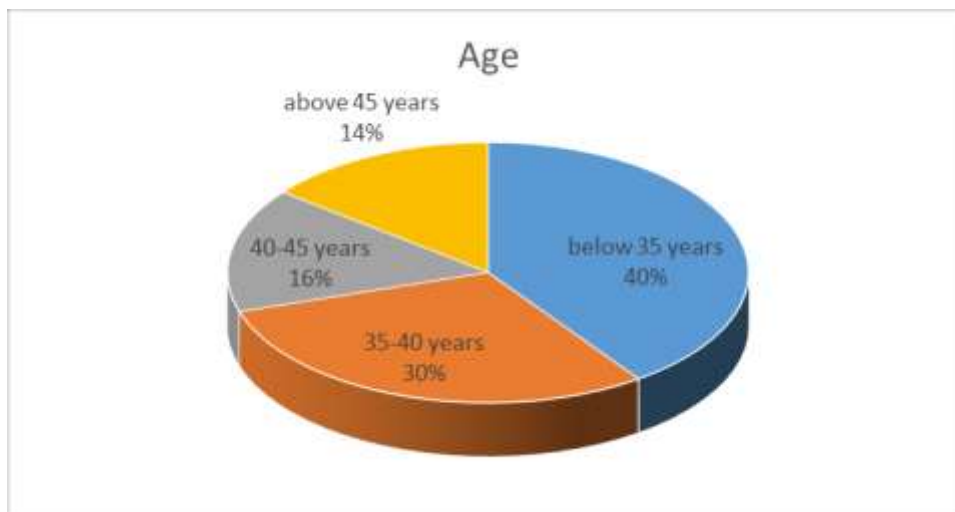


Figure 4.2 Age of the respondents

The findings indicated that; forty percent (40%), of the respondents were aged 35 years and below, and 30% of the respondents were aged 35-40 years. Further, 16% of the respondents were aged 40-45 years while 14% of the respondents were above 45 years of age. This implies that majority of workers in Saccos are at their middle age. Social media usage is more active among younger generation as compared to older generation. This is because the young generation is viewed as more dynamic and would want to explore more in the social media. Studies show that age has a relationship with career commitment (Meyer & Allen, 1984). The results are in line with Cox (2010) also investigated the correlation between age and attitude and found that social network user attitude toward online advertising formats (i.e. blogs, video, and brand channel or page) differed to some extent across age groups. She explains that users who fall in the 18-28 age brackets had strong positive attitudes towards blogs, video, and brand channel ad formats. According to Pempek (2009) social media sites are mostly popular with teenagers and young adults of both genders. The results are also in agreement with Brain (2014, Social Networking Statistics) is worth mentioning that the usage of social media by age 18-29 years. According to Perrin (2015) young adults (ages 18 to 29) are the most likely to use social media.

4.1.3 Level of Education

Respondents were asked to indicate their level of education. The results are presented in Figure 3.

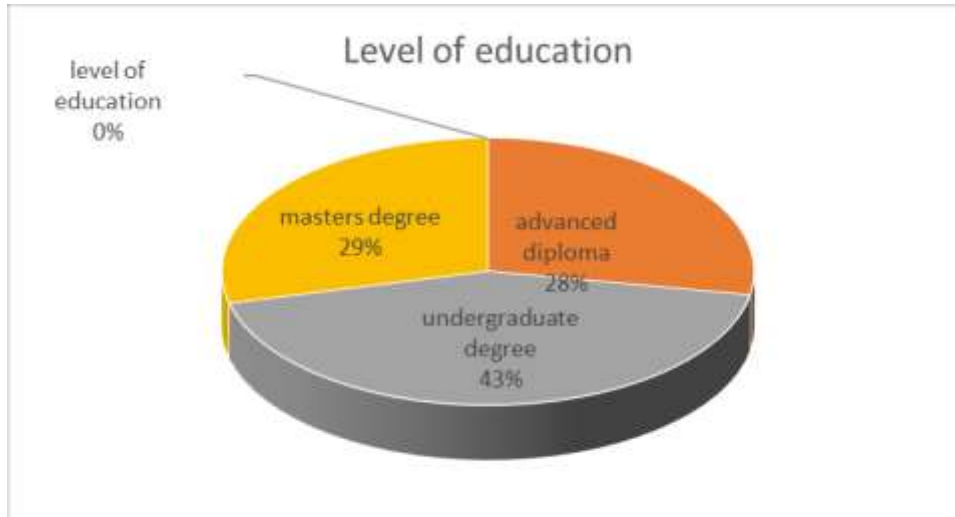


Figure 3: Level of Education

Study findings indicated that; Forty three percent (43%), of the respondents had undergraduate degrees, and 29% of the respondents had masters' degree. Further, 28% had advanced diploma. This implies that employees working in Saccos are learned. Level of education determines employees' competence. The respondents have the ability to use the tools and methods at work. Since all members literate they are able to use computers and social networks. Social media can be educative and so very important in boosting organization performance. Likewise, social medium can be destructive and may undermine the performance of an organization. This occurs as a result that employees spend much in social media wasting very vital time that could be used in doing tasks that matter much to the organization. The results are in agreement with Kuppuswamy and Narayan (2011) that those with higher education over the past decade, it has consistently been the case that the educated were more likely to use social media. More than half (56%) of those living in the lowest-income households now use social media. Turning to educational attainment, a similar pattern is observed. Those with at least some college experience have been consistently more likely than those with a high school degree or less to use social media over the past decade. According to Perrin (2015) 2013 was the first year that more than half of those with a high school diploma or less used social media.

4.2 Descriptive Statistics Analysis

4.2.1 Social media communication usage and Organizational performance of Saccos

This was to establish the effect of social media communication on organizational performance of Saccos in Kenya. The respondents were asked to respond on staff recruitment, customer care, operations management; customers get to interact first hand with the businesses, strategy formulation and public relations. The statements were rated on a five likert scale 1-Strongly disagree, 2- Disagree, 3- neutral, 4- agree and 5-strongly agree. The responses on the statements are presented in Table 2.

Table 2: Social media communication usage and Organizational performance

Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Std Dev
Staff recruitment	12.4%	14.4%	9.3%	33.0%	30.9%	3.6	1.4
Reaching to customers	8.2%	11.3%	12.4%	33.0%	35.1%	3.8	1.3
Operations management	5.2%	16.5%	11.3%	32.0%	35.1%	3.8	1.2
Customer to businesses	6.2%	11.3%	8.2%	27.8%	46.4%	4.0	1.3
Strategy formulation	10.3%	8.2%	12.4%	33.0%	36.1%	3.8	1.3
Public relations	11.8%	17.6%	9.80%	13.7%	47.1%	3.67	1.50
Average						3.8	1.3

The respondents were asked to indicate the use of social media communication and its effect on organizational performance. The responses were rated on a five Likert scale. Results in table 4.2 revealed that majority of the respondents who were 63.9 percent agreed that social media communication could be used during staff recruitment. The results are in agreement with Ekwoaba, Ikeije and Ufoma (2015) who investigated the impact of recruitment and selection criteria on organizational performance and established that recruitment and selection criteria have significant effect on organization's performance. The results are also in line with Omolo, Oginda and Oso (2012) that there was a significant positive correlation between recruitment and firm performance. Recruitment and selection are vital functions of human resource management for any type of business organization. Recruiting and selecting the wrong candidates who are not capable come with a huge negative cost which businesses cannot afford. The impact of an organization's selection system influence bottom-line business outcomes, such as productivity and financial performance a dream for any organization. The results also showed that majority of the respondents who were 68.1 percent of the respondents agreed that social media could be used to address customer issues. The results are in line with Aden and Gichiga (2016) who examined the effect of customer care on organizational performance and found that service quality, customer satisfaction, customer relationship management, customer service delivery have significant and positive effects on organizational performance. In the current organizational environment, customers are crucial elements, Due to the competitive environment and place at the central of all marketing actions. According to Kotler (2006) organizations are increasingly being customer centric and are embracing customer-driven initiatives that seek to understand, attract, retain and build intimate long term relationship with profitable customers. The results also agree with Hassan, and Ali, (2013) who investigated the relationship between customer service and organizational growth and found that there is appositve relationship between customer service and growth. The results also showed that majority of the respondents who were 67.1 percent of the respondents agreed that social media could be used to manage operations of the Saccos.

The results are in line with Battistoni, Bonacelli, Colladon and Schiraldi (2013) who conducted a study on the analysis of the effect of operations management practices on performance and found that operations management practices are relevant indicators of these firms' performance. Accordingly, operations management (OM) activities should for the most part engage with firms that are part of the manufacturing sector.

Operations Management identifies all the activities necessary to plan, develop and improve the business processes involved in the provision of a service. However the results did not agree with Duarte, Brito Di Serio and Martins (2011) who established that there was no positive relationship with financial performance. The results also revealed that majority of the respondents who were 74.29 percent of the respondents agreed that social media helped customers to interact first hand with the businesses. The results are in agreement with Shavazi, Moshabaki, Hoseini and Naiej (2013) that customer relations is associated with organizational performance of a firm. Customer relations processes are the organizational activities that notice the management of the customer relationship (Moutot & Bascoul, 2008). Understanding this point that what kinds of customer relations activities, can be employed by organizations and how these activities can influence on different measures of performance is important. customer relations also is a kind of business strategy that helps business organizations to identify the most profitable customers and prospects, and allocate attention to expand relationships with customers by making, and customized services that delivered to customers through the various firms' channels. Further, results showed that 69.1% of the respondents agreed that social media could be used to helping selecting a better strategy for the Saccos. Strategy formulation is a fundamental management tool in any organization is a multi-dimensional concept that various authors have defined in different ways. It is the match between an organization's resources and skills and the environmental opportunities as well as the risks it faces and the purposes it wishes to accomplish.

The results are in agreement with Muchira, (2013) that strategy implementation influences organization performance where organization use various measures such as organization use projected performance of competitors, organization goals, Past performance of the business and projected performance of organization in other industries to access their performance. According to Emeka, Amaka and Ejim (2015) that a well-conceived and formulated strategy matched with appropriate structure increases productivity in the organization. Successful implementation of strategies is vital to any organization. Finally, 60.8% of the respondents agreed that social media could be used to manage public relations. Public relation is very relevant in organizations today since it has become the most powerful tool to express the image of an organization to the public. Public relations are often key strategic enablers in today's highly competitive business environment. Well-articulated Public relations strategies will always provide a good working strategy aimed at improving the company's image to the public. Public relations strategy is seen to be the outcome of a strategic thinking process by senior management mainly to improve on strategic management in order to have a better company's image communicated to the public. Strategic Public relations provide the top level management with vast means of communication to the public in order to be in touch with its clients. The results are in agreement with Shamsan and Otieno (2015) that there is a significant effect of strategic public relations on organization performance.

The results are also in agreement with Alhadid, and Qaddomi (2016) that showed that there was an impact of the Public Relations on Company Image, and an impact of the Social Media as a moderating variable among Public Relations and Company Image. On a five point scale, the average mean of the responses was 3.8 which means that majority of the respondents were agreeing to the statements in the questionnaire. The standard deviation was 1.3 meaning that the responses were clustered around the mean response.

4.2.2 Knowledge sharing and Organizational performance

The second objective was to establish the effect of knowledge sharing on organizational performance of Saccos in Kenya. The respondents were asked to respond on market research, product development, compare prices with other related organizations and consumer information. The statements were rated on a five likert scale 1-Strongly disagree, 2- Disagree, 3- neutral, 4- agree and 5-strongly agree. The responses on the statements are presented in Table 2.

Table 2: Knowledge sharing and Organizational performance

Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Std Dev
Social media on market research	7.2%	5.2%	13.4%	32.0%	42.3%	4.0	1.2
Product development	6.2%	19.6%	14.4%	32.0%	27.8%	3.6	1.3
Prices comparison	4.1	17.5%	11.3%	20.6%	46.4%	3.9	1.3
Avenue to new users	6.2%	12.4%	12.4%	30.9%	38.1%	3.8	1.2
Information sharing	9.80%	10.8%	11.8%	34.3%	33.3%	3.7	1.30
Average						3.8	1.2

The respondents were asked to respond on knowledge sharing could influence organizational performance of Saccos. The responses were rated on a five Likert scale. Results in table 2 revealed that majority of the respondents who were 74.3 percent agreed that social media based market research influences organizational performance. The results are in agreement with Dike (2015) that marketing research impacts positively on organizational performance. Effective planning requires accurate information derived from marketing research. Marketing research is the systematic and objective identification, collection, analysis and dissemination of information for the purpose of assisting management in decision making. The results are also in agreement with Aina and Ayuba (2015) that marketing research process plays a significant role in the performance of business organizations which means that there is a positive relationship between marketing research and the performance of business organizations. Social media based marketing research therefore, covers product development, identifying the market and suitable method of selling, distribution, promotion, pricing and sales service facilities.

The results also showed that majority of the respondents who were 59.8 percent of the respondents agreed that social media could be used in product development.

The results are in agreement with Nwokah, Ugoji and Ofoegbu (2009) that product development facets of product quality and product lines/ product mix were positively and significantly correlated with the corporate performance facets of profitability, sales volume and customer loyalty. The study also revealed that the relationship between product size, product design and profitability, sales volume and customer loyalty was not significant. Product development is an important element of the marketing arsenal of any organization. Unfortunately many firms do not seem to realize it. The results are also in agreement with Maurice, (2013) that product development influence organizational performance. The results also showed that majority of the respondents who were 67 percent of the respondents agreed response from online customers can be used in comparing prices with other related organizations. The results are in agreement with Sije and Oloko (2013) that there was strong positive correlation between penetration pricing strategy and organizational performance. Price for any product or a service will inevitably fall somewhere between that which is too low to produce a profit and that which is too high to generate any demand.

According to Oke, Olarewaju, and Ayooluwade (2016) effective cost and discounting system should be adopted to attract more customers under the condition that product quality will not be compromised. The results also revealed that majority of the respondents 69 percent of the respondents agreed that social media can be used as an avenue of reaching new users of the products. Finally, results indicated that majority of the respondents 67.6% agreed that consumer information could be shared via social media. It is important to know that social media act as a source of information to consumers. Consumers are able to know product prices and compare with prices from other firms offering the same products. Social media is thus very important in fostering organizational performance of a firm. On a five point scale, the average mean of the responses was 3.8 which means that majority of the respondents were agreeing to the statements in the questionnaire. The standard deviation was 1.2 meaning that the responses were clustered around the mean response.

The study also showed that there exist a positive relationship between knowledge sharing usage and organizational performance. The results indicate that as we increase units of knowledge sharing, organizational performance increases by the same units. Knowledge sharing reveals that knowledge sharing is a process of recombination and evolution of knowledge. The results are in agreement with Ngah and Ibrahim (2015) that Knowledge sharing has strong influence on organizational performance as a second latent variable. It is important for Saccos to invest and focus on knowledge sharing activity as it would create a platform for innovation thus enhances the performance. However, the results contrast that of Chiu and Chein (2015) who found that: knowledge sharing has an insignificant direct effect on organizational performance and a significant mediation effect.

4.2.3 Effect of information search on organizational performance of Saccos in Kenya

The third objective was to establish the effect of information search on organizational performance of Saccos in Kenya. The respondents were asked to respond on research new product ideas via SNS, Important component in gaining competitive advantage and product development. The statements were rated on a five likert scale 1-Strongly disagree, 2- Disagree, 3- neutral, 4- agree and 5-strongly agree. The responses on the statements are presented in table 3.

Table 3: Information search on organizational performance of Saccos in Kenya

Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Std Dev
Service delivery and ideas	4.1%	9.3%	9.3%	24.7%	52.6%	4.1	1.2
Promoting cost reduction and differentiation	6.2%	11.3%	13.4%	26.8%	42.3%	3.9	1.3
Product search	9.3%	14.4%	11.3%	27.8%	37.1%	3.7	1.3
Average						4.0	1.2

The respondents were asked to respond on how information search helped improve organizational performance. The responses were rated on a five Likert scale. Results in table 4.4 revealed that majority of the respondents who were 77.3 percent agreed that social media can be a source in researching about new ways of service delivery. The results are in agreement with Sinclaire and Vogus, 2011 that social media has mutated how businesses interact and communicate with their customers as well as how they establish and implement their customer relationship management.

The results also showed that majority of the respondents who were 69.1 percent of the respondents agreed that social media could be used in marketing in order to promote cost reduction and product differentiation. The results are in line with Parveen, Parveen, Jaafar, Jaafar, Ainin and Ainin (2016) showed that social media usage has a very strong positive impact on organizations' performance, in terms of cost reduction, improved customer relations, and enhanced information accessibility. The results also conger with Akeem, (2017) that cost control has a positive impact on organizational performance and also the style of management has a positive impact on organizational performance. Cost reduction is a planned positive approach to reduce expenditure. This is possible since we can cut down charges levied as a result of adopting social media marketing that is less expensive as compared to billboard advertisements. The results also showed that majority of the respondents who were 64.9 percent of the respondents agreed that social media is important in searching products to suit customer needs. As a result of adopting social media in conducting business, customers can search for products or services depending on their affordability and availability. On a five point scale, the average mean of the responses was 4.0 which means that majority of the respondents were agreeing to the statements in the questionnaire. The standard deviation was 1.2 meaning that the responses were clustered around the mean response.

Further, results showed that that there exists a positive relationship between information search and organizational performances. The results indicate that as units of firm size increases, organization performance of increases by the same units. The results are in agreement with Latham (2011) that information search enhances coordination of activities by improving internal and external communication, as well as information systems. The results are also in agreement with Parveen, Parveen, Jaafar, Jaafar, Ainin and Ainin (2016) showed that social media usage has a very strong positive impact on organizations' performance, in terms of cost reduction, improved customer relations, and enhanced information accessibility.

4.2.4 Social media advertisement and organizational performance of Saccos

The forth objective was to determine the effect of social media advertisement on organizational performance of Saccos in Kenya. The respondents were asked to respond on marketing, launch a product/service, promoting sales, social media advertising enhances the companies cost advantage, cost effectiveness and widening the market. The statements were rated on a five likert scale 1-Strongly disagree, 2- Disagree, 3- neutral, 4- agree and 5-strongly agree. The responses on the statements are presented in table 4.

Table 4: Social media advertisement and organizational performance of Saccos

Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Std Dev
Marketing tool	9.3%	7.2%	12.4%	30.9%	40.2%	3.9	1.3
Launch						3.9	1.4
Product/Service	10.3%	10.3%	11.3%	17.5%	50.5%		
Promoting sales	9.3%	5.2%	10.3%	28.9%	46.4%	4.0	1.3
Companies costs advantage	6.2%	10.3%	14.4%	26.8%	42.3%	3.9	1.2
Brand Communication	5.2%	9.3%	11.3%	29.9%	44.3%	4.0	1.2
Wider market	9.3%	7.2%	15.5%	20.6%	47.4%	3.9	1.3
Average						3.9	1.3

The respondents were asked to respond on how social media advertisement could be used in improving organizational performance of Saccos. The responses were rated on a five Likert scale. Results in table 4.5 revealed that majority of the respondents who were 71.1 percent agreed that social media could be used in marketing. Competition for customers has greatly increased with marketers looking for new ways to attract and retain customers. Companies are now looking to social media as a competitive way to market their products and increase their sales volumes. Having a strong social media presence in business is no longer a plus but a requirement. The results are in agreement with Kimani (2015) that social media marketing has a lot of value to us because it allows employees to connect to the clients, especially the ones in different geographic zones. Social media allows firms to engage in timely and direct end-consumer contact at fairly low cost and higher levels of efficiency than can be achieved with more traditional communication tools. Social media are used by business firms and governmental organizations as a communication tools. These entities actively make use of social media for advertising and marketing, communicating with customers, building relationship with customers, branding. According to Gunelius (2011) social media marketing can be defined as “any form of direct or indirect marketing that is used to build awareness, recognition, recall, and action for a brand, business, product or person using the tools of the social Web. The results also showed that majority of the respondents 68 percent of the respondents agreed that social media was the right platform to launch new products. The results also showed that majority of the respondents who were 75.3 percent of the respondents agreed that social media could be used to promote sales.

The results also revealed that majority of the respondents 69.1 percent of the respondents agreed that social media advertisement was cost effective, 74.2 percent of the respondents agreed that social media brand communication was cost effective. The results are in agreement with Molla and Heeks (2007) that social media reduce marketing cost, improve customer relationships, improve company image and competitive position. According to Parveen, Parveen, Jaafar, Jaafar, Ainin and Ainin (2016) that social media usage has a very strong positive impact on organizations' performance, in terms of cost reduction, improved customer relations, and enhanced information accessibility. Finally, 68 percent of the respondents indicated that social media advertisement help in widening the market. Due to the characteristics of social media, they are effective platforms to engage users in marketing processes (Cova & Dalli, 2009). On a five point scale, the average mean of the responses was 3.9 which means that majority of the respondents were agreeing to the statements in the questionnaire. The results are also in agreement with Cherotich (2016) that found that social media marketing is user friendly and for that reason, majority do not fear that hackers will damage the image of their business when they use social media for marketing their products. However, there was fear that the use of social media for marketing may expose their business to legal suits. Social media marketing can positively resulted to increase in sales revenue, number of customer hence boosting organizational performance. The standard deviation was 1.3 meaning that the responses were clustered around the mean response.

The study showed that the relationship between social media advertisement and organizational performance was found to have a positive and significant relationship. The results indicate that as liquidity rat social media advertisement to increases, organization performance. Competition for customers has greatly increased with marketers looking for new ways to attract and retain customers. Companies are now looking to social media as a competitive way to market their products and increase their sales volumes. Having a strong social media presence in business is no longer a plus but a requirement. The results are in agreement with Kimani (2015) that social media marketing has a lot of value to us because it allows employees to connect to the clients, especially the ones in different geographic zones. Social media allows firms to engage in timely and direct end-consumer contact at fairly low cost and higher levels of efficiency than can be achieved with more traditional communication tools. According to Gunelius (2011) social media marketing can be defined as "any form of direct or indirect marketing that is used to build awareness, recognition, recall, and action for a brand, business, product or person using the tools of the social Web.

4.3 Inferential Statistics

4.3.1 Correlation Analysis

The study sought to establish the association among the study variables. The results are as presented in Table 5.

Table 5: Correlation matrix of variables

Variable		Organizational performance	Social media	Knowledge sharing	Information search	Social media advertisement
Organization performance	Pearson Correlation	1				
	Sig. (2-tailed)					
Social media	Pearson Correlation	.944**	1			
	Sig. (2-tailed)	0.000				
Knowledge sharing	Pearson Correlation	.937**	.994*	1		
	Sig. (2-tailed)	0.000	0.000			
Information search	Pearson Correlation	.932**	.978*	.979**	1	
	Sig. (2-tailed)	0.000	0.000	0.000		
Social media advertisement	Pearson Correlation	.959**	.980*	.980**	.969**	1
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	

The results in Table 5 indicated that social media communication usage, knowledge sharing, information search and social media advertisement are positively related with organizational performance. Further, results indicated that social media communication usage ($r = .944$, $p = 0.000$), knowledge sharing ($r = .937$, $p = 0.000$), information search ($r = .932$, $p = 0.000$). Social media advertisement ($r = .959$, $p = 0.000$) are significantly and positively related to organizational performance. The results agree with Thirusen, (2011) who conducted a study on the effectiveness of advertising through the social media in Gauteng and found that advertising effectiveness on Facebook, namely brand engagement, brand attitude, brand image and consumer engagement enables organization to reach more customers. The results also conger with Njeri, (2014) that social media interaction offers a platform for marketing and sales of products, development of new product brands, access to real-time customer feedback to enhance banks' understanding of the needs of their customers. An increase in either of the above variable leads to increased organizational performance.

The Pearson correlation coefficients between the variables revealed that a positive and statistically significant correlation exists between social media communication usage and organizational performance. The results indicate that as we increase units of social media communication usage by reaching to customers, organizational performance increases by the same units.

The results are in agreement with Melita, Elfani and Petros (2010) that results indicate that the cash conversion cycle and all its major components; namely, days in inventory, day's sales outstanding and creditors' payment period are associated with the firm's profitability.

The results are also in agreement with Nyambu (2013) explored the impact of social media marketing on performance of telecommunication firms in Kenya and found that social media enhanced the performance of the organization as it offers a stage for advertising at a cheaper cost contrasted with different types of marketing accessible.

4.3.2 Regression analysis

The results presented in table 6 present the fitness of model use of the regression model in explaining the study phenomena. Social media communication usage, knowledge sharing, information search and social media advertisement were found to be satisfactory variables in explaining organizational performance of Saccos. This is supported by coefficient determination also known as the R square of 92.3%. The results are in line with Kim and Ko (2011) that social media are used by business firms and governmental organizations as a communication tools. These entities actively make use of social media for advertising and marketing, communicating with customers, building relationship with customers, branding. According to Parveen, Parveen, Jaafar, Jaafar, Ainin and Ainin (2016) showed that social media usage has a very strong positive impact on organizations' performance, in terms of cost reduction, improved customer relations, and enhanced information accessibility.

Table 6: Model summary

Indicator	Coefficient
R	0.961
R Square	0.923

This means that social media communication usage, knowledge sharing, information search and social media advertisement explains 92.3% of the variations in the dependent variable which is organizational performance of Saccos. This results further means that the model applied to link the relationship of the variables was satisfactory. The results are in line with Parveen, Parveen, Jaafar, Jaafar, Ainin and Ainin (2016) showed that social media usage has a very strong positive impact on organizations' performance, in terms of cost reduction, improved customer relations, and enhanced information accessibility.

4.3.3 Analysis of Variance

Table 7 provides the results on the analysis of the variance (ANOVA).

Table 7: Analysis of Variance

Indicator	Sum of Squares	df	Mean Square	F	Sig.
Regression	188.2	4	47.05	334.243	0.000
Residual	15.766	112	0.141		
Total	203.966	116			

The results indicate that the overall model was statistically significant. Further, the results imply that the independent variables are good predictors of organizational performance of Saccos. This was supported by an F statistic of 334.243 and the reported p value (0.000) which was less than the conventional 0.05 significance level.

The results are in line with Parveen, Jaafar and Ainin (2015) that that social media has a greater impact on the performance of organizations in terms of enhancement in customer relations and customer service activities, improvement in information accessibility and cost reduction in terms of marketing and customer service.

The results are in agreement with Shavazi, Moshabaki, Hoseini and Naiej (2013) that customer relations is associated with organizational performance of a firm. Customer relations processes are the organizational activities that notice the management of the customer relationship (Moutot & Bascoul, 2008). Understanding this point that what kinds of customer relations activities, can be employed by organizations and how these activities can influence on different measures of performance is important. customer relations also is a kind of business strategy that helps business organizations to identify the most profitable customers and prospects, and allocate attention to expand relationships with customers by making, and customized services that delivered to customers through the various firms' channels.

4.3.4 Regression Coefficients

Regression of coefficients results in table 8 shows that social media communication usage and organizational performance of Saccos are positively and significantly related ($b=0.541$, $p=0.041$). The table further indicates that knowledge sharing and organizational performance of Sacco are negatively but significantly related ($b=-0.615$, $p=0.029$). It was further established that information search and organizational performance of Saccos were positive and insignificantly related ($b=0.082$, $p=0.581$) It was also established that social media advertisement and organizational performance of Sacco was also positively and significantly related ($b=0.993$, $p=0.000$). The results are in agreement with (Scott, 2010) that social media marketing allows companies to create new connections with customers and communicate with them, instead of sending one-way messages to people. Social media is based on a natural, authentic conversation between people about a subject of mutual interest.

The results also conquer with Kimani (2015) that social media marketing has a lot of value to us because it allows employees to connect to the clients, especially the ones in different geographic zones. Social media allows firms to engage in timely and direct end-consumer contact at fairly low cost and higher levels of efficiency than can be achieved with more traditional communication tools. This makes social media not only relevant for large multinational firms, but also for small and medium sized companies, and even nonprofit and governmental agencies. The results are in line with Aden and Gichiga (2016) who examined the effect of customer care on organizational performance and found that service quality, customer satisfaction, customer relationship management, customer service delivery have significant and positive effects on organizational performance. In the current organizational environment, customers are crucial elements,

Due to the competitive environment and place at the central of all marketing actions. According to Kotler (2006) organizations are increasingly being customer centric and are embracing customer-driven initiatives that seek to understand, attract, retain and build intimate long term relationship with profitable customers. The results also agree with Hassan, and Ali, (2013) who investigated the relationship between customer service and organizational growth and found that there is appositive relationship between customer service and growth.

Table 8: Regressions coefficients

Variable	B	Std. Error	t	Sig.
(Constant)	0.004	0.142	0.026	0.979
Social media communication usage	0.541	0.262	2.066	0.041
Knowledge sharing	-0.615	0.279	-2.207	0.029
Information search	0.082	0.149	0.553	0.581
Social media advertisement	0.993	0.151	6.591	0.000

Thus, the optimal model for the study is;

Organizational performance of Saccos= 0.004+ 0.541 social media communication usage+ - 0.615 knowledge sharing+ 0.082 Information search+ 0.993 social media advertisement

This overall model shows that social media communication usage will increase performance of Saccos by 0.541 units; knowledge sharing will increase performance of Saccos by -0.615 units while information search will increase performance of performance of Saccos by 0.082 units. Social media advertisement will also increase the performance of Saccos by 0.993 units. Finally, the positive constant (0.004) represents other factors which can reduce the performance of Saccos which are not included in the model.

5.0 SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary of Findings

This section provides a summary of the findings from the analysis. This is done in line with the objectives of the study. The study sought to establish the impact of social media usage on organizational performance. Independent variables for this study social media communication usage, knowledge sharing, information search and social media advertisement. The dependent variable was organizational performance. The effect of each of the independent variable on the dependent variable was analyzed in terms of strength and direction.

The researcher sought to establish effect of social media communication usage on organizational performance of Saccos in Kenya. Descriptive result findings indicated that majority of the respondents were agreeing to the statements in the questionnaire. The standard deviation was 1.4 meaning that the responses were clustered around the mean response. The findings revealed that social media communication usage and organizational performance of Saccos are positively and significantly related. Social media communication usage was found to be satisfactory variables in explaining performance of organizational performance of Saccos in Kenya. Regression of coefficients results also showed that social media communication usage and organizational performance of Saccos are positively and significantly related.

The study focused on establishing the effect of knowledge sharing on organizational performance Saccos in Kenya. Descriptive result findings indicated that majority of the respondents were agreeing to the statements in the questionnaire. The standard deviation was 1.4 meaning that the responses were clustered around the mean response. The findings revealed that knowledge sharing and organizational performance of Saccos is negatively and significantly related. Knowledge sharing was found to be satisfactory variables in explaining organizational performance of Saccos. Regression of coefficients also indicated that knowledge sharing and organizational performance of Saccos are negatively but significantly related ($b=0.615$, $p=0.029$).

The researcher also sought to establish the effect of information search on organizational performance of Saccos in Kenya. Descriptive result findings indicated that that majority of the respondents were agreeing to the statements in the questionnaire. The standard deviation was 1.4 meaning that the responses were clustered around the mean response. The findings revealed that information search and performance of Saccos are positively but insignificantly related. Information search was found to be satisfactory variables in explaining performance of Saccos in Kenya. Regression of coefficients indicated that information search and performance of Saccos in Kenya are positively but insignificantly related ($b=0.082$, $p=0.581$).

The researcher finally sought to determine the effect of social media advertisement on organizational performance of Saccos in Kenya. Descriptive result findings that majority of the respondents were agreeing to the statements in the questionnaire. The standard deviation was 1.3 meaning that the responses were clustered around the mean response. The findings revealed that social media advertisement and performance of Saccos are positively and significantly related. Social media advertisement was found to be satisfactory variables in explaining performance of Saccos in Kenya. Regression of coefficients indicated that social media advertisement and performance are positively and significantly related ($\beta = 0.993$, $p=0.000$).

5.2 Conclusions

The conclusions of this study were informed by the findings based on each study objective and also findings of other similar studies. Each objective was assessed and a conclusion provided which covers both theory and practice. The purpose of this study was to establish the impact of social media usage on organizational performance of Saccos in Kenya.

The study provides an in depth analysis of social media usage and its impact among organizations. The findings showed that organizations mainly use Face book and Twitter for their business, followed by blogs and YouTube. The organizations use social media for various purposes, such as to search for information about their market, customers and competitors. They use it mainly to identify the latest trend in the market, their target group, customer wants and needs. They also search for information about their competitors, their moves, tactics, promotional tricks and activities on social media and also in the industry. One of the main uses of social media is that it is used as an information sharing channel, through which the organization share information about their products, services, promotions, campaigns, current happenings and upcoming events to the public. The news regarding events, such as the organization's involvement in corporate social responsibility activities is posted and shared on social media pages, which helps to enhance the image of the organization.

Based on the findings the study concluded that social media communication usage and affects organizational performance of Saccos in Kenya.

Further, the study concluded that knowledge sharing negatively affects organizational performance of Saccos in Kenya. Efficient knowledge sharing leads to the better business processes such as organizational creativity, operational effectiveness and value of products and service.

Based on the findings the study also concluded that information search does not affect organizational performance of Saccos in Kenya.

Based on the findings the study further concluded that social media advertisement influences organizational performance of Saccos in Kenya. Social media marketing has a lot of value to us because it allows employees to connect to the clients, especially the ones in different geographic zones. Social media allows firms to engage in timely and direct end-consumer contact at fairly low cost and higher levels of efficiency than can be achieved with more traditional communication tools.

5.3 Recommendations

The researcher has recommended that organizations should adopt social media usage whereby use of e-mails and telephone should be emphasized to cater for the missing 7.7% since twitter, facebook and whatsapp have been used by organizations for communication, advertisement, knowledge search and knowledge sharing up to 92.3% variations on dependent variable.

The researcher would recommend that organizations/Saccos should use emails to enhance brand communication and also for marketing new offers in the market. Moreso, the use of telephone through calls and messaging will be crucial to reach the clientele that is not able to understand much about twitter, facebook e-mail and whatsapp.

The results of this study can be used as a guide for those organizations that are currently using social media at a minimal level, as these organizations can use it for a wider range of purposes, as suggested by the research findings, and also by those organizations that plan to use social media in the future.

Furthermore, the studies should focus on how individuals and organizations can invest in social media as a method of social media advertisement.

Organizations should use social media channels to spread awareness of the organization activities, events and to promote its products and services, more so, to position it brand.

Social media can also be used for publicity of the organization and new initiatives for customer relations, enhanced job satisfaction, higher organizational commitment, lower absenteeism, higher retention rates, higher innovative behavior and increased productivity.

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